

**INFLUENCE OF STRATEGIC KNOWLEDGE MANAGEMENT ON
PERFORMANCE OF COUNTY DEVELOPMENT PROJECTS IN MERU
COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This undertaking is my unique creation and has not been submitted for any degree or recognition at any other institution.

Signature 

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Approval by the supervisor

I confirm that the work reported in this project was carried out by the candidate under my supervision.

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DEDICATION

This research proposal is dedicated to my loving son Alvin Mwiti for his inspiration
endless love encouragement and support.



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I would like to express my heartfelt gratitude to all those who have contributed to the successful completion of this research project. Your support, guidance, and encouragement have been invaluable throughout this journey. First and foremost, I extend my deepest appreciation to my supervisor Dr Robert Obuba, for his unwavering support, expert guidance, and invaluable mentorship. His dedication to this project and commitment to excellence have been a constant source of inspiration.



Mount Kenya

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ABSTRACT

Public infrastructure projects have progressed at a moderate rate since independence. The information provided by the Kenyan government in 2014 regarding their vision for 2030, aiming to make Kenya an internationally competitive and prosperous nation, shows that the slow progress in implementing public infrastructure projects has resulted in inadequate road networks, underdeveloped public facilities, a lack of connectivity between rural areas and industrial hubs, insufficient measures to mitigate challenges in agricultural regions, and a decline in formerly thriving industries. County governments face a significant challenge in effectively utilizing knowledge management within project management to maximize their outcomes. This research investigated the influence of knowledge management on influences the performance of county development projects in Kenya, focusing specifically on the Meru County Government. The study aimed to achieve the following specific objectives in the future: to ascertain whether knowledge acquisition practices influences performance of county development projects in Meru County Government; to examine whether knowledge creation initiatives influences performance of county development projects in Meru County Government; to assess whether knowledge sharing practices influences performance of county development projects in Meru County Government and to determine whether knowledge storage and documentation activities influences performance of county development projects in Meru County Government. The research was conducted in a descriptive manner. It targeted a total of 139 respondents from nine Sub-counties in Meru County, including members of county assemblies (MCAs), sub-county departmental heads, project management committee members, and county chief officers. A sample of 103 individuals was selected from the population to participate in the survey. Structured questionnaires were used as the primary research tool to collect data from the population. The responses were coded and categorized accordingly. The data collected was inputted into SPSS 27.0 and MS Excel for further computational analysis. The study revealed a strong correlation coefficient, with an R value of 0.897, indicating a high level of correlation between the variables. The adjusted R-squared value, which was 0.801, suggested that variations in county development projects were significantly influenced by the independent variables. The study's findings suggest that knowledge acquisition, creation, sharing and storage documentation had a positive impact on the performance of the county development projects in Meru County. To enhance this positive influence, the study recommends that the public service engage with technical experts in specific fields for knowledge creation, emphasize the value of employees, organize formal training sessions for new knowledge creation, plan seminars for knowledge sharing, and ensure that staff members are trained in diverse tasks to facilitate information exchange. Furthermore, it is recommended that training programs encompass a wide range of tasks and duties to promote knowledge sharing among staff.

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|----------------|--|
| KBV | Knowledge based view theory |
| KM | Knowledge Management |
| NACOSTI | National Council of Science and Technology |
| SMEs | Small Micro Enterprises |
| SPSS | Scientific Package for Social Sciences |



CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Knowledge Management encompasses a set of activities that revolve around creating, storing, and sharing valuable information, expertise, and insights among communities of individuals in organizations who have similar requirements (Tong, Tak & Wong, 2015). As outlined by Yang (2010), knowledge management entails the development of strategies, tools, methodologies, and organizational values aimed at facilitating the exchange of knowledge among individuals and the acquisition, processing, and application of this knowledge to enhance and innovate various activities. It acts as a conduit for connecting internal and external information within a company, ensuring that relevant information is delivered to the right recipients when it is needed. Effectively harnessing distinctive insights and information within an organization has the potential to establish a sustainable competitive advantage, ultimately leading to enhanced organizational performance (Kim, Lee, Chun & Benbasat, 2014).

Knowledge encompasses distinctive collections of information and insights that empower organizations to effectively address their customers' needs. The accumulation and creation of a unique knowledge repository within an organization play a crucial role in setting it apart from its competitors within the industry. To fully capitalize on the value of the knowledge it possesses, a company must establish appropriate frameworks that facilitate effective knowledge management. This entails storing knowledge in a manner that ensures easy retrieval whenever necessary (Birasnav, 2014). Given the rapid advancements in

technology and the intricate nature of organizational environments, businesses are increasingly compelled to embrace knowledge management practices to attain their predefined objectives (Donate & de Pablo, 2015).

Knowledge management provides organizations with a crucial opportunity to adapt their operations to the ever-changing business landscape, enabling them to not only survive but thrive (Kim et al., 2014). The effectiveness and efficiency of an organization hinge significantly on its ability to access and leverage knowledge, which has a profound impact on overall performance (Liebowitz & Frank, 2016). Recognizing knowledge as a valuable asset, as emphasized by Becerra-Fernandez & Sabherwal (2014), is just as essential as recognizing organizational capital. This is because knowledge plays a pivotal role in shaping the performance and sustainability of an organization, especially in highly competitive environments.

However, research indicates that public organizations, in contrast to their private sector counterparts, tend to be less enthusiastic about implementing knowledge management principles (Arora, 2011). This disparity is particularly evident in Kenya, where the appreciation and integration of knowledge management are still in nascent stages compared to Western and Asian economies (Mwai, 2012).

There are various aspects of knowledge management that act as indicators to assess an organization's performance. One of these indicators is knowledge creation, which involves making newly generated knowledge accessible, amplifying it, and integrating it into the organization's knowledge system, as defined by Ceptureanu & Ceptureanu (2010). The process of knowledge creation involves two fundamental dimensions: the interaction

among individuals, groups, and the organization, and the interplay between tacit and explicit knowledge. This process is often referred to as the Socialization, Externalization, Combination, and Internalization (SECI) model, as elaborated by Binbin Jiangtao, Mingxing, and Tongjian (2012). Knowledge transfer can occur through observation or emulation, especially between novices and experts.

Another pivotal aspect of knowledge management is knowledge sharing, which exerts a substantial influence on organizational performance. Berchicci (2013) explains that many organizational issues stem from an inefficiency in utilizing knowledge to address various operational challenges. Due to knowledge gaps in terms of expertise, it is essential for organization members to focus on enhancing knowledge sharing, enabling younger employees to learn valuable skills that contribute to the organization's progress. Team interactions, as suggested by Crampton and Hinds (2014), are a valuable tool utilized by some organizations to facilitate the sharing of individual perspectives, information, and expertise within teams. The exchange of unique knowledge not only helps capture market share but also aids in reducing local competition in other locations.

Knowledge application represents a significant measure involving the process of translating theoretical knowledge into practical use. According to Beloglazov and Buyya (2012), applying knowledge can lead to enhanced decision-making and improved problem-solving capabilities. Furthermore, knowledge application is recognized for its effectiveness in fostering the development of shared mental models, which, in turn, can facilitate smoother task execution among organizational members.

On the other hand, knowledge storage entails the centralized retention of information that is readily accessible to relevant organizational members for their everyday tasks. This

information can be archived in both digital and physical formats, such as college and university repositories. It is imperative to maintain regular updates of these records to ensure swift and efficient retrieval (Alegre, Sengupta & Lapiedra, 2013).

In the course of research conducted on Nigerian campuses, the researcher noted the dynamic nature of knowledge management effectiveness. Similarly, in South Africa, knowledge management has been acknowledged as a valuable asset and a strategic advantage for numerous institutions (Chigada, 2014). Another study conducted in Ghana, which focused on the factors facilitating knowledge management implementation in the construction industry, highlighted the pivotal role of environmental enablers like culture, infrastructure, and technology in the successful implementation of knowledge management (Lanme, 2018).

Public organizations worldwide exhibit a significant level of bureaucracy, resulting in delays in decision-making processes. This is done to ensure the appropriate allocation of public funds and foster accountability (Esterhuizen, Schutte & Du Toit, 2012). Consequently, numerous highly skilled professionals have accumulated extensive experience in their respective fields while occupying specific positions within a particular department for extended periods of time. Organizations aim to enhance efficiency through knowledge management by promoting information sharing across various levels of government and international borders. This entails the development of new systems and the elimination of outdated ones, ultimately improving overall performance and capitalizing on an extensive and easily accessible knowledge base. By adopting this approach, organizations bolster their accountability, mitigate risks by making well-informed decisions, and accelerate problem-solving processes through seamless access to

integrated and transparent information that transcends organizational boundaries. Additionally, this approach enables the provision of high-quality and cost-efficient services while nurturing collaborative partnerships with the private sector (Maravilhas & Martins, 2018).

County development projects rely on knowledge to drive their operations. Implementing knowledge management can offer an opportunity to improve the performance of these projects (Mason & Pauleen, 2003). Effective knowledge management practices are crucial for ensuring efficiency and effectiveness in their operations. For standards organizations, prioritizing knowledge management is essential to strengthen their operations, ensuring the delivery of high-quality products and services to customers without any adverse effects (Maravilhas & Martins, 2018). Consequently, this study will at examining the impact of knowledge management on the performance of county development projects in Meru County, Kenya

A knowledge-based firm becomes a significant asset by adopting and implementing Knowledge Management strategies. In the case of Container Freight Stations, these strategies enable firms to stand out and excel. In order to enhance knowledge acquisition and improve their overall performance, county development projects must actively acquire knowledge, distribute it among their members, and effectively utilize it.

