

INFLUENCE OF KNOWLEDGE MANAGEMENT STRATEGIES ON PERFORMANCE OF STATE CORPORATION: KENYA TOURISM BOARD

By

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ABSTRACT

Managing knowledge is the process of creating, archiving, and disseminating valuable knowledge, insight, and experience both within and between groups of individuals in organizations with related needs. Organizations' dynamism for growth is embedded in utilization of knowledge management for the competitive edge. It is therefore paramount for firms to continually adopt strategies in knowledge management. Knowledge management is crucial to how well an organization runs because it allows for efficient development and knowledge transfer within an organization. The purpose of this study was to assess the influence of managing knowledge strategy on the performance of State Corporation: a case study of Kenya Tourism Board. Specifically, the study assessed: the effect of knowledge sharing knowledge storage, knowledge acquisition, knowledge accessibility and knowledge creation on performance of State Corporations in Kenya. Organizational learning theory, theory on knowledge bases and theory on resource-based view guided the study. The study adopted both qualitative and quantitative research methodology and targeted 106 staff members of Kenya Tourism Board employees. Census sampling method was applied and from the entire population staff of Kenya Tourism Board participated. Primary data sources were used in the research. The developed questionnaire was piloted among persons who did not take part in the final research in terms of clarity, content, and adequate structure. For the purposes of this analysis, Cronbach's alpha will be set at 0.7 or above to ensure reliability and validity. The data was analyzed with the help of a Statistical Package for Social Sciences (SPSS version 23.0) and Microsoft Excel to produce statistics descriptively such as frequency counts, percentages, means, modes, and standard deviation. Multiple regression analysis was used to analyze inferential data. Findings showed that knowledge creation and sharing had a positive and significant influence on the performance of state corporations. The study concluded that knowledge sharing was critical for organizational performance with a positive and significant influence on the State Corporation's performance in Kenya. As a result, this research recommends that information and communication managers at State Corporations endeavor to enhance the current knowledge storage repositories.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 Introduction

This chapter presents the study background information, problem statement, objectives and research questions. It further entails the study justification and significance, scope, limitations and delimitations, assumptions made and definition of key significant terms.

1.1 Background to the Study

Knowledge management is the process of creating, archiving, and disseminating valuable knowledge, insight, and experience both within and between groups of individuals in organizations with related needs (Wanyama, 2018). Systems of knowledge management in the past focused on knowledge capture abilities through centralized systems for use in later days. Notably, little success has been achieved by this step, diminishing the importance of knowledge management. Important to note is that through participation in a collaborative ecosystem of knowledge, in a single gesture organization for the first time are able to accelerate efficiency, innovations and agility alongside improving skills levels.

A crucial source of an organization's competitive edge is its knowledge management strategy, which facilitates learning via process and experimentation (Eidizadeh, Salehzadeh & Chitsaz, 2017). The main issue, however, is because in order to implement strategies on knowledge management effectively, organizations necessity to recognize also comprehend the critical behaviors that will determine the success of knowledge management initiatives because these behaviors may affect the organization's performance (Eidizadeh, Salehzadeh & Chitsaz, 2017).

1.1.1 Global Perspectives

Rapid technology dynamism and business environment evolution increase uncertainties and unpredictability of markets and industrial change. This marks the significance of an organization's capacity for change management. Hence, in enhancing innovations and adaption to change, firms must be dynamic in the operational environment. Learning organizations are able to adapt to environmental changes in current business climate. Scholars have heralded the positive effects of dynamism and evidence supporting the relationship between dynamic capabilities

and organization effectiveness is becoming more empirical (Fainshmidt, Pezeshkan, Lance Frazier, Nair & Markowski, (2016).

According to Abubakar, Elrehail, Alatailat and Elçi (2019), organizations that can continuously improve their Innovative skills can help an organization succeed by systematically creating, acquiring, synthesizing, sharing, and using knowledge insights and experiences. To stay competitive in a globalized economy, multinational firms must increasingly prioritize their knowledge assets and put into practice effective knowledge management strategies.

1.1.2 Regional Perspectives

Tchamyou and Asongu (2017) examined knowledge management's part in improving organizational performance in a few South African banks. As a competitive advantage and for future usage, the study also attempted to look into and suggest KM methods and strategies that selected South African banks may utilize to develop, collect, and keep knowledge. The study found out an affiliation between the strategies of knowledge management besides overall performance of the South African banks. Also, the findings demonstrated that the selected banks have procedures in place to retain expert knowledge leaving the banks. Users of the chosen banks could obtain pertinent knowledge and information while managers and staff members learned how to input and organize information and knowledge, facilitating ongoing innovation and knowledge creation.

1.1.3 Kenyan Perspectives

High levels of bureaucracy throughout the Kenyan public institutions cause decision-making delays so as to guarantee right usage of economic capitals and promote accountability (Esterhuizen, Schutte & Du Toit, 2012). This might account for the large number of highly qualified experts in each discipline who have held specific posts in a certain department for an extended length of time. Organizations hope to increase efficiency through knowledge management by sharing information across levels of government and borders, creating new systems and getting rid of out-of-date ones to increase accountability and minimize risk by making well-informed decisions, employing a broader, more integrated, and more easily accessible knowledge base, and improving overall performance, and using quicker problem-solving techniques.

1.1.4 Concept of Knowledge Management Strategy

Venkatraman and Venkatraman (2018) found that knowledge management strategy as combining organizational culture, strategic goals, personal needs, and employee expertise to foster values of learning and development. To share knowledge to be successful, knowledge management must be seen as an essential component of both organizational values and individual occupations. The process of acquiring, using, and storing an organization's knowledge assets is referred to as knowledge management (Liebowitz & Beckman, 2020). In order to help the organization, compete and stay viable in the market, it is also known as formation, distribution, retrieval, and application of the company's knowledge. Because it enables the company to accomplish its goals and remain viable in a competitive environment, the development and knowledge transfer inside the institute are of utmost significance (Abusweilem & Abualoush, 2019).

Knowledge stands out to be the most unique factor when determining company's success (Tavallaei & Fadaei, 2016). It is crucial for the organization to build effective and efficient means to nurture the development, handover, and incorporation of knowledge in the performance of the establishments resulting into high performance accomplishment levels. Effective management of knowledge enables quicker access to information or holders of the information required. As such, it enhances efficiency and productivity while allowing organizations to operate more efficiently and reducing repetitive tasks and creating data bases for development (Elrehail, et.al, 2019).

Since knowledge management effectively addresses problems related to the workplace, it has been widely researched and used in a number of public institutions. According to Bagherzadeh, Markovic, Cheng and Vanhaverbeke (2019) argue that the way knowledge is implemented in organizational processes influences how knowledge management perceives the concept of knowledge. This viewpoint suggests that knowledge can be classified as either organic or tiered. The strategy that is based on the tiered method examines developing and execution of an organizational process that is well-organized and guided by guidelines for knowledge generation or integration that supervisors pass down to staff members. The organic method, on the other hand, focuses on putting policies into practice that make use of already-existing knowledge to control patterns occurring in communities that exercise organizational authority outside of the scope of formal organizational authority.

Alsharo, Gregg and Ramirez (2017) affirm that organizations' inability to clearly define their roles and responsibilities for knowledge management projects hindered the efficient application of those strategies across all organization functions. The danger of knowledge insufficiency and transfer owing to employee retirement trends presents another difficulty for Managing knowledge in the public sector. Kenya's public sector employs an aging workforce, with more than 50% of the workforce being 50 years of age or older, according to Psirimoi (2017). The senior management levels are where this is largely established. The public sector's knowledge management systems are in danger due to this dilemma.

1.1.5 Organizational performance in State Corporations

Every organization's driving factor is performance. According to Veenstra and Ellemers (2020), an organization's performance is what makes it stand out. Nonprofit organizations judge performance through social benefits, while profit-generating corporations do the opposite (Maurice, 2011). Typically, the purpose of establishing a government is to serve its population. Service delivery is a way for the government to measure its performance. Performance prioritizes results over procedures and other activities.

The approaches used by various authors to measure organizational performance differs. There is not a special technique to gauge organizational performance, though. The profitability of the company, operational effectiveness, customer satisfaction index, and operational costs are some of the measures that are routinely used to assess an organization's performance. Performance measurements are a group of financial and non-financial indicators that reveal how well a set of objectives and goals have been attained (Berezin, Sergi, & Gorodnova, 2018).

Faroukhi, El Alaoui, Gahi and Amine, (2020) points three categories of activities that must be carried out to ensure value creation for the consumers and organizational performance. A study of these activities demonstrates the organization's dynamic capabilities as well as the knowledge management element. These actions, according to them, involve gathering market intelligence about current and potential customers' wants, disseminating that knowledge within organizational divisions (managing knowledge), and adapting the organization to modifications in the commercial environment (dynamic capabilities)

1.1.6 Kenya Tourism Board

The legal notice number 14 established the Kenya Tourism Board as a state organization on February 9th, 1997.

KTB is a group that represents for both the public and private tourism industries in Kenya. This includes; the Ministry Tourism & Wildlife, State Department of Tourism, and the private sector organizations that fall under the KTF umbrella. Eco-tourism Kenya, KAAO, KAHC, KATA, KATO, KCTA, and PERAK are all KTF members. KTB has developed a knowledge management strategy that incorporates its vision, mission, guiding principles, and strategic objectives in order to effectively carry out its mandate. It has been made clear that a variety of factors, including organizational structure, management and leadership styles, shared values, and skill sets, affect how well KTB's strategic plan is carried out.

Its main responsibilities include developing and implementing destination marketing strategies both domestically and abroad, serving as a strategic advisor to establishing public relations services to address issues relating to the tourism industry's reputation in Kenya, advising the government and the tourism industry's private sector on topics related to destination marketing, and producing and managing research, information, market data, and other necessary statistics for the business.

1.2 Statement of the problem

Tourism makes about 12% of GDP, the KNBS, (Ng'ang'a, Kutu, & Wamwere-Njoroge, 2022). During 2014, the tourism industry has been in decline; in comparison to 2013, the number of tourists visiting Kenya decreased by 15%. (Smart, 2018). The number of visitors visiting Kenya decreased by 23% in 2019 (Santana-Gallego & Fourie, 2022). Kenya's tourism sector has suffered significant difficulties since the 2000s, including drops in terms of per-person spending, typical stay time, guesthouse habitation charges, guesthouse apartment charges, and amenity value, then security. Also, there is an issue with quality tourism abroad because many hotels in Kenya are unable to fulfill the very high standards that other nations have set. This implies that travelers will always favor visiting these countries over Kenya (Kubickova, Kirimhan & Li, 2019).

Kenyan public service is characterized by bureaucratic procedures that must be carefully followed to prevent the misappropriation of public funds. The key objective of them is to make sure that the government gets the most out of its resources. The placement of staff in other state departmental offices so they can observe operations there is one of the strategies implemented by governments in knowledge management. The government has also encouraged

regular employee rotation, allowing workers to pick up new skills and knowledge from other workers (Engelenburg, Janssen & Klievink, 2019).

The public service review reveals that neither individual nor departmental performance has but attained the agreed benchmark. For instance, whenever a seasoned worker takes a vacation, their duties are suspended until they return (Glaser & Strauss, (2017). This is mostly caused by a lack of sufficient intrinsic knowledge and task-handling abilities. Because they are concerned when losing their positions to the team that is younger, the more experienced and older employees are hesitant to impart their skills. There have been recorded cases of older workers leaving the workforce the government now hires retired staff on a contract basis, which is typically renewed every two years, in order to avoid losing their knowledge to younger employees. (Wikström, Eriksson, Karamehmedovic & Liff, 2018).

On how knowledge management strategy and organizational performance are related, numerous researches have been done. Wanyama (2018) looked at how organizational creativity in listed Kenyan public service is affected by the interaction between strategy and knowledge management processes. The study identified aging workforce, insufficient organizational structure, and complex ICT infrastructure functionality as barriers to knowledge management activities. There is knowledge management and organizational performance present a research gap.

There is a study gap that requires looking into knowledge management generally because Intezari, Taskin and Pauleen (2017) focused on the knowledge transfer process, which is only one element of knowledge management. Odhiambo (2022) investigated the elements that affect the level of knowledge management in Kenyan government agencies, namely the Ethics and Anti-Corruption Commission. The research provided managerial recommendations for an organization focused on the public sector to successfully benefit from the advantages of knowledge management adoption and implementation. A knowledge gap results from the study's failure to connect knowledge management to organization performance.