1.2 Statement of the Problem

The importance of county governments in advancing projects cannot be overstated, as these initiatives bring essential services closer to the community and enhance formal cultural activities. This is evident from numerous scholarly discussions on the role of county governments in various social contexts (Bordum, 2018). As a result, certain studies, such as Kitsios and Kamariotou (2017), have observed that county development projects continue to address diverse and expanding societal needs, even in the face of resource limitations in this sector. However, county governments still grapple with challenges in achieving satisfactory performance in their development projects, which can be attributed to ineffective leadership and consequently suboptimal results, especially as society increasingly demands sustainable services.

A study conducted by Kariuki (2018) revealed that the implementation of county government development projects in many developing countries, particularly in Africa, often falls short in terms of performance. While some research has explored the link between performance and social factors, there has been limited attention given to the relationship between strategic knowledge management and the performance of county government development projects in Kenya. Moreover, there is a scarcity of research on strategic knowledge management within the context of county government. This study aimed to investigate how strategic knowledge management practices, including knowledge acquisition, initiatives for knowledge creation, practices for knowledge sharing, and activities related to knowledge storage and documentation, influence the performance of county development projects in Kenya, with a specific focus on the Meru County Government.

1.3 Purpose of the Study

The research proposed to investigate the influence of knowledge management on the performance of county development projects in Kenya, focusing specifically on the Meru County Government.

1.4 Specific Objective of the Study

The specific objectives for the research included:

- i. To assess the influence of knowledge acquisition practices on performance of county development projects in Meru County Government.
- ii. To examine the influence of knowledge creation initiatives on performance of county development projects in Meru County Government.
- iii. To assess the influence of knowledge sharing practices on performance of county development projects in Meru County Government.
- iv. To determine the influence of knowledge storage and documentation activities on performance of county development projects in Meru County Government.

1.5 Research Question

The following study questions guided the study

- i What is the influence of Knowledge acquisition practices on performance of county development projects in Meru County Government?
- ii To what extent does Knowledge creation initiatives influences performance of county development projects in Meru County Government?
- iii What is the influence of Knowledge sharing practices on performance of county development projects in Meru County Government?

- iv How does Knowledge storage and documentation activities influence performance of county development projects in Meru County Government?

1.6 Rationale of the Study

The expected outcome will be efficient and effective utilization of resources and enhance Service Delivery at large, as well as enhancing program sustainability in County Governments. Strategic knowledge management has the potential to significantly influence the performance of county development projects in Meru County, Kenya. The research on this topic will provide valuable insights into the specific ways in which knowledge management practices impact project outcomes. The findings could inform county administrators, policymakers, and project managers about the importance of integrating knowledge management strategies into their development initiatives, ultimately contributing to more successful and impactful projects that benefit the residents of Meru County

1.7 Significance of the Study

This research aimed to provide valuable insights to county governments by examining effective policies for strategic knowledge management. It enabled county governments to assess the impact of strategic knowledge management on project performance, identify areas of weakness, and develop more impactful services and sustainable community development initiatives. Additionally, scholars interested in this field will benefit from this study as it establishes a solid foundation for further investigation. The findings of this research may also be of great value to the Ministry of Devolution, offering guidance on how strategic knowledge reforms can enhance the performance of county governments.

1.8 Scope of the Study

An investigation was carried out at the County Government offices in Meru County, Kenya, with the aim of assessing how knowledge acquisition, knowledge creation initiatives, knowledge sharing practices, and knowledge storage and documentation activities influenced the performance of County Government Development Projects in Meru County. The study focused on the Meru County Government's projects from 2018 to 2022. A total of 139 participants were surveyed, representing various roles within the County, including members of county assemblies (MCAs), sub-county departmental heads, project management committee members, and county chief officers. These groups were selected because they were considered to possess knowledge and insights into project development within the County and were directly engaged in strategic change management (Meru County Government Headquarters, HR Department, 2023).

Data for this research were collected through the administration of questionnaires, and the gathered information was analyzed using descriptive statistics and regression analysis. The study relied on the outcomes of Meru County Government's Development Projects. The research was conducted between June and October 2023.

Meru County was chosen as the research location due to its history of experiencing significant failures in strategic knowledge management, resulting in substantial financial consequences, with an estimated loss of 15 percent of every shilling invested in development projects (Ministry of Devolution & Planning, 2020). Hence, the selection of Meru County as the designated case study area was justified.

1.9 Limitations of the Study

The study anticipated encountering certain limitations. Firstly, there was a concern that some respondents might be hesitant to disclose sensitive information that could potentially impact knowledge management efforts. To address this, the researcher assured the respondents that the study was solely for academic purposes and guaranteed their anonymity.

Secondly, another limitation was the possibility of respondents having limited or inadequate understanding of the study's variables. To mitigate this, the questionnaire was designed using straightforward language, and it was structured to align with the responses provided.

Thirdly, the respondents might have busy schedules and, as a result, might be reluctant to divulge crucial information. To overcome this challenge, the research team conducted regular follow-ups and coordinated with respondents to find suitable times and dates for data collection.

1.10 Delimitation of the study

The study focused on development projects within Meru County, this helped to narrow down the study's scope to a specific geographic area, considering the variations in development projects and knowledge management practices across different regions. The study focused on development project within a span of five years. It becomes more manageable to analyze and evaluate the impact of strategic knowledge management on project performance within that timeframe.

1.11 Assumptions of the study

The study was based on basic assumption that the study's participants were supportive and would find time to complete the surveys. Additionally, the researcher expected that there was enough resources to complete the study and that respondents would be contacted promptly. The study was founded on further assumption that strategic knowledge management would have an influence on performance of the development project in Meru county government.



1.12 Operation Definition of Key Terms

Knowledge acquisition: refers to the process of acquiring, collecting, and integrating information, skills, or understanding from various sources and experiences. It involves the acquisition of knowledge and its incorporation into an individual's existing knowledge base or cognitive framework.

Knowledge creation initiatives: refer to deliberate efforts or activities undertaken to generate new knowledge or expand existing knowledge in a particular field or domain. These initiatives are aimed at fostering innovation, advancing understanding, and addressing gaps in knowledge.

Knowledge management practices: means observable tasks performed by employees that contribute to knowledge management.

Knowledge management: However, Eisenhardt and Martin's (2000) theory that dynamic capabilities' functioning may be repeated suggests that competitive advantage value derives from strategic resource organization. They proposed that organizations develop adaptive capacities as a byproduct of the strategic and operational routines that help them adapt to shifting resource landscapes.

Knowledge sharing practices: refer to the deliberate actions, methods, and strategies implemented within an organization to facilitate the exchange, dissemination, and utilization of knowledge among individuals, teams, and departments.

Knowledge storage and documentation activities: refer to the processes and methods employed to capture, organize, store, and maintain knowledge assets within

an organization. These activities play a crucial role in preserving and leveraging the intellectual capital of an organization, ensuring that knowledge is accessible and available for future use.

Knowledge: refers to the hotel's workers' and its written guides' accumulated knowledge, wisdom, and specifics on how to attain desired outcomes.

Performance: This refers to the extent to which a company or other group can accomplish its declared aims within a certain time frame. This metric assesses how competitive a certain firm is in relation to others in its field.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The composition of this chapter is shaped by the specific objectives of the investigation. An exploration of theories through a theoretical review that underpinned this study is embarked upon, succeeded by an empirical review to comprehend the phenomena under investigation and determine how thoroughly preceding studies have addressed the study issue. A review of previous research was conducted, focusing on knowledge acquisition, initiatives of knowledge creation, practices of knowledge sharing, and activities related to knowledge storage and documentation, all with respect to performance. This review aims to bridge the gap left by various past studies, thereby enhancing the comprehension of knowledge management and performance. The chapter articulates a conceptual framework that illustrates the relationship between independent and dependent variables.

2.2 Theoretical Review

This section will concentrate on exploring diverse theories that lend support to the study. The theories under scrutiny include the Knowledge-Based View of the Firm, the Learning Organization Theory, and the Social Capital Theory.

2.2.1 Knowledge Based View of the Firm

The Knowledge-Based View (KBV), which embraces a complex perception, provides a means by which organizations may be understood as entities deeply rooted in the acquisition, assimilation, development, and exploitation of many types of knowledge. This understanding is made possible by the KBV's provision of a pathway. It defends the notion that a company's ability to produce wealth is fundamentally tied to its intangible,

knowledge-based skills, rather than solely its physical or financial assets. This is in contrast to the common belief that a company's ability to generate wealth is primarily tied to its tangible or financial assets. Companies become entities in which knowledge goes beyond basic utility, transforming into a vital asset that can be used to cultivate core capabilities, which in turn drive them toward a competitive advantage. As a result, companies become entities in which knowledge transcends plain functionality.

According to Zhao et al. (2019), the intrinsic determination of a company's knowledge-based competence is impacted not only by the company's internal propensities, such as its readiness to absorb new information, but also by external aspects like the milieu within which the company works. In other words, the knowledge-based capability of a company is influenced by both its internal and external tendencies. The proposal leads us to the essential discovery that companies need to emphasize the development of their knowledge management skills, aligning them precisely with their organizational goals. This is a vital revelation since it leads us to the notion that we should emphasize the advancement of their knowledge management capabilities. By doing so, they construct a tapestry that combines their operational strategy with knowledge management, which enables the organization's goals to be realized in a more seamless manner.