Since few studies have shown show a gap in the connection in knowledge management strategy and how an organization reaches, this project's focuses on adding knowledge on the subject matter. So, research remains necessary towards connecting the two factors to a case study of Kenyan public service. This research sought to

scrutinize the influence between organizational performance and knowledge management in Kenya State Corporation with a special focus to the Kenya Tourism Board.

1.3 Purpose of the study

The purpose of this study was to evaluate how State Corporation performance was impacted by knowledge management strategy: A case of Kenya Tourism Board

1.4 Research Objectives

- i) To examine the effect of knowledge expertise on Kenya Tourism Board performance.
- ii) To determine how knowledge storage affects Kenya Tourism Board performance.
- iii) To determine how knowledge acquisition impacts Kenya Tourism Board performance.
- iv) To evaluate the effect of knowledge accessibility on Kenya Tourism Board's performance
- v) To identify the effect of knowledge making on Kenya Tourism Board performance.

1.5 Research Questions

- i. How does knowledge sharing affect the performance of Kenya Tourism Board?
- ii. What effect does knowledge storage have on Kenya Tourism Board?
- iii. What effect does knowledge acquisition have on Kenya Tourism Board?
- iv. How does knowledge accessibility affect Kenya Tourism Board performance?
- v. How does Kenya Tourism Board perform in relation to knowledge creation?

1.6 Justification of the Study

The state corporation is established with the intention of offering each citizen access to basic products and services so as assure that its citizens receive first-class services, the government usually invests in state corporations. Marketing Kenya as a top tourist destination is the job of the Kenya Tourism Board. According to statistics from the Kenya National Bureau of Statistics, fewer visitors are visiting Kenya on a yearly basis. That is the basis of choosing Kenya Tourism Board as choice of study.

To assist them in improving the living standards of their citizens, state corporations employ the services of highly skilled and experienced individuals from a variety of industries. However, it would be extremely unfortunate if the loss of experts in these several domains resulted in the loss of knowledge.

Therefore, this research examined how the state corporation manages its knowledge to guarantee ongoing, high-quality service delivery even after the departure of certain skilled professionals. The state corporation was available to monitor its knowledge creation, sharing, storage, acquisitions, and accessibility with the help of this study.

1.7 Significance of the Study

The Kenya Tourist Board would gain from this study by using the information to continue service delivery. The study enlightened on how crucial knowledge management techniques are to KTB's organizational success. The Kenyan government would gain from knowing the outcomes of this study, especially the public-run corporations in order to continue providing stable services. The results would encourage the creation and application of policies that prevent proper knowledge management for the provision of high-quality services. In addition to learning how to generate, share, save, acquire, and access knowledge, other state corporations will also do so.

Additionally, it would help other policymakers. The findings of this study would improve knowledge, which is essential for creating and maintaining competitive advantage in the state corporations. This knowledge would significantly enhance Kenyan state corporations if properly applied. If the study's conclusions were contributed to the body of knowledge in the subject of competitive strategy, it would also be advantageous to academics. The study's findings would show how utilizing knowledge resources impacts an organization's performance. The study would also serve as a future resource for knowledge management (KM) and business operations.

The findings would also be relevant for future researchers because they offer considerable empirical literature that would direct their conduct of additional study in the nexus of organizational performance and knowledge management. Also, this analysis highlighted crucial areas that require further exploration and could focus their research.

1.8 Scope of Study

The primary concentration of the study was on how knowledge management impacts organizational performance in Kenya's state corporation, with a focus on Kenya Tourism Board. The choice of this organization was influenced by the fact that the Kenya Tourism Board is one of Kenya's emerging organizations and has adopted the knowledge management approach. The study collected data from the Kenya Tourism Board staff. The public service commission's data show that KTB currently employed 106 staff in total and the study conducted a census sampling where all the employees were involved. The five components of managing knowledge: knowledge creation,

acquisition, sharing, storage, and access were the only focus of the study. The research was conducted between the months of April 2023 and December 2023.

1.9 Limitation and Delimitation of the Study

The study's findings cannot be generalized to other industries because they are unrepresentative and do not look at how the performance is impacted by knowledge management strategy of the entire industry or other industries. More research in other sectors may be done in this area to determine how knowledge management affects organizational performance.

1.10 Assumption of the Study

The research made the assumption that information offered by participants was reliable. The findings served as a guide for other public organizations to some extent since some public institutions may encounter similar circumstances in knowledge management. It was further assumed that sampling method would be suitable, and that respondents would be able to understand the study subject and questionnaire administered to them. Last but not least, respondents were genuinely interested in taking part in the study and did not have any other hidden reasons.

1.11 Operational Definitions of Key Terms

Knowledge Management: to be able to help the company compete and remain competitive in the industry, it is the creation, sharing, storing, and accessing of the organization's information (Rostami, 2014).

Organization Performance: it is the social benefits, citizen service delivery, product quality, and effective procedures are used to measure how well an organization is performing (Berman, 2015).

Knowledge Creation: It can emerge through humanistic methods like formal training or communicating with others who have similar interests, as well as through technical mechanisms and technological terminology (Huang, Spector & Yang, 2019).

Knowledge Sharing: involves the dissemination of knowledge to increase its usability and accessibility inside or between state corporations (Diakopoulos & Koliska, 2017).

Acquisition of Knowledge: is the method of obtaining, organizing, plus utilizing information from a single basis, usually a group of human specialists (Brint, 2021).

Knowledge Accessibility: is the application of universal design principles to make knowledge accessible to as many people as possible (Pittman & Heiselt, 2014).

KTB - Kenya Tourism Board

KTF - Kenya Tourism Federation

KATA- Kenya Association of Travel Agents

KA AO- Kenya Association of Air Operations

KAHC -Kenya Association of Hotelkeepers & Caterers

KATO -Kenya Association of Tour Operators

KCTA - Kenya Coast Tourist Association,

GDP- Kenya's Gross Domestic Product

KNBS- Kenya National Bureau of Statistics

NARCOSTI- National Council for Science, Technology, and Innovation

SPSS-Statistical Package for Social Sciences

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The outline underpinning theories, empirical research, conceptual context, critique of existing literature and investigation slits are all elaborated upon in this section. The conceptual framework demonstrates the link between organizational performance (dependent variable) and knowledge creation, storage, sharing, acquisition and accessibility (independent variables)

2.1 Theoretical Framework

The theoretical context serves as the foundation for deliberating the study's findings (Engeström & Sannino, 2017). The following theories guided the study: organizational learning theory, knowledge theory bases and lastly resource base view theory.

2.1.1 Organization Learning Theory

By creating and implementing organizational routines selectively, the entire organization and its component units adapt to changing circumstances through this process (Argyris, 1999; Bratianu (2015). Thus, organizational learning complements growth in organizational knowledge, which leads to new discoveries and inventions within the company (Bratianu, 2015).

Learning proceeds in a continuing, regular cycle. Through organizational learning procedures, task performance experience is transformed into knowledge in the cycle. Knowledge is created through interactions between task performance experience and organizational context. This knowledge leaves the company, penetrates the environment, and modifies the organizational setting, which has an impact on subsequent learning (Farhan, 2017). The learning organization is centered on the five fields; - individual re-ins, intellectual representations, common idea, unit education, and systems opinions.

The first stage of organizational learning, according to Boyraz and Ocak (2021) application of learning theory, is at the individual level, where knowledge is gained by independent studying, observing, and application of relevant and contemporary technologies. Individuals gain at a personal level on organizational ideals, attitudes, abilities, and insights. Watkins, Marsick, Wofford and Ellinger (2018) accord that at the individual learning levels, individuals are key players. Lozano (2014) posit that more developed learning entails team learning that sets the stage for organizational learning. In this stage, exchange of conversational and collaborative thinking abilities create team learning, and enables the team members gain intellect and ability exceeding individual capacities and knowledge.

Organizational learning is common today as a shared experience. For today's learning organizations, it is critical to consider knowledge of effective structures, organizing them and building effective firm culture, as well as developing support systems and processes for learning. The theory is appropriate to the research topic because it explains in what way organizations generate knowledge and stake it to their employees, which improves performance.

2.1.2 Knowledge bases Theory

A company's diverse knowledge bases and capabilities play a crucial role in determining its sustained competitive advantage and exceptional corporate performance (Talebi & Emani, 2014). Many diverse entities are involved in the application of knowledge, including corporate ethos character, guidelines, official papers, dealings, structures, and personnel.

Importance of this theory to the research is that it describes how an establishment is a sharing knowledge structure made up of personnel who possess information, and how an establishment's goal is to coordinate the activities of those personnel so they can produce expertise and worth for the enterprise (Gakuo & Rotich, 2017) by enhancing performance, KM techniques enable acquisition, conversion and utilization of existing and new knowledge in the organization.

2.1.3 Resource Base View Theory

RBV was developed in the nineteen eighties and nineteen nineties and it eased organizations gain a viable superiority. According to Wenerfelt's book from 1984, Performance is determined by a company's resource profile, and possessing resources that are hard to replicate might influence the source of better performance (Lavu & Maina, 2020). According to Barney (1991), organizations may help achieve sustained competition as suggested by RBV by having access to specific essential resources and effectively using these resources in selected markets. Furthermore, it is stated believe an organization's performance and competitive advantage are influenced by the features of its assets and by those assets' distinctive, valuable traits.

According to Muhoya (2016), levels of resilience, replicability, limpidity, and transferability are important RBV factors. According to Ochie (2019), important company resources include elements that are complementary, scarce, non-tradable, exclusive, only partially substitutable, appropriable, resilient, and comparable among intended industry factors.

Liu (2017) states that companies have the chance to start building skills that increase competitive advantage, resulting in improved organization performance, thanks to intangible assets like market orientation, knowledge management, and organizational learning. This theory will be applied to determine how Kenya Tourism Board will improve with the usage of knowledge management strategies.

2.2 Empirical Literature

By analyzing quantitatively previously conducted studies, empirical literature is utilized as a technique to get more and extended understanding about the subject under study.

2.2.1 Knowledge Creation and Organization performance

The creation of knowledge is critical in formulating organizational data base for current and future reference. According to Lavu and Maina (2020), knowledge creation relates to the transfer of information, combination of the information and its conversion to varied types of knowledge as a practice or in establishing new ways for operations. According to Liebowitz and Beckman (2020), there is a distinction between knowledge and knowing. Accordingly, knowledge creation is a product of the interplay between them. Hence, shifting condition between knowledge possessing and the act of knowing (emanating from practice, action, and interaction) drives knowledge creation. Furthermore, in order for this interplay to be most fruitful, it is important to support unstructured work environments in areas where creativity and innovation are important.

According to Buonomo and Cervai, et.al. (2022), knowledge creation ascribes to construction of new information and meaning attached to it in the collaborative process of the firm. It is founded on individuals' knowledge which is synergistically combined to give meaning. The individual actually builds personal knowledge, build on it, shares it with colleagues for team learning. One good example is the disclosure of a parent process. Inadvertently, where ideas for an invention are shared with work colleagues in the firm, there is process improvement and operational growth, with employees able to act as testaments to innovations for knowledge management effectiveness. Creation of knowledge can be through intuition, experience, authority or reasoning.

Khan, Butt and Jamil (2022) contend that organizations have the mandate to manage knowledge creation by first understanding and identifying where knowledge exists. Management is required to provide requisite forum for knowledge sharing among workers. Tacit knowledge is created through informal channels with explicit knowledge focusing on existing systems like information technology. Strategically, organizations' management is required to design the right environment for creation of knowledge. Information Technology (IT) application is similar to knowledge sharing and supports the transfer of data in any form of knowledge practice. Importantly, IT is necessary in supporting information transfer with minimal interference and informal collaboration. As such, groupware

systems that enable information sharing among many in the workplace enhance communication in the various communication modes (text, video/print).

Parviainen and Teppola, et.al. (2017) contend the critical role of IT for information management in providing data access and allowing for in depth analysis for the organization's research and development strategies. IT innovations also aid in establishing trends and thus providing the firm with statistics reports that help in decision making for the future, or some imminent current change. Managers are now able to make more precise and effective decisions for organizational development and growth. However, the creation process is quite delicate and may be ineffective without rules and guidelines for effective knowledge management. As such, application of IT must be within frameworks that guard against risks like information leakage, skewed data and loss of information through poor storage.