In addition, Pandey (2018) suggests that an organization's propensity toward knowledge management skills is highly impacted by the knowledge infrastructure and process competencies it has. This is an important takeaway from the study. Therefore, the capacity of a company to sail through the tumultuous seas of a market environment that is always

shifting is strongly tied to how effectively the company manages to weave knowledge management into both its operational and strategic fabric.

The KBV is a conceptual framework that visualizes human capital, organizational practices, and organizational processes as rich sources of knowledge. This is accomplished by using a lens that focuses more intently on the theoretical domain. Indeed, it is artistically built around the Resource-Based View (RBV), in which a firm is envisioned as an amalgamation of physical and people resources. This view was the inspiration for this design. In such a setting, information transforms into an intangible resource that plays a crucial role in driving the company toward a sustainable advantage in competitiveness.

Takeuchi (2013) incorporates the KBV into the framework for strategic analysis, highlighting the preeminence of knowledge as the driving force that moves strategy forward. Therein lies a deep acknowledgment of the important role that strategy plays, which is continually affected by ongoing innovation, the subtleties of human connection, and the broader aims that the company strives to attain. The identification of knowledge as a cardinal actor within this sphere becomes more painful as a result of the waves it sends rippling across a variety of strategic and operational aspects of the company.

In a similar spirit, Wang and Qu (2020) integrate the KBV into their examination of the conceptualization of the business model (BM), revealing its essence by diving into the dynamic system of implicit and explicit knowledge production, and transmission across a variety of operational boundaries. This is done in the same manner as the previous

example. Their implementation of the KBV not only emphasizes the significance of knowledge inside the bounds of an organization, but also draws attention to the unavoidable need for companies to persistently concentrate on it in order to accommodate and align themselves with the ever-changing requirements of the business world.

An acknowledgment of the multifaceted nature of knowledge and its management is woven throughout this exploration. This highlights the fact that while it is universally acknowledged as a pivotal organizational asset, the pathways through which it can be effectively managed and utilized to augment organizational performance are far from straightforward and require meticulous exploration and understanding. This acknowledgement is woven into this exploration. As a consequence of this, the purpose of this investigation is to attempt to bridge this gap by interweaving the theoretical and empirical fabric in order to develop a deeper comprehension of the dynamics that are at play within the context of knowledge management and organizational performance.

2.2.2 Social Capital Theory

After delving further into the theory proposed by Kianto and Waajakoski (2010), a viewpoint is revealed that places the social environment of an organization as a fertile ground where knowledge-centric activities may flourish inside its social networks. This perspective was presented by Kianto and Waajakoski (2010). The aggregation of actions that take place inside these social networks paves the path for the creation and accumulation of knowledge capital, which inevitably adds value to the organization. It is through these networks that connections grow, which in turn fosters an environment of mutual benefit and trustworthiness among all parties involved.

In the viewpoint presented by Mirakabad (2014), social capital is not just a thing that appears on its own, but rather, it is painstakingly created within a community framework, flowering as a direct result of interactions among network members. This is an interesting take on the concept of social capital since it suggests that it is not simply an entity that grows on its own. Because of this, a complex web of interactions and connections is created, which, when taken as a whole, results in the formation of substantial social capital. This, in turn, evolves into an essential reservoir from which companies draw in order to foster and maintain their knowledge management activities.

In addition, Santos et al. (2020) explain that social capital, in the context of its functional paradigm, does not only make it easier to trade and combine resources; rather, it is particularly effective at doing so in situations in which the communication channels between the various nodes of the network are robust and active. An expectation of value production, a motivating or stimulant undercurrent that accelerates cooperation, and the potential to collaboratively amalgamate information or knowledge are all implicit in this paradigm. A reciprocal and mutually beneficial relationship between all of the people involved is implied by the fact that it is presumed that each node in the network is anticipating receiving some kind of advantage from being a member of the network.

It is possible to hypothesize, based on this theoretical foundation, that successful knowledge management processes within the context of county development projects are significantly dependent on the active involvement and participation of a wide variety of stakeholders. These stakeholders include county management, external stakeholders, and

the citizenry. The purpose of this inquiry was to weave a narrative that elucidates the influence of knowledge resource management on the performance of development projects via a variety of methods. Concurrently, an awareness that social capital plays a crucial part in this dynamic was intended to be a running theme throughout the investigation.

In addition, the viewpoint presented by Aslam et al. (2013) adds another dimension to this investigation by stating that achieving social support goes beyond only achieving operational capability. It develops into a fundamental pillar that makes resource accumulation possible via mutually advantageous social interactions and traditions, and as a result, it attracts people who have the capacity to give birth to new chances. This perspective highlights the significance of social interactions and networks in their capacity to function as conduits via which resources, both material and intangible, may be mobilized and exploited within the framework of an organizational setting.

When one focuses their attention on the operational dynamics that occur within county agencies, one discovers that the method in which these entities interact with the many different stakeholders that exist within the communities they serve is a key role in the formation of social networks. Furthermore, this participation leads the creation of social norms and encourages the building of trust across networks and stakeholders, so establishing an environment that is suitable to the pooling of knowledge, sharing of knowledge, and the leveraging of knowledge. In addition, the participation of lower-level staff members, particularly those recruited from within the county, becomes an essential asset that contributes to the success of the project via a variety of roles and responsibilities.

These connections, which are distinguished by trust, social norms, and networks, evolve into priceless informational resources as time goes on. They serve as dynamic conduits via which information may be distributed, exchanged, and co-created, ultimately contributing to the expansion of the organization's knowledge base. The complicated landscape of knowledge management presents several challenges. In this context, social capital ceases to be just a fixed thing and instead transforms into a dynamic, ever-evolving construct that is able to adjust and mutate in response to the altering contours of both the internal and exterior contexts.

This investigation seeks to unravel the underlying mechanics through which these dynamics cross and interact, with the goal of affecting the results of development programs within the county. This investigation will navigate through the interaction between social capital and knowledge management. Fostering a deeper, more nuanced understanding of these dynamics is the goal of this meticulous amalgamation of theoretical insights and empirical investigation. This will hopefully lead to the illumination of pathways through which knowledge management practices can be effectively leveraged to improve project performance in a variety of contexts.

2.2.3 Expectation Disconfirmation Theory

We delve into a theory that has established itself significantly within the field of consumer behavior studies, garnering considerable recognition and application over the years, and we do so by embarking on a journey through the theory that Oliver proposed in 1977 and later expanded upon in 1980. Oliver's theory was first presented in 1977, and it was later

expanded upon in 1980. This theoretical viewpoint proposes that when consumers connect with a new experience, they immediately begin a cognitive assessment process in which they compare and contrast the current experience with their past experiences and the things they anticipate will happen in the future. According to what Mill (2011) has stated, the degree to which the new experience either aligns harmoniously with or deviates from their anticipations drives customers into generating evaluative judgments or views about the service or product that they have come into contact with.

By navigating through this expectation disconfirmation theory, there emerges a core assumption that customer buying behaviors and choices are intimately connected with their anticipations, perspectives, and underlying intents (Oliver, 1980). This assumption is based on the notion that consumers' expectations, viewpoints, and underlying intentions all influence their behavior. We are guided through a cognitive and emotional journey that consumers go through as they navigate through their purchasing and consumption experiences by interweaving through the key conceptual components of this theory, which are expectations, perceived performance, disconfirmation, and resultant satisfaction (Mill, 2011). Expectations are what a consumer has about how a product or service will perform for them.

In the context of this discussion, expectations represent the anticipatory norms that customers carry with them before to engaging in a consuming activity. In the meanwhile, the consumer's post-consumption evaluation of the purchased good or service is based, in large part, on their impressions of the product's or service's performance. Disconfirmation

is a psychological condition in which the consumer intellectually and emotionally reconciles the deviation or alignment between anticipation and actual experience. It is the result of the cognitive and emotional interaction between these two variables, namely expectations and observed performance.

The idea highlights that customer happiness is intricately woven from the strands of the contrast between a customer's anticipations and the real, physical results that they experience. This comparison is at the heart of the consumer satisfaction theory. As a result, this theory proposes, from a management and organizational point of view, the vital importance of meeting, and where feasible, surpassing, the expectations of the customer as a conduit toward increasing overall satisfaction and, by extension, generating favorable project results. Knowledge management emerges as a crucial instrument in this dynamic, ensuring that organizational entities, such as county administrations, remain cognizant of, and responsive to, the expectations of their constituents, and strategically positioning themselves to either improve the perceived performance of their offerings or adeptly manage and shape expectations in order to augment levels of satisfaction.

A comprehensive and complex examination of the expectation disconfirmation theory and its applicative importance within the sphere of public service provision and county development arises as a result of combining the viewpoints presented by Oliver (1977; 1980), Mill (2011), and Pizam & Ellis (1999). The theory highlights the necessity of deftly managing citizen expectations and providing services that not only meet but, where possible, exceed these expectations in order to cultivate overall satisfaction and positively

impact both the perceived and tangible success of development initiatives at the county level.

2.3 Empirical Review

This segment provides an empirical examination of the relationship between knowledge management and performance. An exploration of existing literature in this field aims to deepen the validation of knowledge management concepts and to offer a roadmap for implementing these processes to bolster performance.

2.3.1 Knowledge Acquisition and performance

According to Alaarj et al. (2017), the term "knowledge acquisition" refers to a company's capacity to identify, acquire, and build up knowledge that is essential to the operation of the business. According to Mills and Smith (2011), the term "acquisition" refers to the capacity of a company to identify, get, and amass information, both internal and external to the company, that is significant to the operation of the company. According to Baytok et al. (2013), businesses acquire knowledge through collecting the knowledge that is already prevalent inside the organization from individuals with relevant experience, as well as by either outsourcing or buying necessary information that exists in the outside world. Counties are able to generate new knowledge via their operations by first scanning their working environments in order to receive and accumulate information. Externally, this may be accomplished by sending employees to trainings, seminars, and colloquia in order to learn new information; internally, this can be accomplished by getting responses from customers and connected agencies. The working processes, databases, reports from meetings, and internal documentation of the counties are the primary sources of information that the counties collect and use internally.

The purpose of the research that was carried out in Nigeria by Waribugo, Ofoegbu, and Akpan (2016) was to investigate the effect that acquiring new information has on the productivity of Nigerian manufacturing companies. The research was conducted on a representative sample drawn from five different companies, with 125 individuals out of the entire population of 125 having been chosen as the target demographic. However, in the end, only 95 of them engaged as respondents in the survey. For the purpose of data collection, questionnaires were distributed; once collected, the information was analyzed using SPSS. The outcomes of the research suggested that the acquisition of new information plays an important part in the process of product innovation for manufacturing companies. In particular, it was discovered that the training of personnel, the acquisition of new information via study, and research into new service offerings all had a favorable effect on the success of the companies.

In a similar vein, Alkhazali, Bakar, and Halim (2017) carried out research in Jordan with the objective of determining the impact that knowledge acquisition plays in improving both performance and entrepreneurial orientation in commercial banks. The research used a descriptive research approach and concentrated on 13 different financial institutions as its subjects. Data was acquired from managers and their respective assistants by having them fill out questionnaires that they administered on their own. In order to conduct an in-depth examination of the data, the researchers used descriptive statistics, factor analysis, and regression analysis. The outcomes of the study showed that increasing one's level of knowledge via training seminars, research on new services, and general research may increase the competence of commercial bank workers and the quality of the services such employees provide. In addition, the research showed that commercial banks may improve

their overall performance by acquiring new information and adopting an entrepreneurial mindset.

According to the findings of a research that was conducted by Alaarj et al. (2016) on the topic of how trust mediates the affects of knowledge management competences on a company's performance, the acquisition of new information has a significant impact on the level of success that an organization enjoys. Samir (2020) conducted research on the ways in which knowledge management influences the performance of small and medium-sized enterprises (SMEs) in Egypt. He discovered that there is a considerable effect of knowledge acquisition on the performance of organizations. The findings of a study conducted by Abdavi et al. (2016) on how knowledge management aspects affects improvement of performance of success of customer relationship management in sports showed that the acquisition of knowledge management has a direct and significant influence on the success of customer relationship management. The research focused on how knowledge management aspects affects improvement of performance.

In Kenya, a study was conducted by Mtawali and Kiiru (2018) to explore the impact of knowledge acquisition on the performance of micro-finance banks. The research employed a descriptive research design, with a target population represented by 111 respondents. From the sample, 87 respondents were deemed suitable for the study. The researchers utilized semi-structured questionnaires to collect data, which was subsequently analyzed using SPSS. The study's findings suggested a correlation between knowledge acquisition and performance, as training in knowledge acquisition was found to enhance resource utilization and improve employee competence. Ultimately, the study concluded that

knowledge acquisition is crucial for organizations to attain competitive advantages and enhance overall performance.

2.3.2 Knowledge Creation and performance

The process of knowledge management encompasses the vital and inherent aspect of knowledge creation and advancement. For any organization to thrive, it is crucial to actively engage in knowledge creation. Such creation of knowledge takes place during daily activities, whether in work environments or social contexts (Khodakarami & Chan, 2014). Knowledge creation manifests in diverse and dynamic forms, encompassing both human-driven processes like formal training and conversations with like-minded individuals, as well as technical mechanisms such as data mining activities. While technology can assist in facilitating knowledge creation, it cannot replace the role of individuals. Organizations rely on their capacity to generate knowledge, innovate, and derive value from newfound knowledge (Hoon, 2013). This knowledge may manifest as innovative products, improved internal operations, or enhanced strategic decision-making capabilities and organizational direction.

When it comes to knowledge creation, developed countries like those in Europe have made significant strides, with many firms, government departments, and institutions leading the way. According to Scardamalia and Bereiter (2014), developing nations in Africa and Asia are far behind in terms of their capacity to produce knowledge that may lead to long-term benefits. Developing nations have the ability to take policies to stimulate the development of knowledge, such as putting value on intellectual property rights such as patents, which may serve as important instruments for intelligence and competitiveness. This can help these nations close the gap that exists between them and more developed nations. In

agreement with this point of view, Wuyts and Dutta (2014) highlight the fact that the capacity to produce knowledge and achieve a competitive advantage is now an absolute need for every firm that aspires to be sustainable within its market.

In order to adapt to changing customer expectations, healthy organizations are expected to generate knowledge. This knowledge creation process involves acquiring valuable and up-to-date information from both internal and external sources. According to Oztekin et al. (2015), companies collect information from their surrounding environment, combine it with their skills, standards, and internal rules, transform the information into knowledge, and then use the knowledge in their operations. They claim that the process of creating new knowledge demands purposeful activities and inventive techniques in order to increase the level of knowledge held inside an organization. According to Lai et al. (2014), the production of new knowledge is a multi-step process that incorporates a variety of different sub-processes, including socializing, combination, externalization, and internalization. These processes rely on factors like opportunity, motivation, and capacity, which need to be effectively managed to ensure successful knowledge creation.

In a study conducted by Mehralian, Nazari, and Ghasemzadeh (2018), the researchers explored the impact of knowledge creation on the performance of pharmaceutical organizations. Their research involved analyzing existing data and using a survey research method. The sample size included 470 pharmaceutical firms in Iran, and data was collected from a knowledge-based database focused on Human Resources. The researchers employed a Structured Equation Measure to analyze the data and discovered that knowledge creation plays a crucial role in accumulating intellectual capacity within a

company. This, in turn, leads to improved organizational performance by considering the mediating effect of intellectual capacity.

A research study conducted by Chebii et al. (2018) examined the relationship between knowledge creation and organizational performance in government-owned enterprises in Kenya, using Return on Equity as a measure. The study revealed a significant correlation, indicating that the continuous transfer, blending, and translation of diverse knowledge types positively and significantly impact the performance of state-owned organizations, as measured by Return on Equity, when implemented, shared, and acquired by employees. Similarly, Chweya et al. (2014) discovered a positive connection between knowledge creation and firm performance in their analysis of how knowledge management practices influence the performance of commercial banks in Kisumu city, Kenya.

Healthy organizations are anticipated to generate knowledge to adapt to evolving customer expectations. According to Baytok et al. (2013), the process of creating new knowledge requires gathering information that is both useful and current from both internal and external sources. According to Oztekin et al. (2015), in order for companies to gain knowledge, they must first collect information from their surroundings, then integrate that information with their capabilities, standards, and internal norms; finally, they must transform the information into knowledge before using it in their operations. They suggest that the process of knowledge production is comprised of purposeful activities and inventive tactics that are implemented by companies in an effort to improve their organizational knowledge. According to Lai et al. (2014), the generation of new information is comprised of a number of distinct sub-processes, including socialization, combining, externalization, and internalization. These processes rely on factors like

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Iyer, Sharp, and Brush (2017) conducted a review focusing on the significance of organizational systems, such as knowledge creation, in enhancing innovation performance. The study highlights the role of organizational systems in combining existing and new knowledge to generate added value.

According to the study's findings, organizational systems play a mediating role in the relationship between knowledge transfer and innovation performance, reinforcing the notion that organizations serve as primary facilitators of knowledge creation. The study also suggests that internal knowledge sources have a greater impact on knowledge transfer within a firm compared to external sources (Berraies and Chaher, 2014).

A research study conducted by Chebii et al. (2018) examined the relationship between knowledge creation and organizational performance in government-owned enterprises in Kenya, using Return on Equity as a measure. The study revealed a significant correlation, indicating that the continuous transfer, blending, and translation of diverse knowledge types positively and significantly impact the performance of state-owned organizations, as measured by Return on Equity, when implemented, shared, and acquired by employees. In a study that looked at the ways in which knowledge management techniques impact the performance of commercial banks in Kisumu city, Kenya, Chweya et al. (2014) came to the conclusion that there is a positive correlation between the production of new knowledge and the success of an organization.

Research undertaken by Chebii et al. (2018) established a noteworthy correlation between the generation of knowledge and organizational performance in Kenya's government-run enterprises, utilizing Return on Equity as a metric. The findings suggested that the persistent interchange, combination, and conversion of various kinds of knowledge—when effectively adopted, disseminated, and grasped by employees—exert a positive and significant effect on the performance of public sector organizations, as measured by Return on Equity. Similarly, Chweya et al. (2014) identified a favorable relationship between the creation of knowledge and organizational outcomes during their examination of the influence of knowledge management practices on the performance of commercial banks in Kisumu city, Kenya.