Buonomo, et.al. (2022) emphasize on the importance of knowledge transfer in preservation of organizational knowledge, preventing its loss and operations maintenance. Promotion and facilitation of information exchange and dissemination combined with knowledge management skills building enhance organizational performance. On the other hand, lack of knowledge sharing culture practices or low support for knowledge sharing may impact negatively on organizational performance. Active promotion of knowledge sharing and transfer in firms can lead to higher staff satisfaction levels and thus enhancing performance. Organizations can propel business strategies implementation by installing and maintaining effective systems for knowledge sharing and transfer. This can be achieved by evaluating and acting on existing knowledge gaps in terms of data, channels of transfer and skills of users.

Faroukhi, et.al. (2020) contend that knowledge creation presents conducive environment for work. It creates interplay between knowledge and knowing, a critical organizational factor that can be developed in the firm through staff capacity building. As such, providing relevant studies and allowing creation of new knowledge through staff interactions practice and experimentations critical Kubickova, et.al. (2019) assert that creation of knowledge is enhanced through practice, and more so through collaborative efforts at the workplace as well as capacity building. In each of these initiatives, knowledge is created at different levels and for different purposes, but with an overall goal of enhancing organizations' performance. The importance of knowledge creation is evidenced through firm

performance, process efficiencies especially data utilization, sharing and transfer as well as concise decision making. Through knowledge management, a firm remains well in touch with market and industry information which it can utilize to make strategic decisions for competitiveness.

Khan, Butt and Jamil (2022) opine that creation of knowledge and management efforts have mostly focused on achieving the objectives of the organization, especially competitiveness, research and development and growth. Focus is also on staff skills development and creativity for new brands that enhance brand competitiveness and overall performance of the organization. According to Laeeque, Babar and Ahmad (2017) studied how the process of knowledge creation influenced the organization's performance in labels of revolution and its relation to the function of organizational education. The conclusions show that there is only a weak affiliation with organizational learning and the knowledge making procedures influence on discovery performance. The value of processes like socialization, internalization, and externalization was identified as one of the main determinants of innovation performance for Tunisian ICT organizations.

Wanyama (2018) asserts that quick access to organizational information helps employees in faster decision-making, enhancing speed and quality of decision-making processes. In effective knowledge exchange, enterprise collaborative tools facilitate acceptance of knowledge, allowing acceptance of opinions and respect of information provided as part of new or renewed knowledge. The exchange tools further support ideas exchange as a part of knowledge development in the organization. Knowledge management motivates individuals to be innovative while promoting organizational culture change s necessary to evolve the firm in meeting the dynamic business environment.

According to Chege, Wang and Suntu (2020), knowledge management strategies have an influence on corporate performance in Kenyan mobile phone firms. The management of telephone companies' views "knowledge" as a tool that businesses may utilize to improve their performance. Due to the knowledge and experience of the staff, it is also thought that knowledge management is used to support the institution's knowledge acquisition, application, and sharing in order to enhance knowledge management and application in organizations. Knowledge management techniques impact an organization's performance through improved client service delivery, more knowledgeable workforce, better organizational decision-making processes, lower operating costs, and increased competitiveness.

Six variables, including technology, leadership, process and content, people and culture, and strategic alignment, contribute to the issues of knowledge management. Organizations must incorporate the initiative into their entire strategic management procedures thus maximizing the importance of information running. Organizations can use knowledge context and substance to promote information exchange and reduce the risks of knowledge loss, enhancing understanding of knowledge management (KM) and how it should be managed (Ochieng, Ovbagbedia, Zuofa, Abdulai, Matipa, Ruan & Oledinma, 2018).

Alharthy (2018) found that organizational adaptability has a vital function in the performance of the enterprise and interaction between knowledge generating processes. Organizational creativity is fueled by knowledge creation processes, which in turn impact the organization's performance. Jordan (2013) discovered that the dynamic theory of knowledge creation explains why there are variations in performance amongst organizations when examining whether a relationship between organizational knowledge development and firm operational performance exists. Nevertheless, it does not outline the method through which knowledge is converted into skills. The study advances our comprehension of organizational knowledge as a tool for value creation as opposed to an organization's end result.

This study also discovered that it was typical for businesses to use information from other sectors, identifying this as an example of an organization's absorptive capacity.

2.2.2 Knowledge expertise and Organization performance

According to Park and Gabbard (2018), expertise is special skill or knowledge acquired through training, practice or talent. A lot of organizations including governments in developed economies are far ahead in expertise than developing and least developed countries like Africa, with lower abilities for knowledge creation for sustainable advantage. However, developing countries may enhance knowledge creation by utilizing intellectual property rights enforcement and development such as patenting as a competitive weapon. While Wuyts and Dutta (2014) concur in stating that the ability to create knowledge and generate a competitive advantage is now essential for any organization that wishes to remain sustainable within its marketplace

In a 2015 study on knowledge sharing strategies in the Malaysian auto sector, the researchers discovered that, in addition to organizational culture and working group support, immediate supervisors and employees' attitudes were the key drivers of successful knowledge sharing (Chang, Liao & Wu, 2017). The researchers have found that knowledge sharing is favorably connected with all four characteristics. According to a different study, gaining insight, organizational make up, governance, believing in, recompences, and acknowledgment, as well as associations, all contribute to the attainment of knowledge distribution. Leadership, organizational traits, communication, technical processes, and human resources policy were recognized by Cavaliere, Lombardi, and Giustiniano (2015) as knowledge enablers.

A thorough understanding of knowledge-sharing strategies is still lacking, as highlighted by Park and Gabbard (2018), for a number of reasons, including the following: Even when knowledge sharing is not the goal, knowledge distribution frequently is surrounded by diverse disciplines whose associates might not convey and distribute their expertise and promising practices. When informal knowledge sharing occurs, it might not always be recognized as a knowledge-distributing tactic. Collaboration is hampered and a competitive advantage is fostered by a lack of consensus on what constitutes knowledge sharing.

According to Caruso (2017), one clarification for the outstanding performance of Kenya's top 100 medium-sized firms may be found in knowledge sharing, organizational learning, and firm-level establishments. These factors all play a role in how knowledge may be leveraged to increase performance. Data demonstrate that knowledge sharing improves organizational performance by acting as a moderating factor. Managers are recommended to reassess the condition of their company level performance in terms of their organizational outline, ethos, technology, management style, and human resources in order to enhance knowledge sharing for innovation and better performance.

Kang and Lee (2017) aver that knowledge sharing capacity enhances dynamism for a competitive edge in the firm. Accordingly, sharing of knowledge aids the dynamic capability of individuals and organization to develop new products, engage the entrepreneur to absorb the change, show willingness for competitive advantages. The dynamic capability also promotes the management of internal capacities of an organization and assists in performance. Thus,

management of knowledge cannot be sufficient in enhancing performance until considering knowledge sharing as a dynamic capability in relation to entrepreneurial and organizational.

Khuram (2016) examined the interaction between strategy and knowledge management process on organizational creativity among listed firms in India. The study found complexity in the functionality of the ICT infrastructure, weak organizational structure and aging workforce which hinders knowledge management initiatives. The study fails to link knowledge management on organizational performance creating a gap.

Sharing of knowledge framework have been suggested by Shongwe (2016), particularly in developing countries to help improve in enhancing their performance and gaining a competitive edge. The two types of knowledge that are required by all of these models and frameworks are explicit and implicit knowledge. They also discuss the method and the driving forces. Technology, leadership, strategy, and organizational culture are examples of enablers (control, time, motivation and commitment). To improve an organizational value and obtain a competitive edge, development of Knowledge Management Program cycle of capture, organization, sharing, application, and recycling is used.

Iyer, Sharp and Brush (2017) review was on the role of organizational systems in innovation performance. Focusing on the system for creating knowledge, the study established that failure to focus on general affected organizational performance. According to Psirimoi (2017), The public sector on Kenya comprises an aging workforce with more than 50% comprising people aged over 45 years. This is mostly entrenched in the senior management levels and a risk for knowledge management systems in the public sector.

2.2.3 Knowledge Acquisition and Organization performance

Chege, Wang and Suntu (2020) describe knowledge acquisition as gaining knowledge from any source available and for the purpose needed. Encouragement of knowledge sharing and collaboration enables individuals to acquire knowledge through learning from each other's experiences, insights, and best practices. The result is promotion of innovation whereby employees build upon existing knowledge and identify new opportunities for improvement. In a business learning environment, ability to make informed decisions quickly is crucial. KM provides access to a centralized knowledge repository, ensuring that decision-makers have accurate, up-to-date information at their

fingertips. This empowers them to make well-informed decisions promptly, leading to increased agility and responsiveness.

According to (Birasnav (2014) the capture, storage and sharing of knowledge. Knowledge capture commences from identification of the location of knowledge- the knowledge mapping. The creation of knowledge map entails the documentation of workflows and decision-making processes to identify key knowledge workers in the organization. The knowledge workers create, utilize and disseminate the knowledge. This group of knowledge initiators include scientists, engineers, writers, educators, designers and other professional.

Kuo, Wu and Lin (2019) claim that new knowledge is essential to organizations because they profit from combining it with their existing knowledge. Organizations can improve their performance by acquiring, sharing, and protecting knowledge through knowledge management operations. As a result, organizations get a competitive edge by utilizing and exploring knowledge both inside and outside of their organizational boundaries. On the role of organizational agility as a link between knowledge creation processes and organizational performance, Chung, Liang, Peng and Chen (2018) indicated that the agility of the organization significantly affects linkages between the influence of knowledge creation on organizational creativity, and in effect impacts on the performance of the organization.

Iyer, Sharp and Brush (2017) in their study reviewed organizational systems such as knowledge creation role in innovation performance. Organizational systems' role was to link existing knowledge and new knowledge in order to add value. Established in the study was that the organizational systems mediated the relationship the between knowledge transfer and innovation performance. The findings support the idea that the organization was the main facilitator for knowledge creation. Further, the internal knowledge sources were seen to have a greater contribution to knowledge transfer within a firm compared to knowledge sources that are external to the organization.

Mullei, Misuko and Nyaribo (2020) opine that effective KM helped firms in capturing and utilizing customer knowledge, such as preferences, feedback, and pain points. Through this knowledge, firms are able to re-align production to suit consumer desires more effectively and therefore promote organizational performance and growth. Knowledge management in this customer-centric approach enhances satisfaction, loyalty, and ultimately, business performance. Notably, there is the risk for organizations on knowledge loss when upon employees' retirement,

official leave days or change in official roles. However, KM mitigates this risk by documenting and preserving critical knowledge and ascertaining its availability to any authorized person for immediate use. This continuity of knowledge prevents rework, reduces the learning curve, and enables smoother transitions, ultimately improving overall organizational effectiveness.

Khalil and Ahmad, et.al. (2021) advocate that knowledge management creates platforms, tools, and processes facilitating collaboration and knowledge sharing across teams and departments. This way silos at the workplace are broken, promoting cross-functional learning, and fostering the culture of collective intelligence. Resulting is that the organization is able to tap diverse perspectives, leverage expertise, and solve complex problems more effectively. Though knowledge management benefits are compelling, the implementation of its practice is not easy. The processes may be constrained by social-cultural factors in the organization. As such, knowledge management requires dynamism especially cultural shift that values knowledge sharing, collaboration, and continuous learning. Resistance to change may also inhibit efforts for effective knowledge acquisition in the organization.

According to Buonomo et.al. (2022), another significant determinant of the effectiveness of successful KM implementation often relies on appropriate technology infrastructure, including robust knowledge repositories, collaboration platforms, and search capabilities. Firms are required to adequately invest in suitable tools and ensure alignment to current workplace systems and workflows. Knowledge management systems need also to prioritize knowledge accuracy, relevance, and currency. In effectiveness for knowledge management, regular content review, verification, and maintenance processes are critical for maintenance of integrity and viability of repository on knowledge.

Strategies for acquiring knowledge may increase organization performance through employees' levels of commitment to their jobs increasing (Abou Hashish, 2017). By becoming enablers of a favorable social climate, this fosters an environment where employees are motivated to perform in accordance with the company's goals. Papa and Dezi, et al (2018) examined influence of performance in knowledge acquisition on employee retention and HRM practices in a study conducted in Italy. Data were gathered from 129 businesses working in a variety of industries. According to the study's findings, knowledge acquisition was positively influenced by innovation, while HRM moderated knowledge acquisition and organizational performance.