2.3.3 Knowledge Sharing and performance

Knowledge sharing refers to the exchange and dissemination of information, expertise, ideas, and insights between individuals or groups within an organization or a community. It involves the voluntary sharing of knowledge, experiences, and lessons learned to enhance learning, collaboration, problem-solving, and innovation.

County administrations acknowledge the criticality of activities involving the dissemination of knowledge as fundamental for securing a competitive advantage and boosting their capability to cater to the dynamic and varied needs of the citizenry (Kim & Lee, 2013). Odunga et al. (2020) point out that formalized knowledge dissemination encompasses structured sessions in which experiences are exchanged or internal dialogues occur among members of an organization, often under the guidance of managerial staff. Conversely, informal knowledge dissemination exhibits more versatility and variety, transpiring during unexpected interactions or casual conversations within the office. Fernandez and Sabherwal (2020) highlight that the practice of knowledge-sharing encounters obstacles, such as concerns related to confidentiality, power imbalances linked to knowledge possession, and the hesitancy of high-ranking officials to adapt. Nonetheless, cultivating a constructive linkage between knowledge dissemination and consumer satisfaction might serve to mitigate the difficulties stemming from these obstacles.

Kim and Lee (2014) categorize knowledge-sharing behaviors into two forms: knowledge collection and knowledge donation. The researchers conclude that for specific tasks, such as addressing unsatisfactory service experiences or dealing with challenging customers, workers should share knowledge related to their roles, skills, expertise, talents, and

relevant information. This sharing is crucial for improving service quality, customer satisfaction, and overall performance in delivering innovative services. In a study examining how the management of customer knowledge affects customer loyalty in private banks in Tehran, Nodehi and Azam (2014) recommend fostering strong interdepartmental relationships within organizations to facilitate the sharing of customer knowledge.

Zahari, Rahman, Othman, and Baniamin (2014) conducted a research project in Malaysia to examine the impact of knowledge sharing on the performance of insurance companies. The study utilized a survey research design and targeted 500 management-level employees. Through stratified random sampling, a sample size of 180 participants was selected to investigate the relationship between knowledge sharing and firm performance. The researchers employed self-administered questionnaires and analyzed the data using SPSS. The results indicated that knowledge sharing practices, such as a willingness to share lessons, a general inclination towards cooperation and experience exchange, and regular sharing of lessons within departments and among team members, positively contributed to organizational performance. Specifically, these practices facilitated the development of new products and improved overall organizational performance.

Mohajan, Islam, and Shome (2017) conducted a research project in Bangladesh to examine the impact of knowledge sharing on the overall knowledge management environment. The research utilized a survey-based approach and employed questionnaires as the primary data collection tool. A total of 163 employees from various organizations participated in the survey. Data analysis was carried out using SPSS and AMOS 21 software. The outcomes of the study indicated that knowledge sharing enhances efficiency, thereby benefiting organizational performance. Moreover, the study found that specific sharing practices,

such as utilizing the organization's intranet, participating in collaborative inter-organizational training programs, and implementing job rotation, contribute to increased efficiency within the organization.

In a separate study conducted by Boateng and Agyemang (2015) in Accra, Ghana, the influence of knowledge sharing on service recovery performance was investigated. The research design adopted for this study was also based on surveys, and the study population comprised managers and employees working in Accra's hotels. Data collection was carried out using questionnaires, and the data were analyzed using SPSS. Linear and multiple regression analyses were performed to establish relationships between the variables under investigation. The number of successfully answered questionnaires was 150. The findings of the study demonstrated a positive association between knowledge sharing in Accra's hospitality sector and the performance of service delivery. Additionally, the study highlighted that a willingness to share lessons learned, regular sharing of lessons, and successful sharing of lessons all contribute positively to the performance of Accra's hospitality sector.

In a research conducted by Kahinga (2014) at KARI Kenya, the aim was to evaluate the practices of knowledge sharing. The study employed a descriptive research design and gathered data from 15 centers of KARI located in Nairobi County. The participants included 150 researchers, and a sample size of 80 was selected for the study. Multiple methods, such as questionnaires, interviews, and observation, were utilized to collect the data. The collected data was then analyzed through the sieving approach and content analysis. The study findings indicated that knowledge sharing among the researchers and stakeholders existed, but to a limited extent due to concerns of plagiarism within the

institution. Additionally, workshops and conferences were identified as the most commonly utilized platforms for knowledge sharing. The study also discovered that knowledge sharing predominantly occurred within teams. To enhance knowledge sharing, the study recommended improving communication channels and promoting teamwork within the institution.

2.3.4 Knowledge Storage and Documentation and performance

Knowledge storage refers to the process of capturing and preserving both collective and personal knowledge in a way that enables easy access to the information. This involves utilizing a combination of physical and digital methods for storing knowledge. Modern knowledge storage systems rely on advanced hardware and extensive data repositories,





2.4 Conceptual framework

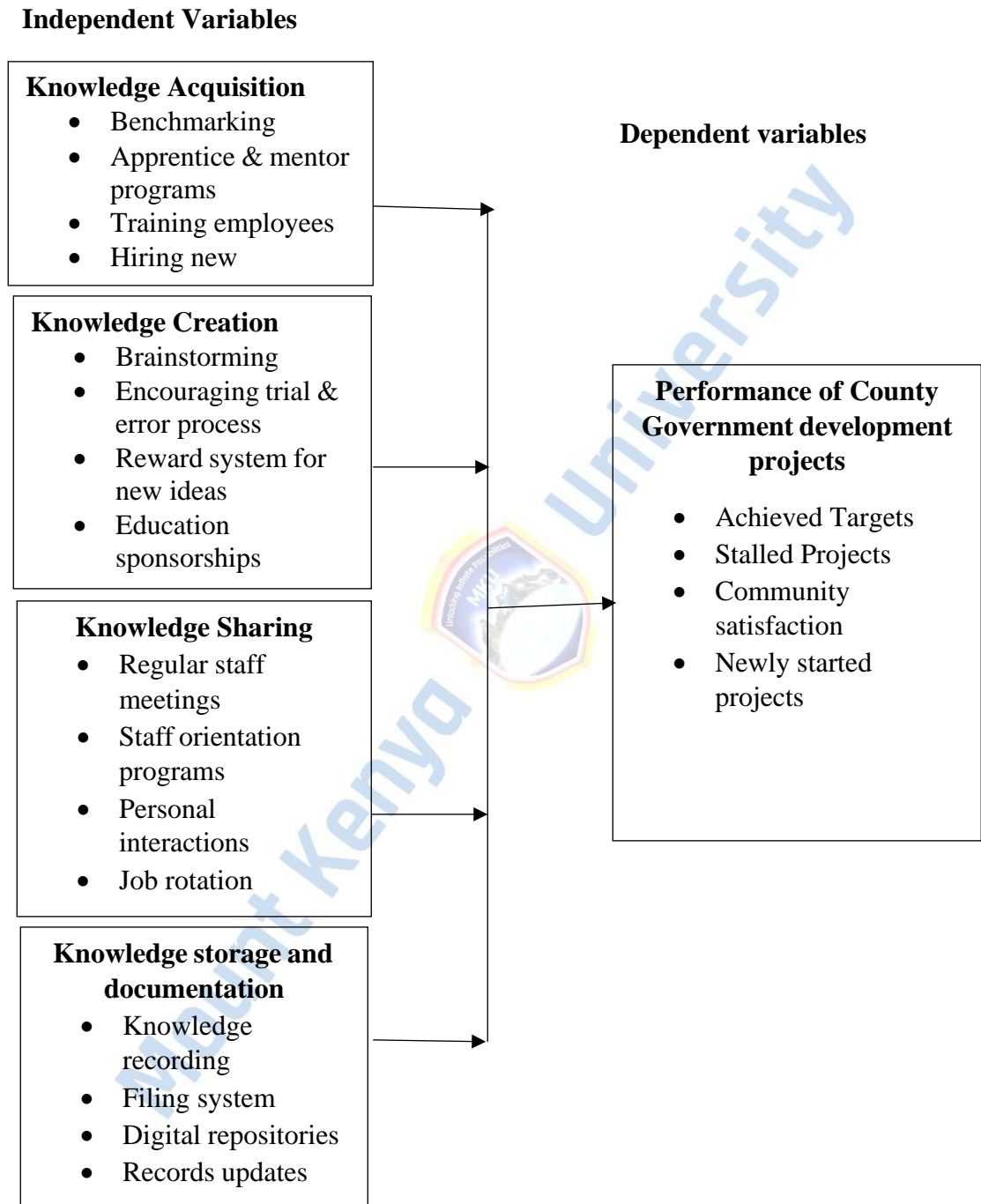


Figure 1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the approach to be employed to accomplish the objectives of the study. As explained by Kumar (2018), a research methodology focuses on the actions undertaken by analysts to fulfill the researcher's specific goals and address the specified questions. The researcher delineated the methodological approach utilized in the investigation, outlining aspects such as the research design, geographical scope, intended study group, methodology for sample size and selection, research instruments, assurances of instrument credibility and dependability, techniques for data gathering, and strategies for subsequent data analysis to systematically guide the research process.

3.2 Research Design

Asenahabi (2019) delineates the concept of a research design as a comprehensive blueprint that steers a scientific study or exploration. It details the approaches, mechanisms, and techniques that scholars employ to garner and dissect data with the aim of addressing research inquiries or verifying hypotheses.

In the context of this study, an exploratory research design was leveraged to delve into and elucidate information with a forward-looking perspective. Akhtar (2016) elucidates that descriptive research seeks to pinpoint and portray the attributes of entities in their present condition. It strives to resolve queries pertaining to the who, what, where, when, and the extent in the milieu of the scenario being explored. As advised by Heppner et al. (2017), one of the optimal strategies involves utilizing a descriptive survey design, which adeptly captures and represents precise data by gathering it within human contexts. Through the

utilization of a descriptive design, the research will meticulously scrutinize the influence of strategic knowledge management on the outcome of development projects in Meru County, Kenya. This investigative approach afforded the researcher the ability to infer the results to a broader demographic.

3.3 Target Population

A population is characterized as a collection of specific elements that might be bound or boundless and quantifiable, as articulated by Dahabreh & Hernán (2019). Diniz and Amado (2017) depict a population as encompassing the totality of entities or items that pique the investigational interest. Furthermore, a population is detailed by them as an assemblage of individuals or entities with perceivable characteristics. Hazzi and Maldaon (2017) portray a population to consist of entities, establishments, phenomena, occurrences, and potentially, assemblies or conglomerations of items that are the subject of investigation.

The investigation pinpointed a collective of 139 participants from nine Sub-counties situated within Meru County. This encompassed members of county assemblies (MCAs), leaders of sub-county departments, members of project management committees, and county chief officers, as per the data from the Meru County Government Headquarters, HR Department (2022). This particular population was chosen on the premise of the researcher's belief in their familiarity with project development activities within the County. Additionally, they were directly implicated in the strategic knowledge management processes occurring within the County.

Table 1: Target Population

| Cadres | Frequency | Percentage (%) |
|-------------------------------------|------------------|-----------------------|
| Sub-county Departmental Heads | 9 | 6.5 |
| Project Management Committee Member | 65 | 46.7 |
| County Chief Officers | 20 | 14.4 |
| MCA's | 45 | 32.4 |
| Total | 139 | 100.0 |

Source: Meru County Government Headquarters, HR Department, (2022).

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

Sampling techniques encompass the methodologies used to select a subset of elements or observations from a broader population, pivotal in various domains including statistics, research, and data analytics with the aim of deriving inferences and formulating conclusions about the entire population, grounded on the attributes of the elected sample.

The methodology outlining how samples are chosen from a population for analysis is encapsulated in a sampling strategy. Leuthold and Thomas (2015) underscore that there exist two predominant categories of sampling methods: probability and non-probability sampling. The former, which encompasses methodologies such as random and cluster sampling designs, is oftentimes favored owing to its deployment of random selection, which assures every member of the target population an equal probability of being selected. Conversely, non-probability sampling techniques, such as purposive and convenience sampling, may inject bias into the sample (Huang & Beck, 2018).

Therefore, this study opted for the utilization of a stratified sampling technique to ascertain the sample size from each category. This particular sampling technique is deemed suitable for the study given that it accommodates the heterogeneity of the target population, thereby ensuring every respondent an equal opportunity for participation.

3.4.2 Sample Size

A sample is identified as a judiciously chosen subset of a larger population being investigated, studied with the intention to gain deeper insights into the characteristics and patterns of the entire group, as articulated by Faber & Fonseca (2018). Cooper and Schindler (2006), cited in Taherdoost (2017), underscore that the dimension of the sample becomes pivotal, especially within the contours of financial contexts, elucidating that the sample size may exert significant influence on the robustness and generalizability of the findings derived from the research. Conducting a survey with insufficient sample size would waste resources as it would not yield valuable results, while an excessively large survey would consume more resources than necessary. Taking this into account, the researcher determined a margin error of 5% at a 95% confidence level. To achieve the study's objectives, the researcher employed Yamane's formula to determine an appropriate sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** is the sample size, **N** is the population size and **e** is the margins of error.

$$n = \frac{139}{1 + 139(0.05)^2}$$
$$n = 103$$

A sample size of 103 respondents was adequate size relative to the goals of the study as indicated in Table 2.

Table 2: Sample Size

| Cadres | Frequency | Ratio | Sample size |
|--------------------------------------|------------------|--------------|--------------------|
| Sub-county Departmental Heads | 9 | 1.35 | 7 |
| Project Management Committee Members | 65 | 1.35 | 48 |
| County Chief Officers | 20 | 1.35 | 14 |
| MCA's | 45 | 1.35 | 33 |
| Total | 139 | 1.35 | 102 |

Source: Researcher (2023)

3.5 Data Collection Instruments

Data for this study was collected through a self-administered questionnaire distributed to the target participants. According to Taber (2018), questionnaires offer cost-effectiveness and quick evaluation. To ensure efficient data collection while obtaining a substantial amount of information, a questionnaire is the preferred method (Taber, 2018). The questionnaire consisted of two sections (refer to Appendix II). The initial section gathered background details about the respondents, while the second section examined the impact of strategic knowledge management on project success in counties. Participants were responsible for completing the surveys independently.

3.6 Piloting of the Research Instrument

Executing a pilot study encompasses deploying a preliminary version of a questionnaire to a group mirroring the actual research population, providing a crucial preliminary view into potential issues, and enabling refinement before the actual data collection process, as

described by Faber & Fonseca (2018). Moreover, research reliability, conceptualized by Hazzi and Maldaon (2017), involves the scrutinization of the research's efficacy in faithfully achieving its stipulated objectives and engendering dependable findings, ensuring the consistency and repeatability of its results under similar conditions. Pilot research aims to identify flaws in the research design and instruments, while also providing a screening phase for sample selection (Hazzi & Maldaon, 2017). In this particular study, a pilot group of ten individuals from a neighboring county, Tharaka Nithi County, were selected to assess the reliability of the research instrument.

According to the general guideline (Cooper & Schindler, 2011; cited in Hazzi & Maldon, 2017), the pilot test should constitute 10% of the total sample. However, the data from the pilot test was not included in the final analysis. As part of the pilot project, the research instrument underwent a pre-testing process. The clarity of the research tools was improved to enhance their validity and reliability for the respondents. The pilot study allowed the researcher to become familiar with the study and its procedures, as well as identify necessary modifications. The findings from the pilot study assisted the author in addressing any discrepancies in the tools and ensuring that they accurately measure the intended aspects.

3.6.1 Validity of Findings

Validity, as per Taber (2018), signifies the precise and genuine connection between a conclusion or knowledge assertion and the supporting evidence that validates the conclusion as accurate or correct. In this study, the validation testing was carried out utilizing factor analysis, a data reduction technique that aids in more efficient data management and the derivation of meaningful insights by reducing data dimensionality.

Consequently, the researcher conducted factor analysis, retaining variables with a factor loading of 0.4 or higher for further investigation. Through this process, the researcher identified the specific elements that were most relevant to the research topic based on their factor loadings, enhancing the credibility and trustworthiness of the findings.

3.6.2 Reliability of Research Instruments

The reliability of research instruments refers to the consistency and stability of the measurements obtained using those instruments. In other words, it assesses the degree to which a research instrument produces consistent and dependable results across repeated trials or administrations (Mohajan, 2017). Reliability is a crucial aspect of research because if a research instrument is unreliable, it may lead to inconsistent or inaccurate findings, which can undermine the validity and credibility of the research study. Researchers strive to use reliable instruments to ensure that their measurements are dependable and can be trusted.

To ensure the reliability of each strategic knowledge management study item, the Cronbach alpha method was employed for testing. The questionnaire's reliability was determined through the Cronbach alpha assessment. For this research, a minimum Cronbach alpha value of 0.7 was deemed necessary (Cooper & Schindler, 2011; as cited in Taber, 2018).

3.7 Data Collection Procedures

This study employed primary data collection using a questionnaire. According to Diniz and Amado (2017), data collection involves gathering information from the selected subjects of the investigation. The drop and pick technique was utilized to distribute the questionnaires among respondents in different Sub-Counties within Meru County. Specifically, the

questionnaires were personally handed to the participants, allowing them sufficient time to complete them. Subsequently, the questionnaires were collected at a later date. The decision to use the drop and pick method is justified by the busy nature of the target respondents, who have numerous responsibilities and commitments. As a result, scheduling sessions for them to fill out the questionnaires in the presence of the researcher would be challenging.

3.8 Data Analysis and Presentation

Before analysis, the final questionnaire underwent a rigorous validation process. The gathered information was encoded to facilitate effective organization and classification of responses. The data primarily comprised quantitative data, and to scrutinize this data, a range of quantitative data analysis techniques were deployed, encompassing descriptive and inferential analysis. To facilitate the depiction and presentation of data through tables, charts, tabulations, means, percentages, and the identification of noteworthy patterns, the Statistical Package for the Social Sciences (SPSS) was harnessed as a valuable tool.

To elucidate the relationships between variables and gauge the predictive power of independent variables on the dependent variable, Karl Pearson's coefficient of correlation was employed. This analytical approach assisted in ascertaining the strength of associations between variables.

Furthermore, the research applied a regression analysis model, as exemplified by the equation:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y represents the dependent variable (Performance of County Development Projects)

α is a constant and represents the Y value when all predictor values (X1, X2, X3, and X4) are zero.

X1 denotes knowledge acquisition, X2 signifies knowledge creation, X3 represents knowledge sharing, X4 stands for knowledge storage and documentation, and ϵ represents the error term.