Etori and Alilah (2020) postulate that in contemporary business landscape filled with competitiveness, organizations endeavor to be innovative and gain the competitive edge. While efficiency has long been a key focus area for businesses, knowledge management has gained traction with its power to learn on internal inefficiencies, competitor strategies and re-engineering of process for the competitive edge. This, in achieving real effectiveness, organizations must harness the power of knowledge management.

The use of knowledge management in Kenyan mobile phone businesses according (Riungu, 2015) through classification schemes for organizing lessons learned by project kind, problem type, and topic area, the companies' knowledge repository was extremely well-organized. Lessons learned were recorded, and instruction on how to apply the structured approach for recording lessons learned was given. Employers have little trouble using the classification system. The usage of databases and repositories facilitated knowledge acquisition within the companies. Utilizing documented lessons learned enhanced organizational performance and decision-making.

2.2.4 Knowledge storage and Organization performance

Mullei, et.al. (2020) describe knowledge storage as the function and process of soft and hard technic recording and retention of information or data for organizations and also individuals, with the aim of using it in future. In today's world, knowledge is stored through Information Technology systems include computer hard discs, though tradition books are still applied for data storage. Through soft techniques knowledge storage in computerized systems is coded and indexed to ease later retrieval. This approach encourages people to document approach. Armstrong, (2012) argues that a repository enables large groups of people to search for, and retrieve codified knowledge without having to contact the person who originally developed it. In this way, time is saved in searching for information, making knowledge management efficient and enhances performance.

Three key measurement parameters for knowledge storage(retention) were taken into account in a study by Arham, Norizan, Norizan, Arham and Ibrahim (2021) (where) the first was whether experienced employees were encouraged to share and transfer their knowledge to others when they left the organization, the second was whether mentoring and coaching were used to familiarize new employees with their tasks, and the third was whether the organization had an efficient information system for storing existing knowledge. Results showed that knowledge retention had a profound influence on National Library staff job satisfaction. Sharing of knowledge, skills, and best

practices was facilitated in large part through knowledge retention. Retention of knowledge made it possible to apply knowledge to upcoming development initiatives. Utilizing the programs could improve employee morale and hence enhance organization performance.

De Silva (2019) alludes that captured knowledge must be appropriately stored in a manner that makes it accessible in the future. This requires the information to be curated, that is, assessed and organized. Once knowledge has been captured and is to be stored, it needs to be organized (classified, categorized, indexed, and described). The accumulation and storage of staff knowledge enables firms to retain what has made them successful in the past. Further, sharing this information throughout the organization informs staff of past approaches that improve performance or better inform new strategies.

Muhoya (2016) contends that in firms, deepening understanding of knowledge storage is critical for organization's memory. Memory is the hidden repository of details of past decisions and their perceived results, past surprises and the organization's responses, rules of thumb and other unwritten decisions that regulate current decisions and actions. Organization's memory entails systemic knowledge and skills preserved, individual and collective perceptions and experiences beyond time of occurrence. The knowledge can later be retrieved. The ability of the organization to preserve knowledge has important consequences for its performance. Actually, stored knowledge can effectively safeguard the organization from the distracting effects of turnover. Furthermore, it can also assist in framing and solving problems.

Tang (2017) avers that knowledge management emerges as a powerful tool that enables organizations to unlock their intellectual capital, facilitate learning, foster innovation, and enhance decision-making. Embracing knowledge management practices propels firms' transition to modern and agile firms able to change with market environments as well as process changes that emerge. In effect, this has a positive impact on performance and gaining a competitive edge in the market.

According to Kithuka (2020), it is important to store gained explicit and tacit knowledge obtained by individuals within organizations. The organizations should arrange and manage the knowledge thus it can be accessed easier. Knowledge storage is not only vital for effectiveness of usage but also vital for reusing the knowledge. Organizational learning, clients' review and organizational culture are the important variables for the

implementation of KM practices. Moreover, both knowledge sharing and knowledge integration are responsible for employee empowerment and indirectly they accelerate the essence of employee commitment and organizational performance. Clients' review plays a vital role in identifying the quality issues of the product and services.

According to Parviainen, Tihinen, Kääriäinen and Teppola (2017) researched into knowledge storage by examining whether industrial companies had adaptable mechanisms and tools to store available knowledge, if they had organizational mechanisms to index available knowledge, if they kept the knowledge's specifics and observations in a way that made them simple to employ, if proper paper records and documents were kept for storing data, and if the companies had invested in cutting-edge technological tools and computers. According to the study, knowledge management, which includes knowledge storage, significantly influences organization performance. Employees who engage in knowledge sharing feel valued and recognized for their expertise, which leads to enhanced JS and promotes teamwork. Leal and Marques argued that sharing formal knowledge within healthcare organizations increases JS among healthcare professionals, and also enhances their perceived performance.

Kithuka (2020) assessed how much storage was used by a civil society group for knowledge management. It was determined that all information was archived and that knowledge was kept in repositories. Participants in the survey agreed that saving information made it easier to retrieve. There was clear documentation of important information, and the documentation served as a point of reference inside the business. The study found that sharing and storing knowledge had a big impact on how well a company performed.

In essence knowledge application has a positive significant effect on the performance of audit firms in Kenya as shown by Muhoya (2016) while establishing the effect of knowledge management practices on Kenyan auditing firms. Other variables that had a significant impact include knowledge identification, acquisition and sharing. The recommendations of the study indicated that there is need for firms to improve on their knowledge transfer as there is a positive relationship between performance of audit firms in Kenya and transfer of knowledge. In addition, there is a need for firms to improve on knowledge application strategies.

In another study, Kombo (2015) examined the relationship between knowledge strategy management and organizational performance. The aim of the study was specifically to determine the effect of knowledge strategy management on performance, establishing whether organizations mediate the relationship between knowledge

strategy and performance, and to prove that innovation on performance is greater than the effect of knowledge strategy and performance. The study showed that organizational characteristics mediated the relationship between knowledge strategy and performance. Results demonstrated a combined effect of knowledge strategy, organizational characteristics, and innovation on organizational performance was greater than the effect of knowledge strategy alone.

Maina (2015) conducted a study to identify the knowledge management strategy development and implementation process as the United Nations Environmental Programme (UNEP). Covering knowledge management strategy, development and implementation, benefits and challenges, the study adopted theories for knowledge management and value of the organization. Established was that successful implementation of knowledge management depended on employee training and involvement. Further it was driven by open and trustworthy spirited teamwork, empowerment of the employees, leadership, commitment and efficient information system infrastructure.

Al-Ghazi (2014) study aimed at measuring the effect of knowledge management on organizational performance through the use of balance scorecard perspectives. Results showed a significant statistical influence of knowledge management on performance of the organization. This was in relation to knowledge creation, application and storage. Also revealed was a significant statistical effect of knowledge storage and application on the performance of the organization using the customer perspective of the balance score card.

Novak (2017) study evaluated empirical literature in relating to knowledge management and organizational performance in terms of knowledge creation, storage, transfer and application. The results indicated that most of the reviewed studies showed that there was a positive effect of knowledge management factors on organizational performance. The researchers measured organizational performance using financial and non-financial measures of performance.

2.2.5 Knowledge Accessibility and Organization Performance

Knowledge accessibility, according to Rowley and Hartley (2017), is the process of storing and maintaining individual and organizational knowledge in a way that makes it simple to retrieve for future usage during periods of substantial personnel turnover and management changes. Information might be kept in hard copies or soft copies. knowledge accessible means that knowledge must be made in a way that everyone can gain and understand. It is

because then it will become easier to turn into some practical idea and spread that knowledge ahead in the world. Records should be updated often to make retrieval easier. Online platforms for knowledge sharing should have access permissions to guarantee that only the right persons have access to the information in order to prevent corruption or abuse of the information.

According to Venkatraman and Venkatraman (2018), varied skills are applied by humans for successful learning. One type is the industry-specific skills that are only related to a specific field in proper detail. This may be exemplified by studies to become professionals like doctors and engineers, and notably something specific to knowledge application. The other type is fundamental skills whereby skills related to general industry application. However, these are the general skills necessary to lead anyone towards success and all are required to learn these skills. The only issue humans face in the present age is lack of the right way of making knowledge accessible. Notably, making knowledge accessible can be extremely beneficial for the coming generations.

Gakuo and Rotich (2017) emphasize the importance of access to knowledge for organizations. To them, knowledge is not only about learning something and then using that for practical life. They confound that integrating knowledge access creates myriad of benefits by allowing gainful information access and use. As such making knowledge accessible entails ensuring that all relevant persons can make meaning and actually find it for use.

Abubakar (2020) cites that access to information and its availability of sources are factors driving effective knowledge management. Availability of information resources and services do not automatically translate or assure information accessibility. The modes and channels of retrieving information, its form and text are critical in accessing knowledge. Where information is not well structured, it may not deliver credible knowledge that can be utilized for effective decision-making in organization. Therefore, the source of the knowledge must have clear information for consumption. Today, IT has enhanced the credibility of sources, information and effective knowledge access.

Jepketer, Kombo and Kyalo (2015) investigated into the connection between a knowledge accessibility strategy and organizational performance. The study's aim was to ascertain whether organizations mediate the affiliation with knowledge strategy and performance, to find out how knowledge strategy management affected performance, and to show that accessibility had a greater impact on performance than knowledge strategy did. The study demonstrated

that the association between knowledge access and performance was mediated by organizational factors. Results showed that the combined influence of organizational traits, innovation, and knowledge strategy on organizational performance was stronger than the influence of knowledge strategy alone.

Liu et.al. (2020) contended that for knowledge access completeness, imminent absorptive capacity and comprehended absorptive capacity are essential. To add benefit to organizations, these two factors are critical. Expected and comprehended capability plays a critical role to enhance knowledge acquisition, management and performance in organizations. Absorptive capability can be described as the blend of potential absorptive capability and comprehended absorptive capability, and is known as potential competency, which permits an organization to increase, assimilate, integrate, transfer and utilize new knowledge for the organizational and entrepreneurial performance.

Studies like Hailemeskel, Drame, Pansiri and Choi (2016) survey on the preferences and utilization of drug information resources by pharmacy students help conceptualize knowledge access and its importance in organizations. Addressing questions related to resource preferences, information searching frequency, searching ability, the study illuminated on the varied information types and beliefs about credibility of retrieved information. Participants appeared to favor online search engines and databases, especially Google.

In essence, as demonstrated by Muhoya (2016) while establishing the influence of knowledge accessibility strategy on Kenyan auditing organization, knowledge access has a favorable considerable impact on the performance of audit firms in Kenya. Identification, acquisition, and sharing of information are other factors that significantly influenced the outcome. According to the study, there is a connection between knowledge transfer and the effectiveness of audit firms in Kenya. suggestions said that organizations should increase their knowledge transmission. Additionally, organizations must enhance their knowledge accessibility strategies.

According to Karani (2015), management of knowledge in telecommunications companies affect organizational performance in Kenya. Managers in telephone firms in Kenya perceived the term knowledge as a strategy that organizations utilized to improve the competitive performance of the firm. They also viewed knowledge accessibility and sharing as necessary in facilitating application knowledge for enhancing knowledge management in organizations. However, it was noted that the experience and competences of the staff. Knowledge management

practices enhanced performance of the organization in terms of the more knowledgeable employees. Further, skilled staff enabled better decision-making processes by the organization, higher quality service delivery, cost efficiencies and an increase in the competitiveness of the organization.

Ndegwa (2015) argues that in understanding how knowledge can be used to improve performance, knowledge sharing, organizational learning and firm-level institutions are considered to offer an explanation for superior performance of top 100 medium-sized companies in Kenya. The study results indicate a statistically significant a statistical significance of knowledge sharing and with a positive moderating effect to organizational performance. Managers are advised to re-evaluate the state of their firm level performance in terms of their organizational structure, culture, technology, management style and human resources to increase knowledge sharing for innovation and improved performance.