3.9 Research Ethical Concerns

The researcher upheld ethical guidelines in their research endeavors. Initially, the researcher acquired a research authorization from the directorate of postgraduate studies at Mount Kenya University. This authorization served as a basis to obtain a research permit from NACOSTI. Subsequently, the researcher formally requested permission from the Meru County secretary to conduct the research, clearly outlining its purpose and objectives. Finally, the researcher obtained consent from the participants, assuring them

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings and analysis of the data, which are aligned with the predefined objectives of the research. The study primarily focused on investigating the influence of knowledge management on the performance of county development projects in Kenya, focusing specifically on the Meru County Government. The chapter presents the response rate obtained, the participants' background information, the descriptive results, correlation, and inferential results of the study.

4.2 Response Rate

The researcher distributed a total of 102 questionnaires to all the chosen study participants. Out of these questionnaires, 95 were completed and returned to the researcher, resulting in a response rate of 93.1%. This response rate is considered highly satisfactory, aligning with the perspective presented by Babbie (2010), who indicates that a response rate of 70% or higher is regarded as very good. The research outcomes are comprehensively presented in Table 3.

Table 3: Response Rate

| Variable | Frequency | Percent |
|--------------|------------|------------|
| Response | 95 | 93.1 |
| Non-Response | 7 | 6.9 |
| Total | 102 | 100 |

Source: Researcher (2023)

4.3 Reliability Test

In this research, the reliability of the study's instruments was assessed using the Cronbach Alpha test. This evaluation aimed to ascertain whether the questionnaires accurately measured their intended aspects. According to Fowler (2013), a Cronbach Coefficient exceeding 0.7 indicates the instruments' reliability. The results of this assessment are presented in the accompanying table.

Table 4: Reliability Test Variable

| Variables | Number of items | Cronbach Alpha |
|---|-----------------|----------------|
| Knowledge acquisition | 6 | 0.814 |
| Knowledge creation | 6 | 0.829 |
| Knowledge sharing | 6 | 0.785 |
| Knowledge Storage and documentation | 6 | 0.799 |
| Performance of county development project | 4 | 0.836 |

Source: Researcher (2023)

The results in Table 4 indicate that knowledge acquisition, creation, sharing, storage and documentation, and the performance of county developments project demonstrated Cronbach alpha coefficients of 0.814, 0.829, 0.785, 0.799, and 0.836, respectively. These findings suggest that the scale employed in this study is reliable, as all Cronbach alpha coefficients exceeded the 0.7 threshold, ensuring the reliability of the obtained results.

4.4 Demographic Information

The researcher aimed to gather basic background details from the survey participants to assess their suitability for inclusion in the study. The demographic information of the respondents encompassed their gender, educational background, and tenure of employment within the County. The results are subsequently outlined as follows.

4.4.1 Gender of the Respondents

The purpose of this test was to ascertain the gender of the study participants, ensuring that all respondents were treated equitably, irrespective of their gender. The summarized findings are presented in the table below:

Table 5: Gender of the Respondents

| | | Frequency | Percent |
|--------------|--------|-----------|---------|
| Valid | Male | 54 | 56.8 |
| | Female | 41 | 43.2 |
| | Total | 95 | 100.0 |

Source: Researcher (2023)

The results presented in Table 5 indicate that 54 respondents (56.8%) were male, while 41 respondents (43.2%) were female. This balanced representation of both genders demonstrates that the study encompassed participants from all genders, thereby ensuring a comprehensive and fair representation for the research. These findings align with the observations made by Magliozzi et al. (2016), who asserted that achieving a gender ratio of at least 1:2 in the study is considered sufficiently representative.

4.4.2 Age Bracket of the Respondents

To ensure a diverse range of perspectives on different subjects, participants were categorized based on their age groups. This approach aimed to capture varied viewpoints across different generations. The research findings are presented in table .

Table 6: Age Bracket of the Respondents

| | | Frequency | Percent |
|--------------|-------------------|------------------|----------------|
| Valid | Below 25years | 5 | 5.7 |
| | 25-30 years | 23 | 23.9 |
| | 31-35 years | 12 | 12.5 |
| | 36-40 years | 18 | 19.3 |
| | 41years and above | 37 | 38.6 |
| | Total | 95 | 100.0 |

The data presented in Table 6 indicates a diverse distribution of respondents across various age brackets. Specifically, the majority, constituting 38.6%, were above the age of 41, followed by 23.9% in the 25-30 age range, 19.3% aged between 36-40, 12.5% falling within the 31-35 age group, and a smaller proportion of 5.7% below the age of 25. This underscores the study's inclusion of participants from a wide range of age groups.

4.4.3 Level of Education Attained

The level of education plays a significant role in shaping an individual's understanding and perspective on various matters. To assess the respondents' ability to provide responses to the research questions, they were inquired about their educational qualifications. The findings are visually depicted in Figure 2.

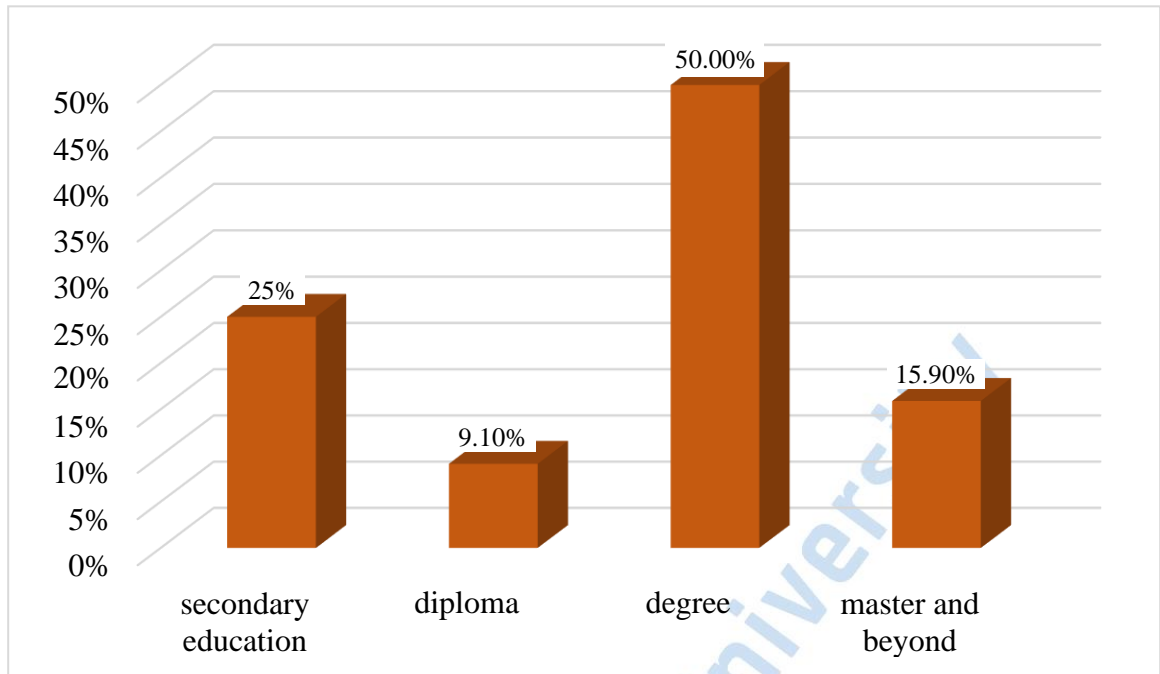


Figure 2: Level of Education Attained

Source: Researcher (2023)

Findings from figure illustrates that the majority of the participants possessed a bachelor's degree, comprising 50% of the sample. The second-largest group had completed secondary school, accounting for 25%. Respondents with post-graduate master's degrees or higher constituted 15.9%, while those holding diplomas made up 9.1% of the total. These results suggest that the participants were highly educated, indicating their capacity to respond proficiently to research inquiries.

4.4.4 Respondents' Length of Work

The research endeavors to uncover the working experience of the respondents in their respective sub-county development projects, aiming to gauge the extent to which their insights can contribute to addressing the research problem. The findings are comprehensively presented in Table 7.

Table 7: Respondents' Length of Work

| | | Frequency | Percent |
|--------------|--------------|------------------|----------------|
| Valid | 5-10 Months | 15 | 15.9 |
| | 1- 5 years | 38 | 39.8 |
| | Over 5 years | 42 | 44.3 |
| | Total | 95 | 100.0 |

Source: Researcher (2023)

According to the data presented in Table 7, a significant portion of the participants, accounting for 44.3%, had professional experience exceeding 5 years. Additionally, 39.8% had a tenure ranging from 1 to 5 years, while 15.9% had worked between 5 and 10 months. These findings indicate that a substantial number of respondents had dedicated substantial time to project development in the county. Consequently, their insights and information could be considered reliable for this study.

4.5 Descriptive Statistics

The researcher utilized descriptive statistics to assess the level of consensus among participants regarding the statements chosen by the researcher regarding the impact of knowledge management on the performance of county development projects within the Meru County Government. In this segment, you can find the minimum and maximum responses for each item related to the variables, alongside their respective averages and standard deviations.

4.5.1 Knowledge acquisition and performance

The primary objective of the study was to evaluate the impact of knowledge acquisition practices on the performance of county development projects within the Meru County

Government. In pursuit of this objective, respondents were requested to express their level of agreement with a set of provided statements concerning knowledge acquisition practices within their respective county. A Likert scale consisting of five points, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree, was employed for this assessment. The findings from this assessment are presented in Table 8.