In examined the role of knowledge transfer as a source of competitiveness at the Kenya Power company, Ileri (2015) also identified the challenges that face the organizations knowledge transfer process. The research established that firms transfer knowledge to their partners as well as between different departments in the organization. The transfer of knowledge in the organization was found to have improved the organizations competitiveness through increasing the customer satisfaction, market share, operation cost reduction and also adoption and operation of new technology. Several challenges were identified that affected the implementation of knowledge transfer in organization. Some of these challenges included managers being unable to identify the appropriate knowledge required in the firm, resistance and lack of trust by the employees and other partner firms on the utilization of the acquired knowledge and also a lack of the proper understanding by the management on the changing internal and external environments for the knowledge transfers and how the changes are going to impact the operations of the firm.

2.3 Conceptual Framework

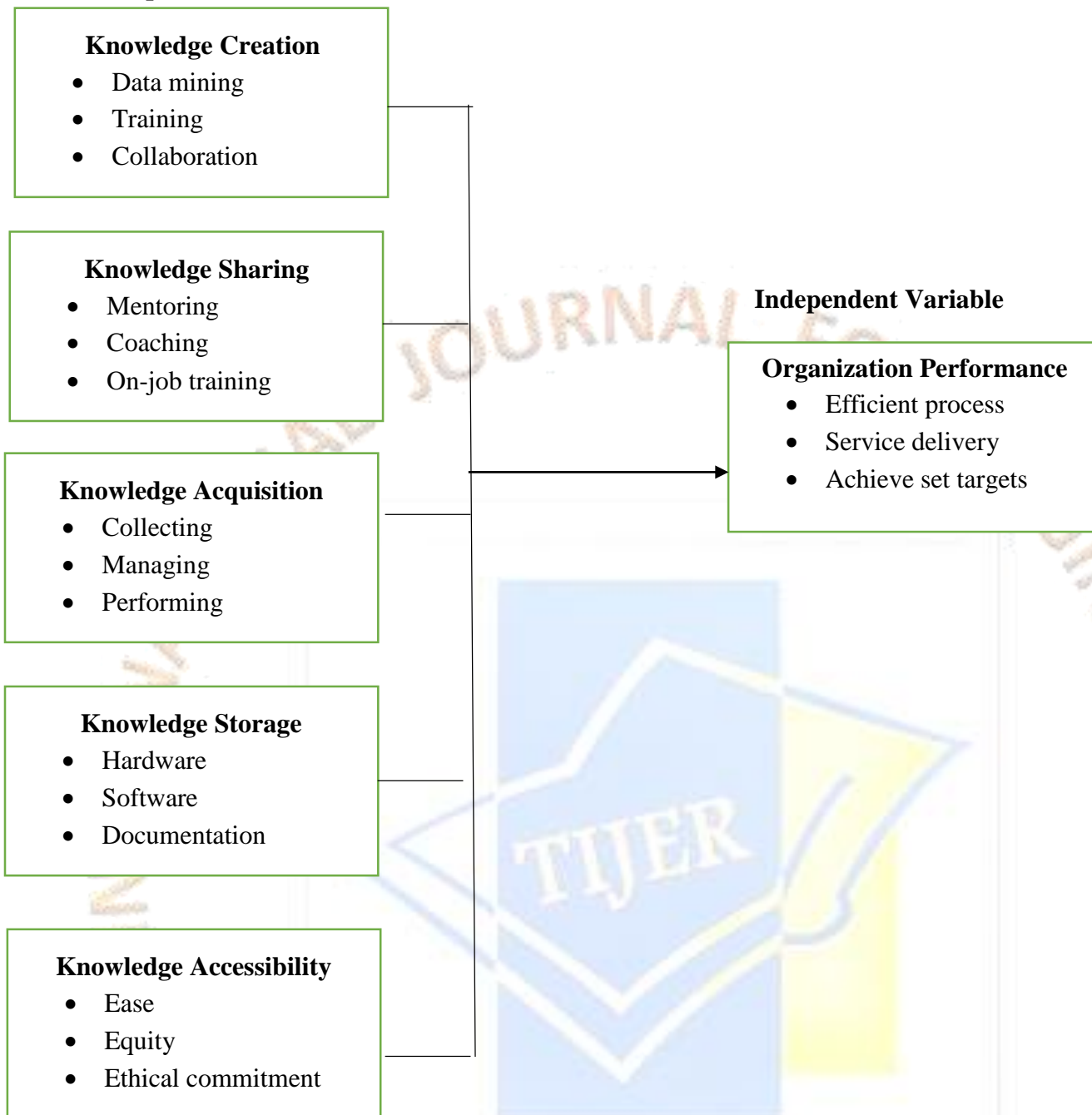


Figure 2.1: The Conceptual Framework

(Source: Researcher, 2022)

The impact of knowledge management strategies, such as knowledge creation, sharing, acquisition, storage, and accessibility, will be one of the independent variables linked to this study. The performance of the state corporation in Kenya will be the subject of this study's dependent variable, which will be specifically assessed through effective process, service delivery, and meeting of objectives.

2.4 Critique of Existing Literature

Based on the reviewed literature, it is evident from some authors, including Laeeque, Babar and Ahmad (2017), that the effectiveness of innovation is influenced by knowledge management strategy. Also, Brix (2017) had of the same argument which demonstrated that organizational systems mediate the relationship between innovation performance and knowledge transfer.

Majority of the empirical literature has been done in the context of IT related industries in industrialized countries. The auto sector, engineering firms and auditing organization were the most frequently studies sectors. Additionally, the researcher was unable to find a study on Kenya tourism board.

According to a review of the literature, majority of researchers have mainly focused on factors that influence organization performance, such as knowledge creation and sharing. According to researchers know how, few have attempted to analysis the influence of knowledge accessibility and acquisitions in any of these studies. The ongoing research will investigate on the same, by putting a focus on the analysis of the influence of knowledge management strategies adopted by State Corporation in tourism board in Kenya, a developing country.

2.5 Research Gaps

The above-mentioned literature points out clearly that far less research has been done on the influence of knowledge management strategy with systematic approach, especially in the state corporation. Contextually, the examined research indicates that, previous researchers only focused on a few knowledge management strategies, particularly on how knowledge sharing and creation affect organizational performance (Chege, Wang & Suntu, 2020).

Few studies, however, have examined the part knowledge management techniques in the acquisition and integration of external knowledge in the public sector (Abou Hashish, 2017: Kuo, Wu & Lin, 2019). That being the case, there hasn't been much research done in the literature on the relationship between knowledge acquisition and organizational performance.

In addition, Riungu (2015) examined knowledge acquisition in the context of a Kenyan mobile phone businesses according through classification schemes for organizing lessons learned, also, the usage of databases and repositories facilitated knowledge acquisition within the companies. This current study is more concerned with the tourism sector and more importantly the stages of collecting, managing and performing under the sub sector of knowledge acquisition.

Last but not least, Parviainen, Tihinen, Kääriäinen and Teppola (2017) researched into knowledge storage by examining whether industrial companies had adaptable mechanisms and tools to store available knowledge. Whereas this current study looks into the aspect of hardware, software and documentation

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The processes and process for examining the present exploration on the evaluation of the influence of knowledge management strategy on performance of the state company are contained in chapter three on research methodology.

3.1 Research Design

According to (Veal, 2017) research design sets up the settings for information compilation and investigation in a way that aims to equilibrate technical economy with relevance to the study issue. A mixed research design will be adopted in the current investigation. Furthermore, descriptive research design entails the ability to produce complex narratives of how people experience in a similar circumstance (Queirós, Faria & Almeida, 2017). Given that the aim of the study was to establish how knowledge management strategy shaped organizational performance in Kenyan state corporations, both qualitative and quantitative research methodologies was acceptable.

3.2 Target Population

All Kenya Tourism Board employees were included in the research's entire populace. The purpose of the Marketing Kenya as a top tourist destination is the job of the Kenya Tourism Board. According to statistics from the Kenya National Bureau of Statistics, fewer visitors are visiting Kenya on a yearly basis.

Table 3.1 Target Population

Cadres	Population	Percentage
Top management	5	5
Middle management	42	40
Junior/Lower management	59	55
Total	106	100

3.3 Sampling procedure

In terms of sampling technique, the current study adopted a census sampling where all the 106-management staff were involved in responding to the research tools.

3.4 Methods of Data Collection

The research made use of primary data sources. Primary data is information that was obtained through questionnaires directly from each respondent in the study's sample of respondents (Zohrabi, 2013). Researcher utilized a self-administered questionnaire with multiple-choice questions to gather data. The questionnaire's questions were fashioned to provide more information about knowledge creation, sharing, storing, acquisition and accessibility. To collect quantitative data, the questionnaire given to the respondents included flexible questions, and Likert questions. The questions were short, exact, and simple to comprehend.

3.5 Pilot Study

It is essential for a study, according to Kothari (2007), so that adjustments may be made to the research instrument before the actual study. To assess the applicability of the research instrument, similar data analysis techniques was employed as in the final study. To determine consistency and reliability of the research instrument, it is crucial, according to Sürücü and Maslakçı (2020). The questionnaires were distributed to a select group of employees taking part in the pilot project, and their suggestions for how to make the questionnaire better were considered. The goal of pre-testing research instruments was to reduce measurement ambiguity and vagueness. Also, a researcher's ability to identify an instrument's weaknesses and highlight areas that require adjustment to achieve the goal.

3.5.1 Validity of Research instruments

Heale and Twycross (2015), an analysis is considered valid when it can be reliably quantified in statistical terms. Whether or not a measurement tool accurately captures the desired variable determines its validity (Clifton, 2020). Questionnaires are widely used to obtain data. Any research questionnaire should have the goal of collecting reliable data. As a result, it is critical that a questionnaire form is thorough and accurate for the target group. Just as Mugenda (2013) stating a pilot study population can be between 10%-30%, the developed questionnaire was piloted to 10 employees of Tourism Research Institute who did not take part in the final research in terms of their clarity, content, and adequate structure. In order to gather relevant data from the respondents, specific questions were included in the questionnaires. Employees were given these initial questionnaires to fill out and return for review.

3.5.2 Reliability of the Research Instruments

Heale and Twycross (2015), discussed reliability as the intensity to which the same results are produced when the same research instrument is used in the same situation repeatedly. In order to describe internal consistency, one uses Cronbach values. For the purposes of this analysis, Cronbach's alpha was set at 0.7 or above to ensure reliability and validity.

3.6 Data Collection Procedures

Before starting the data collection exercise, the researcher first got an introduction letter from the postgraduate program at Mount Kenya University and a research permit from the NARCOSTI. The researcher then visited the KTB administration to inform them of the prospective research. The researcher hand delivered the questionnaires to the sampled respondents. The information obtained in line with the goals of the study.

3.7 Data Analysis and Presentation

To make it simpler to enter data into the computer for analysis, it was cleaned and coded. The SPSS version 23.0 and Microsoft Excel was used to evaluate the data in order to provide descriptive statistics such frequency counts, percentages, means, modes, and standard deviation. The choice of SPSS and excel software for analysis was due to the easier and well tabulated figure produced by the two. The threshold for content analysis was determined in light of the respondent's responses in relation to the study's objectives.

3.8 Ethical Considerations

The researcher was guided by some principles while undertaking the research. The research permission was granted by Mount Kenya University and Kenya Tourism Board. A research permit was then issued by NACOSTI. In addition, all respondents received a consent letter asking for their preparedness to participate in the study, as well as information about the researcher's objectives and the importance of their voluntary participation (Al-Tammemi, Akour & Alfalah, 2020). The principles of data confidentiality and anonymity was employed in the study. Moreover, the study acknowledged the work done by other scholars, presented data accurately and avoided plagiarism

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter entails the findings from the primary instrument that was utilized to conduct the study. It includes the responses that the respondents provided in response to questions about how knowledge management strategies influenced the performance of state corporations in Kenya's tourism industry. The researcher developed tables that summarized the overall responses of the respondents to help with presentation and understanding.

4.1.1 Response Rate

Eighty-three of the one hundred and six questionnaires the researcher distributed were returned fully completed. According to Etikan, Musa, and Alkassim (2020, a response rate of 50% was considered adequate for analysis and reporting. Thus, this current study's response rate was commendable at 78%, which was within those limits and was quite good. The results are shown in Figure 4.1.

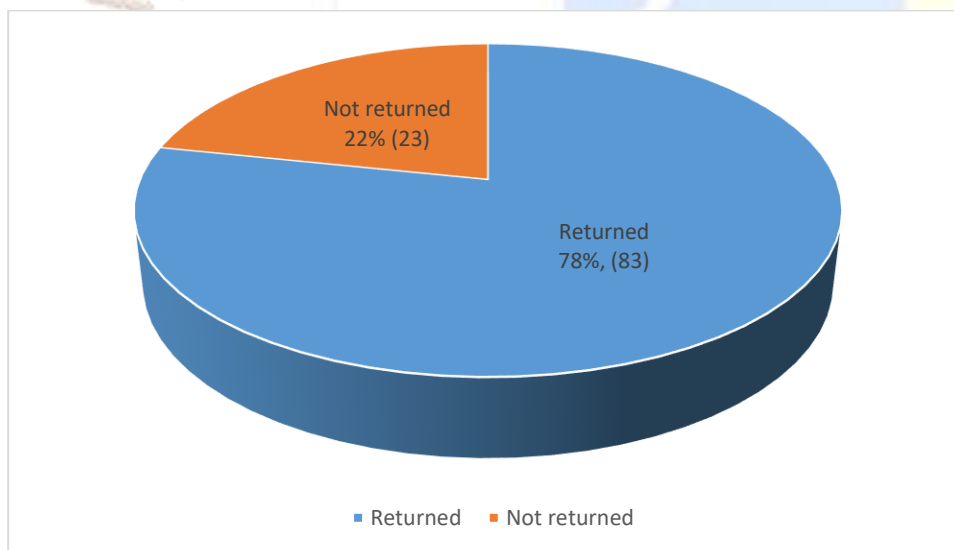


Figure 4.1: Response Rate

4.1.2 Reliability Analysis

Research instrument's validated was evaluated by giving it to the pilot group. According to Cox (2019), a reliability value of 0.7 or above is deemed adequate. For the purposes of this study, all of the constructs must have a construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above. The findings are presented in Table 4.1.

Table 4.1: Reliability Analysis

Parameters	No. of Items	Cronbach's alpha
Knowledge Creation	6	.833
Knowledge Sharing	6	.778
Knowledge Acquisition	6	.701
Knowledge Storage	6	.711
Knowledge Accessibility	6	.745
Organization Performance	22	.742

From the results, all aspects of knowledge management under study were well captured in the questionnaire. Specifically, knowledge creation was reliable alpha (value 0.833), followed by knowledge sharing with an alpha value of 0.778, then organization performance with an alpha value of 0.742, followed by knowledge accessibility with an alpha value of 0.745, then knowledge storage with an alpha value of 0.711, while knowledge acquisition with an alpha value of 0.701 had the slightest reliability. This indicates that the study tool was reliable and that no adjustments were needed.

4.2 Demographic Profile of Respondents

The study sought to establish the personal details of respondents through demographic profiling. Data was collected in relation to respondents' gender, age, years of work experience at KTB, level of position, and highest education level. The findings for the background information were presented in tables.

4.2.1 Gender of Respondents

The gender distribution of the respondents was evaluated.

Table 4.2: Respondents' Gender

Gender	Frequency	Percentage
Male	56	67
Female	27	33
Total	83	100

The results showed that 33% of respondents were women and 67% of respondents were men. The fact that all comments, regardless of their gender, were taken into account demonstrated that the researcher was not biased towards either gender when collecting information.

4.2.2 Highest Educational level of Respondents

The researcher wanted to know the respondent's highest level of schooling. The respondents' capacity to reply to study-related questions was assessed using their degree of education. In Table 4.3, a summary of their feedback is presented.

Table 4.3: Highest Educational level of Respondents

Qualifications	Frequency	Percentage
Diploma	4	5
Degree	40	48
Masters	35	42
PHD	4	5
Total	83	100

According to the study's findings, 48% of respondents had earned a bachelor's degree, 42% had earned a master's degree, both diploma and doctorate had 5% of the total respondents. This demonstrates that every respondent who took part in the survey was knowledgeable enough to comprehend and provide accurate study-related information. Also having adequate and high academic qualifications assured access to objective and credible responses from participants.

4.2.3 Years of work experience at KTB

The researcher wanted to know the numbers of years respondents had worked at Kenya Tourism Board. Figure 4.2 illustrate the findings

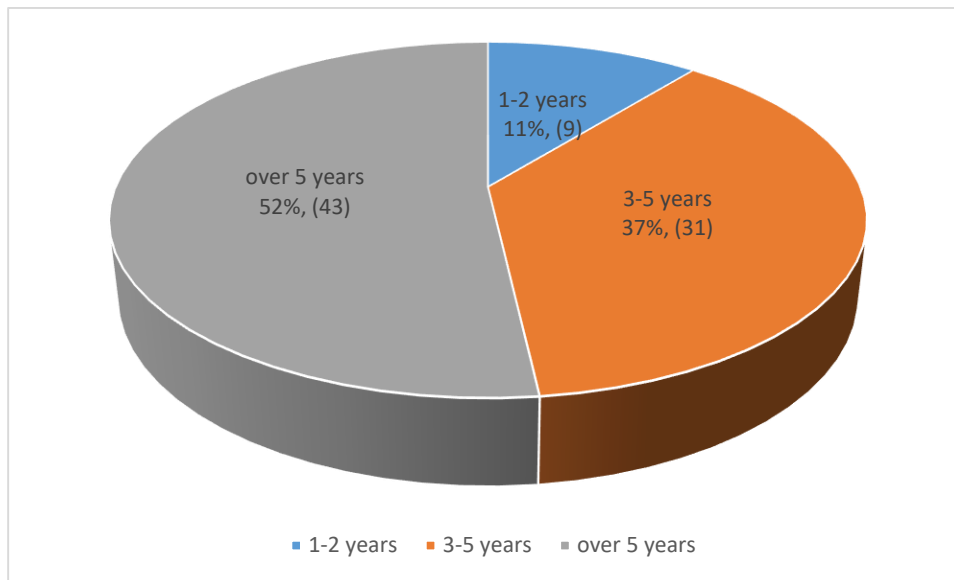


Figure 4.2: Years of work experience at KTB

From Figure 4.2, most of the respondents as represented by 43 (52%) had worked for more than 5 years at KTB. Other respondents had worked between 3 to 5 years as represented by 31(37%), and respondents that had worked between 1 and 2 years as represented by 9(11%). This implies that all the respondents had adequate years of experience to participate in data collection of the study.

4.2.4 level of position

The researcher additional explored the level of position of the respondents. The results are as shown in Figure 4.3.

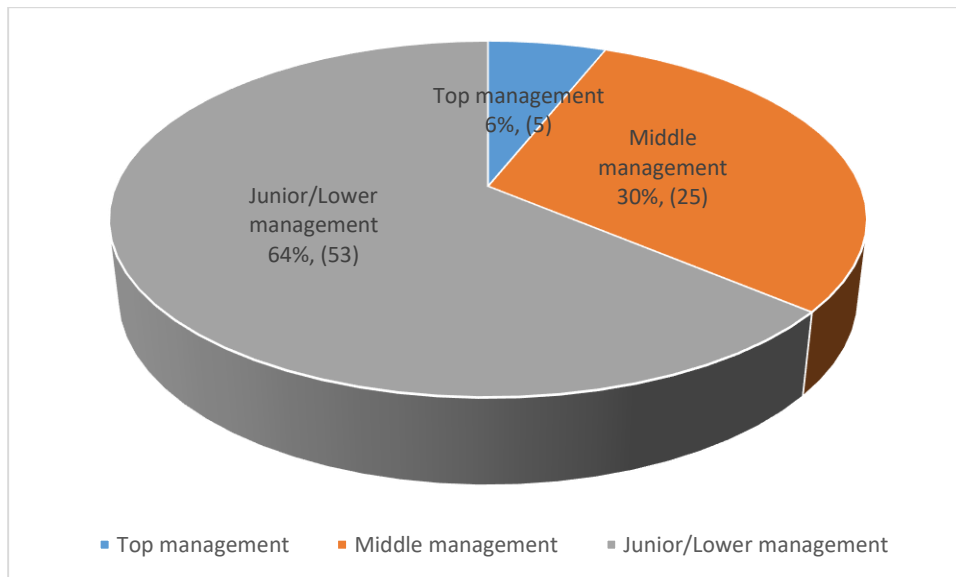


Figure 4.3: level of position

Based on the findings, 64% of the respondents were from the junior/lower management, 30% were from the middle management, and lastly, 5% were from the top management. This implies that the respondents were experienced since the respondents cut across all the level of management of the organization and could comprehend the subject under study.

4.3 Knowledge Creation

This study's first objective was establishing the effect of knowledge creation on the performance of State Corporation in the tourism sector in Kenya. The respondents were asked by the researcher to describe how knowledge creation affect performance of State Corporation in the tourism sector. The findings are presented in Table 4.4 below.

Table 4.4: Knowledge Creation on Performance of KTB

Variables	Mean	Std. Dev.
Our employees recognize the significance of knowledge creation for survival	4.347	0.675
In the public service, formal training sessions are conducted to create new knowledge	4.763	0.619
Due to the fact that knowledge generation is a human endeavor, our personnel are respected for it.	3.449	0.719
Our organizational design promotes knowledge generation for long-term benefit.	3.546	0.514
Our organization encourages collaboration in managing information with	3.663	0.625

other departments

The results show that the respondents stated that in the public service, formal training sessions are conducted to create new knowledge as expressed by a mean score of 4.763 influence performance of state corporations to a very large extent. Further, employees recognize the significance of knowledge creation for survival are rated higher as expressed by a mean score of 4.347 and organization encourages collaboration in managing information with other departments as expressed by a mean score of 3.663 influence performance of organization to a large extent. Additionally, the respondents pointed out that organizational design promotes knowledge generation for long-term benefit as expressed by a mean score of 3.546. Lastly, majority of respondents stated that due to the fact that knowledge generation is a human endeavor, human personnel are respected for it as expressed by a mean score of 3.449 influence performance of state corporations in the tourism sector in Kenya to a moderate extent.

The result agrees with the findings of Chege, Wang and Suntu (2020), Organizational performance is affected by knowledge management practices in Kenyan mobile phone companies. Telephone company management sees "knowledge" as a tool that organizations can use to boost performance. It is also believed that knowledge management is used to support the institution's knowledge acquisition, application, and sharing in order to improve knowledge management and application in companies. This is due to the expertise and experience of the employees. Through better client service delivery, a more informed staff, better organizational decision-making processes, fewer operational expenses, and higher competitiveness, knowledge management strategies have an impact on an organization's success.

Alharthy (2018) revealed that the performance of an organization and the relationship between knowledge-generating processes are both critically dependent on organizational adaptability. Knowledge production procedures, which also have an effect on the performance of the company, stimulate organizational creativity.

4.4 Knowledge Sharing

The study's second objective was to ascertain how knowledge sharing affected State Corporation's performance in Kenya's tourism industry. The researcher asked the respondents to explain how knowledge sharing impact State Corporation's performance in the tourism sector. The results are shown in Table 4.5.

Table 4.5: Knowledge Sharing on Performance of KTB

Variables	Mean	Std. Dev.
Employees at KTB collaborate in groups to share expertise	3.667	0.823
Employees at KTB take part in internal training programs to spread knowledge	4.603	0.980
Our mentors share their practical knowledge with incoming staff members	4.400	0.547
Employees at KTB gain knowledge while performing their duties	4.774	0.786
Employees at KTB receive training on various tasks related to various jobs in order to share expertise	4.546	0.814

Supported by the findings, the respondents agreed that employees at KTB gain knowledge while performing their duties, so information as shown by a mean of 4.774 and also, employees at KTB take part in internal training programs to spread knowledge as shown by a mean of 4.603 influenced performance of state corporations in the tourism sector in Kenya to a very large extent. Furthermore, the respondents stated that employees at KTB receive training on various tasks related to various jobs in order to share expertise as shown by a mean of 4.546. In addition, majority of respondents stated that the organization's mentors share their practical knowledge with incoming as shown by a mean of 4.400 and employees at KTB collaborate in groups to share expertise as shown by a mean of 3.667 influenced performance of state corporations in the tourism sector in Kenya in to a large extent.

The result agrees with the findings of Shongwe (2016) suggested a framework for knowledge sharing, especially in developing nations to aid in improving their performance and establishing a competitive edge. All of these models and frameworks depend on both explicit and implicit knowledge, respectively. They also talk about the strategy and the motivations. Examples of enablers include technology, leadership, strategy, and corporate culture (control, time, incentive, and commitment). The establishment of a knowledge management program cycle of capture, organization, sharing, application, and recycling is utilized to increase company value and gain a competitive edge.

Also, the result agrees with findings of Chang, Liao and Wu (2017) that, in addition to organizational culture and working group support, immediate supervisors and employees' attitudes were the key drivers of successful knowledge sharing. The researchers have found that knowledge sharing is favorably connected with all four characteristics. According to a different study, gaining insight, organizational make up, governance, believing in, recompences, and acknowledgment, as well as associations, all contribute to the attainment of knowledge

distribution. Leadership, organizational traits, communication, technical processes, and human resources policy were recognized by Cavaliere, Lombardi, and Giustiniano (2015) as knowledge enablers.

4.5 Knowledge Acquisition

Another objective of the study was to assess the influence of Knowledge Acquisition on the performance of organization. The objective of the research was to determine how much Knowledge Acquisition influenced performance of organization. The findings are shown in Table 4.6.

Table 4.6: Knowledge Acquisition on Performance of KTB

Variables	Mean	Std. Dev.
KTB collects information from all the departments	4.194	0.970
We manage the generated knowledge to improve staff management at workplace	3.776	0.682
Our improved service delivery is from our performed acquired knowledge	2.789	0.662
In KTB, employees learn how to acquire knowledge in the organization	2.776	0.682
At KTB employees are trained on different tasks in different jobs to acquire knowledge	4.383	0.447

The study findings revealed that the respondents stated that in the institution, workers were trained on different tasks in different jobs to acquire knowledge as illustrated by a mean of 4.383. Also, respondents agreed that KTB collects information from all the departments as shown by mean of 4.194, and manage the generated knowledge to improve staff management at workplace as illustrated by a mean of 3.776 influenced performance of state corporations to a large extent. What is more, the organization’s improved service delivery is from the performed acquired knowledge as illustrated by a mean of 2.789, and at KTB employees learn how to acquire knowledge in the organization as demonstrated by mean of 2.776 influenced performance of state corporations to a moderate extent.

The result corresponds with the findings that improving employee engagement to their employment, knowledge acquisition strategies may improve organizational performance (Abou Hashish, 2017). This promotes an environment where employees are driven to perform in line with the company's goals by making them enablers of

a positive social climate. In a study carried out in Italy, Papa, A., Dezi, L. et al. (2018) investigated the impact of performance in knowledge acquisition on employee retention and HRM practices.

Moreover, the findings are in line according to Kuo, Wu, and Lin (2019) who stated that new knowledge is critical for organizations since it benefits from being combined with current knowledge. Through knowledge management operations, organizations can improve their performance by gathering, sharing, and safeguarding knowledge. As a result, organizations gain a competitive advantage by utilizing and researching knowledge both within and outside their organizational borders.

4.6 Knowledge storage

The fourth objective of the study was to evaluate how Knowledge storage influence performance of state corporations. The respondents were asked to rate the influence of Knowledge storage on the performance of state corporations. The findings are displayed in Table 4.7.

Table 4.7: Knowledge storage on Performance of KTB

Variables	Mean	Std. Dev.
The Kenya Tourism Board has effective systems for storing its operational procedures.	4.173	0.866
KTB have proper mechanism of retrieving stored work procedures and manuals	4.506	0.699
For backup purposes, the information created at the board is kept in several different places.	3.894	0.970
The board's databases contain classified information that was generated there.	2.776	0.682
At KTB there is proper documentation of information across departments	4.483	0.537

The results demonstrate that KTB have proper mechanism of retrieving stored work procedures and manuals as shown by an average of 4.506 influenced performance of state corporations to a very large extent. The respondents similarly stated that at KTB there is proper documentation of information across departments as shown by an average of 4.483, and the Kenya Tourism Board has effective systems for storing its operational procedures.as shown by an average of 4.173 influenced performance of state corporations to a large extent. Consequently, the respondents agreed that for backup purposes, the information created at the board is kept in several different places as shown by an average of 3.894 and lastly, respondents agreed that the board's databases contain classified information that was generated there as shown by mean of 2.776, influenced performance of state corporations to

a moderate extent.

The results correspond with the findings of Kithuka (2020) evaluated the amount of storage a civil society organization employed for knowledge management. It was found that knowledge was stored in repositories and that all information had been archived. The study respondents concurred that preserving information made it easier to retrieve it later. Important information was clearly documented, and the documentation functioned as a point of reference throughout the company. According to the study, a company's performance was significantly impacted by how well knowledge was shared and stored.

More so, the results are in line according to Parviainen, Tihinen, Kääriäinen, and Teppola (2017), they examined knowledge storage by examining whether industrial companies had adaptable mechanisms and tools to store available knowledge, if they had organizational mechanisms to index available knowledge, if they kept the specifics and observations of the knowledge in a way that made them simple to employ, if proper paper records and documents were kept for storing data, and if the companies had invested in c The study found that knowledge management, which includes information storage, has a considerable impact on organizational performance.

4.7 Knowledge Accessibility

The fifth objective of the study was to evaluate how Knowledge Accessibility influence performance of state corporations. The respondents were asked to rate the influence of Knowledge Accessibility on the performance of state corporations. The findings are displayed in Table 4.8.

Table 4.8: Knowledge Accessibility on Performance of KTB

Variables	Mean	Std. Dev.
Kenya tourism board information is packaged in an appropriate format	4.173	0.866
Our organization's information is described as highly portable	4.606	0.701
The information at KTB is packaged in a simple way to be utilized	4.347	0.675
The knowledge generated at the board is in an ease mode to be accessed	4.244	0.857
At KTB there is ethical commitment on knowledge produced	3.894	0.670

The results demonstrate that KTB organization's information is described as highly portable as shown by an average of 4.606 influenced performance of state corporations to a very large extent. The respondents correspondingly stated that the information at KTB is packaged in a simple way to be utilized as shown by an average of 4.347, and the knowledge generated at the board is in an ease mode to be accessed as shown by an average of 4.244 influenced performance of state corporations to a large extent. Accordingly, the respondents agreed that Kenya tourism board information is packaged in an appropriate format as shown by an average of 4.173 influenced performance of state corporations to a large extent. Lastly, respondents stated that at KTB there is ethical commitment on knowledge produced as illustrated by mean of 3.894

The results correspond with the findings that state in essence, knowledge availability has a positive significant impact on the performance of audit businesses in Kenya, as shown by Muhoya (2016) when demonstrating the influence of knowledge accessibility strategy on Kenyan auditing organizations. Other important aspects that had a big impact on the outcome included knowledge identification, collection, and sharing. The effectiveness of audit firms in Kenya and knowledge transfer have been found to be related, according to the study. Suggestions suggested that businesses should spread their information more widely. Organizations must also improve their knowledge accessibility policies.

Moreover, the results are in line according to Jepketer, Kombo, and Kyalo (2015) studied the relationship between a knowledge accessibility strategy and organizational performance. The purpose of the study was to determine whether organizations mediate the relationship between knowledge strategy and performance, to discover how knowledge strategy management affects performance, and to demonstrate that accessibility had a higher impact on performance than knowledge strategy. The study found that organizational characteristics influenced the relationship between knowledge access and performance. The combined impact of organizational traits, innovation, and knowledge strategy on organizational success was found to be stronger than the impact of knowledge strategy alone.

4.8 Organization Performance

The objective of the study was to identify a trend in the performance of state corporations during the previous three years as measured by various measures of performance. The results are shown in Table 4.9.

Table 4.9: Performance of KTB

Variables	Mean	Std. Dev.
The service provided to citizens has improved	3.347	0.788
The board has consistently met its mandate.	3.194	0.652
The board has improved its efficiency levels in delivering her mandate	4.165	0.835

The study results stated that the service provided to citizens has improved in the last 3 years as depicted by a mean of 3.347 and the board has consistently met its mandate year after year as depicted by a mean of 3.194 had improved. Additionally, the board has improved its efficiency levels in delivering her mandate in the last 3 years as depicted by a mean of 4.165.

The research conducted by Birech (2018) is in agreement with these findings, who offer insights on how knowledge management affect organization performance assessments in the present and the future. They concluded that a small number of organizations had established a match with environmental requirements and how businesses maintained their profitability.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The findings on the influence of knowledge management strategies on performance of state corporation, a case of Kenya tourism board, are covered in this chapter in the form of a summary, a conclusion, and recommendations. The findings of the study are outlined in this chapter, along with recommendations for improvements and suggestions for further research.

5.2 Summary of Findings

5.2.1 Knowledge Creation and Organization performance

The study sought to determine how knowledge creation affected the performance of State Corporation in the tourism sector in Kenya. The study found that formal training sessions are conducted to create new knowledge and influenced performance of state corporations to a very large extent. Further, employees recognize the significance of knowledge creation for survival are rated higher and organization encourages collaboration in managing

information with other departments which influenced performance of organization to a large extent. Additionally, the organizational design promotes knowledge generation for long-term benefit. Lastly, due to the fact that knowledge generation is a human endeavor, human personnel are respected for it which in return influenced performance of state corporations in the tourism sector in Kenya to a moderate extent.

5.2.2 Knowledge expertise and Organization performance

The study's second objective was to ascertain how knowledge sharing affected State Corporation's performance in Kenya's tourism industry. The study found that employees at KTB gain knowledge while performing their duties and also, employees at KTB take part in internal training programs to spread knowledge which influenced performance of state corporations in the tourism sector in Kenya to a very large extent. Furthermore, the employees at KTB receive training on various tasks related to various jobs in order to share expertise. In addition, the organization's mentors share their practical knowledge with incoming employees and employees at KTB collaborate in groups to share expertise which influenced performance of state corporations in the tourism sector in Kenya in to a large extent.

5.2.3 Knowledge Acquisition and Organization performance

Another objective of the study was to assess the influence of Knowledge Acquisition on the performance of organization. The study noted that at KTB employees are trained on different tasks in different jobs to acquire knowledge. Also, KTB collects information from all the departments, and manage the generated knowledge to improve staff management at workplace which influenced performance of state corporations to a large extent. Moreover, the organization's improved service delivery is from the performed acquired knowledge, and at KTB employees learn how to acquire knowledge in the organization which influenced performance of state corporations to a moderate extent.

5.2.4 Knowledge storage and Organization performance

The study wanted to assess the influence of knowledge storage on the performance of state corporations. The study revealed that KTB have proper mechanism of retrieving stored work procedures and manuals which influenced performance of state corporations to a very large extent. Further, at KTB there is proper documentation of information across departments and the Kenya Tourism Board has effective systems for storing its operational procedures which influenced performance of state corporations to a large extent. Consequently, for backup

purposes, the information created at the board is kept in several different places and lastly, the board's databases contain classified information that was generated there which in return influenced performance of state corporations to a moderate extent.

5.2.5 Knowledge Accessibility and Organization Performance

The study wanted to assess the influence of knowledge accessibility on the performance of state corporations. The study stated that KTB organization's information is described as highly portable which influenced performance of state corporations to a very large extent. In addition, the information at KTB is packaged in a simple way to be utilized and the knowledge generated at the board is in an ease mode to be accessed which influenced performance of state corporations to a large extent. Accordingly, Kenya tourism board information is packaged in an appropriate format which influenced performance of state corporations to a large extent. Lastly, at KTB there is ethical commitment on knowledge.

5.2.6 Performance of State Corporations

The study pursued to establish the trend in the past 3 years of how state corporations in the tourism sector been fairing when assessed on numerous indicators of performance. The study found that the service provided to citizens has improved in the last 3 years and that the board has consistently met its mandate year after year. Additionally, the board has improved its efficiency levels in delivering her mandate in the last 3 years.

5.3 Conclusion

The study established that knowledge creation has a positive and significant influence on the performance of state corporations. The study concluded that formal training sessions are conducted to create new knowledge and is positive significant influence on the performance of state corporations in Kenya. Additional, employees recognize the significance of knowledge creation for survival are rated higher and organization encourages collaboration in managing information with other departments. More so, the organizational design promotes knowledge generation for long-term benefit and has a positive and significant influence performance of state corporations in the in Kenya.

Secondly, the study concluded that knowledge expertise has a positive and significant influence on the State Corporation's performance in Kenya. Also, the study established that employees at KTB gain knowledge while performing their duties and also, employees at KTB take part in internal training programs to spread knowledge and has a positive influence on performance of state corporations in Kenya. Furthermore, the employees at KTB receive training on various tasks related to various jobs in order to share expertise. In addition, the organization's

mentors share their practical knowledge with incoming employees and employees at KTB collaborate in groups to share expertise and has a positive influence on performance of state corporations in Kenya.

Thirdly, the study concluded that knowledge acquisition has a positive and significant influence on the performance of State Corporation in Kenya. The study also, concluded that at KTB employees are trained on different tasks in different jobs to acquire knowledge. Also, KTB collects information from all the departments, and manage the generated knowledge to improve staff management at workplace has a positive influence on performance of state corporations in the in Kenya. Also, the organization's improved service delivery is from the performed acquired knowledge, and at KTB employees learn how to acquire knowledge in the organization has a positive relationship on the influence of performance of state corporations in Kenya

Fourthly, the study established that knowledge storage has a positive and significant influence on the performance of state corporations in Kenya. The study also stated that KTB have proper mechanism of retrieving stored work procedures and manuals which influenced performance of state corporations to a very large extent. Further, at KTB there is proper documentation of information across departments and the Kenya Tourism Board has effective systems for storing its operational procedures positively influenced performance of state corporations in Kenya. Moreover, for backup purposes, the information created at the board is kept in several different places and lastly, the board's databases contain classified information that was generated there also has a significant influence on performance of state corporations in Kenya.

Additionally, the study concluded that knowledge accessibility has a positive and significant influence on the performance of State Corporation in Kenya. The study also, concluded that at KTB organization's information is described as highly portable which influenced performance of state corporations to a very large extent. In addition, the information at KTB is packaged in a simple way to be utilized and the knowledge generated at the board is in an ease mode to be accessed has a positive influence on performance of state corporations in the in Kenya. Also, the Kenya tourism board information is packaged in an appropriate format which influenced performance of state corporations to a large extent. Lastly, at KTB there is ethical commitment on knowledge has a positive relationship on the influence of performance of state corporations in Kenya

5.4 Recommendations

The researcher makes the following recommendations regarding the variables influencing performance at the state corporations in the tourism sector in Kenya based on the findings and conclusions of this study. These components included knowledge creation, knowledge sharing, knowledge acquisition, knowledge storage and knowledge accessibility.

5.4.1 Objective 1: Knowledge Creation and Organization performance

The study makes a recommendation that state corporations should improve their internal procedures in accordance with the staff's skills and have a variety of ways of collecting crucial data about their procedures. State corporations should also employ technically competent consultants to collaborate with their staff on projects that aren't handled by internal staff, train their staff frequently, support staff attendance at trade shows, and expose staff to other regions of the world in an effort to benchmark their services. State corporations should perform internal trials to enhance customer service delivery, establish forums with research institutions for the exchange of knowledge, and engage in research to create new knowledge.

5.4.2 Objective 2: Knowledge expertise and Organization performance

The study makes a recommendation that state corporations should make use of the vast knowledge they already possess to create guidelines for task performance and integrate that knowledge into operational procedures to forecast the future. State corporations need to departmentalize operations, reuse knowledge to strengthen operations, assign those the greatest skills to do specialized jobs, use knowledge to shape the culture they want to prevail, and work with other stakeholders to ensure competitiveness. They should also use knowledge to improve internal processes. The experience that State corporations have should be put to better customer satisfaction.

5.4.3 Objective 3: Knowledge Acquisition and Organization performance

The study recommends that in order to improve organizational performance, the Kenya Tourism Board and other organizations should enable knowledge acquisition. The less talented and experienced personnel should be able to learn from the more skilled and experienced staff through employee training, focus group discussions, team building, and brainstorming.

5.4.4 Objective 4: Knowledge storage and Organization performance

The results of the regression analysis revealed that the beta coefficient for knowledge storage was both positive and significant. As a result, this research recommends that information and communication managers at State Corporations endeavor to enhance the current knowledge storage repositories.

5.4.5 Objective 4: Knowledge accessibility and Organization performance

The study recommends that in order to improve organizational performance, the Kenya Tourism Board and other organizations should facilitate knowledge accessibility. The organization should promote knowledge accessibility by conducting seminars and team-building activities where management may determine the unique skills of the workforce.

5.5 Areas for Further Research

Using the Kenya Tourism Board as a case study, the study sought to determine the influence of knowledge management strategies on the performance of the Kenyan tourism sector. The study recommends further research into the factors influencing knowledge management strategies in Kenya's tourism sector.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

I am a student in Mount Kenya University undertaking a masters of strategic management. I am in the process of carrying out my research on the topic: **INFLUENCE OF KNOWLEDGE MANAGEMENT STRATEGY ON PERFORMANCE OF STATE CORPORATION: A CASE OF KENYA TOURISM BOARD**. Your assistance in responding with honesty to all questions in the questionnaires is geared generating new knowledge on managing knowledge in the state corporations in Kenya. Your feedback will be handled with the utmost discretion and privacy.

I appreciate your cooperation.

Yours Sincerely,

SCHOLA

APPENDIX II: INFORMED CONSENT FORM

Study Title: INFLUENCE OF KNOWLEDGE MANAGEMENT STRATEGIES ON PERFORMANCE OF STATE CORPORATION: KENYA TOURISM BOARD

Researchers Name: SCHOLASTICA MUENI MUTUKU

PROGRAMME: MASTER OF BUSINESS MANAGEMENT

Purpose of research: Academic

What you will be asked to do in research: You will be asked to fill in a questionnaire or answer questions drawn from an interview schedule.

Risk/benefits of participation in the study: no risks at all. The findings will help state corporations institutions to know how best they can manage knowledge for better performance.

Voluntary participation: your participation in the study is completely voluntary and you may choose to stop participating at any time. Your decision not to volunteer will not influence the relationship you may have with the researcher or with Mount Kenya University.

Withdrawal from the study: you may stop participating in the study at any time for any reason if you decide.

Confidentiality: confidentiality will be provided to the extent possible by law.

I have read and understood the information provided and the nature of the study. I understand that my participation is voluntary and I am free to withdraw at any time without giving reason and without any costs. I understand that I will be given a copy of this consent form. I, therefore, voluntarily consent to participate in this research.

Participant’s Signature..... **Date**.....

Investigator’s Signature.....**Date**.....

In case of any queries regarding ethical issues in this study, contact:

The Chairman, MKU ERC,

APPENDIX III: QUESTIONNAIRE

You have been selected to participate in this study, which aims to determine the impact of Influence of knowledge management strategy on performance of State Corporation: A case of Kenya tourism board. Any information submitted will be kept with the strictest confidentiality as the study is strictly academic.

If you could, please fill out the blanks and check the appropriate boxes to respond to the questions below as precisely as possible.

SECTION A: GENERAL INFORMATION

1. Gender

Male

Female

2. Age:

Below 30

between 31 – 40

between 41 – 50

51 and above

3. Years of work experience at KTB

1 -2 years

3-5 year’s

Over 5 years

4. What is your level of position?

5. Top management Middle management Junior/Lower management

6. What is your highest education level

Secondary

Bachelor’s Degree

College Certificate

Masters’ Degree

College Diploma

Doctoral

SECTION B: KNOWLEDGE CREATION

Please indicate the degree to which each of the following claims about knowledge creation and how they relate to organizational performance is true, as shown in the table. On a scale of 1 (strongly agree) 2- (Disagree), 3- (Neutral), 4-(Agree) to 5- (Strongly Agree), please comment.

No.		5	4	3	2	1
1.	Our employees recognize the significance of knowledge creation for survival.					
2.	In the public service, formal training sessions are conducted to create new knowledge.					
3.	Due to the fact that knowledge generation is a human endeavor, our personnel are respected for it.					
4.	Our organizational design promotes knowledge generation for long-term benefit.					
5.	Our organization encourages collaboration in managing information with other departments					

What other ways, in your opinion, has the Kenya Tourism Board created knowledge to enhance its ability to carry out its mandate?

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SECTION C: KNOWLEDGE SHARING

Please mark the degree to which each of the following claims about information sharing and how they relate to organization performance is true, as shown in the table. On a scale of 1 (strongly agree) to 5, please comment (strongly agree). Employ a scale from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

No.		5	4	3	2	1
1.	Employees at KTB collaborate in groups to share expertise.					
2.	Employees at KTB take part in internal training programs to spread knowledge.					
3.	Our mentors share their practical knowledge with incoming staff members.					
4.	Employees at KTB gain knowledge while performing their duties, so information					
5.	Employees at KTB receive training on various tasks related to various jobs in order to share expertise.					

What other ways, in your opinion, has the Kenya Tourism Board shared knowledge to enhance its ability to carry out its mandate?

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SECTION D: KNOWLEDGE ACQUISITION

Please mark the degree to which each of the following claims about knowledge acquisition and how they relate to organization performance is true, as shown in the table. On a scale of 1 (strongly agree) to 5, please comment (strongly agree). Employ a scale from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

No.		5	4	3	2	1
1.	KTB collects information from all the departments					
2.	We manage the generated knowledge to improve staff management at workplace					
3.	Our improved service delivery is from our performed acquired knowledge					
4.	In KTB, employees learn how to acquire knowledge in the organization					
5.	At KTB employees are trained on different tasks in different jobs to acquire knowledge					

What other ways, in your opinion, has the Kenya Tourism Board acquired knowledge to enhance its ability to carry out its mandate?

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SECTION E: KNOWLEDGE STORAGE

Please mark the degree to which each of the following claims about knowledge storage and how they relate to organizational performance is true, as shown in the table. On a scale of 1 (strongly agree) to 5, please comment (strongly agree). Employ a scale from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

No.		5	4	3	2	1
1.	The Kenya Tourism Board has effective systems for storing its operational procedures.					
2.	KTB have proper mechanism of retrieving stored work procedures and manuals					
3.	For backup purposes, the information created at the board is kept in several different places.					
4.	The board's databases contain classified information that was generated there.					
5.	At KTB there is proper documentation of information across departments					

What other ways, in your opinion, has the Kenya Tourism Board stored knowledge to enhance its ability to carry out its mandate?

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SECTION F: KNOWLEDGE ACCESSIBILITY

Please identify the degree to which each of the following claims about knowledge accessibility and their connections to organizational success, as shown in the table. On a scale of 1 (strongly agree) to 5, please comment (strongly agree). Employ a scale from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

No.		5	4	3	2	1
1.	Kenya tourism board information is packaged in a appropriate format					
2.	Our organization’s information is described as highly portable					
3.	The information at KTB is packaged in a simple way to be utilized					
4.	The knowledge generated at the board is in an ease mode to be accessed					
5.	At KTB there is ethical commitment on knowledge produced					

What other ways, in your opinion, has the Kenya Tourism Board accessed knowledge to enhance its ability to carry out its mandate?

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SECTION G: ORGANIZATION PERFORMANCE

Please indicate the degree to which each of the following statements about the performance of the Kenya Tourism Board over the previous five years, as shown in the table, is true. On a scale of 1 (strongly agree) to 5, please comment (strongly agree). Employ a scale from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

No.		5	4	3	2	1
1.	The service provided to citizens has improved					
2.	The board has consistently met its mandate.					
3.	The board has improved its efficiency levels in delivering her mandate					

Appendix IV: Budget

	Quantity	Unit Price (Kshs.)	Total (Kshs.)
Transport expenses (Proposal writing, pilot study) study, research)			20,000
Subsistence while on data collection	20 days	1000	20,000
Photocopying of Proposals (Drafts and Final)	50 pages x 10 Copies	2	1,000
Photocopying of thesis	100 pages x 10	2	2,000
Photocopying of questionnaires	6 pages x 60	2	840
Binding of draft proposal and final proposal	5 sets	1000	5,000
Hiring of research assistants	2 assistants x 20 Days	500	20,000
Miscellaneous expenses (permits etc.)			5,000
Telephone calls			3,000
TOTAL			76,840

Appendix V: Work plan

Activity	Month 1				Month 2 & 3				Month 4 & 5				Month 6,7 & 8			
	Week				Week				Week				Week			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Topic selection & approval	■														
Concept development		■														
Produce draft proposal			■	■												
Incorporate supervisors reviews				■	■	■	■	■								
Proposal ready for presentation							■	■								
Incorporation of panel comments									■	■	■	■				
Pilot testing of questionnaire											■	■				
Data collection												■	■	■	■	■
Data processing and analysis													■	■	■	■
Review of draft by supervisor														■	■	■
Incorporate supervisor comments															■	■
Submit project																■