Table 8 : Knowledge acquisition and Performance

| Statements | N | Min | Max | Mean | Std. Deviation |
|--|----|-----|-----|------|----------------|
| The county government sponsors employees to attend relevant seminars and workshops | 95 | 1 | 5 | 3.66 | 0.699 |
| New knowledge is acquired in the county by training employees | 95 | 1 | 5 | 3.71 | 10.901 |
| Training of employees equips them with new skills in the county | 95 | 1 | 5 | 3.86 | 0.716 |
| New knowledge is acquisition through market research in our county | 95 | 1 | 5 | 2.78 | 0.831 |
| Market research helps us to gather timely information on customer needs | 95 | 1 | 5 | 2.71 | 0.811 |
| Valid N (LISTWISE) | 95 | | | | |

Source: Researcher (2023)

According to the table, respondents affirmed that the county government supports employees in attending relevant seminars and workshops, and imparts new knowledge through employee training, enhancing their skills with a mean score of 3.66, 3.71, and 3.86 respectively. However, respondents expressed neutrality regarding whether market research in their county leads to new knowledge acquisition or aids in timely gathering of

customer needs, with mean scores of 2.78 and 2.71 respectively. These results suggest that the Meru county government actively promotes knowledge acquisition through employee development and research. This aligns with Muhuya's (2016) findings, indicating that knowledge acquisition is facilitated through job training and educating employees about new products, ultimately enhancing organizational performance.

4.5.2 Knowledge Creation and performance

The second objective of the study aimed to investigate the impact of knowledge creation initiatives on the performance of county development projects within the Meru County Government. To address this objective, respondents were asked to express their level of agreement with a set of statements related to knowledge creation initiatives using a scale ranging from 1 to 5, where 1= Strongly Disagree; 2 = Disagree; 3= Neutral; 4= Agree, and 5= Strongly Agree. The findings from this assessment are summarized in Table 9.

Table 9: Knowledge Creation and performance

| Statements | N | Min | Max | Mean | Std. Deviation |
|--|----------|------------|------------|-------------|-----------------------|
| Our staffs understand the value of creating knowledge for survival | 95 | 1 | 5 | 3.43 | 0.928 |
| We create new knowledge in our daily work activities | 95 | 1 | 5 | 3.33 | 0.928 |
| New knowledge is created at the public service in the organized formal training sessions | 95 | 1 | 5 | 3.84 | 0.542 |
| Talking with technical experts in a specific field helps in knowledge creation | 95 | 1 | 5 | 3.95 | 0.577 |
| Our employees are valued for creation of new knowledge since it is a human process | 95 | 1 | 5 | 3.79 | 0.571 |
| Our service unit creates leverage in innovation through using the new knowledge | 95 | 1 | 5 | 3.33 | 0.928 |
| The county government patents its new ideas and knowledge it creates | 95 | 1 | 5 | 3.84 | 0.542 |
| Our structure encourages creation of knowledge for sustainable advantage | 95 | 1 | 5 | 3.33 | 0.928 |
| Our county encourages functional heads to champion creation of new knowledge | 95 | 1 | 5 | 3.77 | 0.582 |
| The county has instituted mechanisms to manage knowledge content created for future use | 95 | 1 | 5 | 3.67 | 1.06 |
| Our county takes officers on benchmarking visits | 95 | 1 | 5 | 3.88 | 0.625 |
| Brain storming is allowed for knowledge creations | 95 | 1 | 5 | 3.37 | 0.965 |
| Valid N (LISTWISE) | 95 | | | | |

Source: Researcher (2023)

The results presented in Table 9 demonstrate that within the county government, staff members recognized the importance of knowledge creation for survival. On average, they

rated this understanding at 3.43 with a standard deviation of 0.928. Respondents also acknowledged that the county government actively engaged in generating new knowledge within daily work activities, with an average rating of 3.84 and a standard deviation of 0.928. Additionally, respondents expressed agreement that engaging with technical experts in specific fields facilitated knowledge creation, with an average rating of 3.95 and a standard deviation of 0.577. The study highlighted the value placed on employees' role in new knowledge creation, emphasizing its human nature, with an average rating of 3.79 and a standard deviation of 0.571. These findings align with Al-Omoush et al., (2022) perspective, which emphasizes organizations' reliance on knowledge creation, innovation, and value generation through this process in both work and social contexts.

The research also found that the county leveraged innovation through new knowledge creation, with an average rating of 3.33 and a standard deviation of 0.928. Further, the county government actively supported and adopted the new ideas and knowledge it generated, with an average rating of 3.84 and a standard deviation of 0.542. The county's organizational structure encouraged knowledge creation for sustainable advantage, with an average rating of 3.77 and a standard deviation of 0.582. These findings are consistent with the view of Rezaei, Allameh, and Ansari (2018), who suggest that the link between the knowledge creation process, innovation performance, and organizational learning is partial. They also emphasize the importance of activities like socialization, internalization, and externalization in influencing innovation performance among Tunisian ICT companies.

Additionally, the ministries had established mechanisms to manage the knowledge content created for future use, with an average rating of 3.67 and a standard deviation of 1.06. The public service facilitated officers' benchmarking visits, with an average rating of 3.88 and a

standard deviation of 0.625. Moreover, brainstorming was encouraged as a means of fostering knowledge creation, with an average rating of 3.37 and a standard deviation of 0.965. These findings are in line with Mahdi, Nassar, and Almsafir (2019), who emphasize that the ability to create knowledge and gain a competitive advantage is now essential for any organization aiming to remain sustainable in its marketplace.

4.5.3 Knowledge Sharing and Performance

The study third objective sought to assess the influence of knowledge sharing practices on performance of county development projects in Meru County Government. Respondents were requested to indicate the extent of their agreement on each statement on a scale of 15 where; 1= Strongly Disagree; 2 = Disagree; 3= Neutral; 4= Agree and 5= strongly agree was used. The findings are shown in Table 10.



Table 10: Knowledge Sharing and performance

| Statements | N | Min | Max | Mean | Std. Deviation |
|---|----------|------------|------------|-------------|-----------------------|
| In our county, employees work in groups to share knowledge | 95 | 1 | 5 | 3.53 | 1.03 |
| We participate in internal training sessions so as to share the knowledge | 95 | 1 | 5 | 3.88 | .926 |
| Our trainings cover different tasks in various duties so that we can share information | 95 | 1 | 5 | 3.93 | .774 |
| Our mentors share their field experiences so as to pass information to newer staffs | 95 | 1 | 5 | 3.79 | 1.08 |
| We learn on the job through sharing of duties hence information | 95 | 1 | 5 | 4.28 | .984 |
| The planned seminars/workshops are used in sharing knowledge on current workplace processes | 95 | 1 | 5 | 3.88 | 1.21 |
| Our employees are trained on different tasks in different jobs to share knowledge | 95 | 1 | 5 | 3.97 | 1.14 |
| In our county, employees learn on the job | 95 | 1 | 5 | 4.17 | .997 |
| We as employees meet informally and learn from one another | 95 | 1 | 5 | 3.48 | 1.08 |
| At the county government, new developments are shared through internal memos | 95 | 1 | 5 | 4.00 | 1.19 |
| We use noticeboards where knowledge is shared among all the staffs | 95 | 1 | 5 | 4.33 | .815 |
| Our county has diverse channels of sharing new knowledge both IT/manuals based | 95 | 1 | 5 | 3.64 | 1.28 |
| Valid N (LISTWISE) | 95 | | | | |

Source: Researcher (2023)

The results reveal that respondents within the county collaborated in groups to exchange information, as evidenced by an average score of 3.53 and a standard deviation of 1.03.

Respondents also indicated their engagement in internal training sessions to facilitate knowledge sharing, with an average score of 3.88 and a standard deviation of 0.926. The training programs offered by the county encompassed various tasks and responsibilities, enabling respondents to share information, as indicated by an average score of 3.93 and a standard deviation of 0.774. Additionally, mentors among the respondents shared their field experiences to impart knowledge to newer staff, with an average score of 0.774. These findings align with Mirzaee and Ghaffari (2018), assertion that information sharing occurs within departments and across stakeholders in business units and organizations.

Respondents expressed their agreement that they acquired knowledge on the job through shared responsibilities, as supported by an average score of 4.28 and a standard deviation of 0.984. Planned seminars and workshops were utilized as means of disseminating knowledge about current workplace processes, with an average score of 3.88 and a standard deviation of 1.21. County employees received training in diverse tasks across different roles to facilitate knowledge sharing, as demonstrated by an average score of 3.97 and a standard deviation of 1.14. Respondents acknowledged that on-the-job learning was prevalent within the county, with an average score of 4.17 and a standard deviation of 0.997. This resonates with Truong et al., (2023) assertion that organizations should prioritize the utilization of internal knowledge resources.

The study also highlighted that respondents informally convened and learned from one another, supported by an average score of 3.48 and a standard deviation of 1.08. New developments were communicated through internal memos within the county government, with an average score of 4.00 and a standard deviation of 1.19. Noticeboards were employed within the county to facilitate knowledge sharing among all staff members, as

indicated by an average score of 4.33 and a standard deviation of 0.815. The county employed diverse channels, both IT-based and manual, to disseminate new knowledge, as shown by an average score of 3.64 and a standard deviation of 1.28. These findings align with Singh et al., (2021) assertion that knowledge transfer significantly impacts organizational performance and strategy content, with no significant moderating influence from the external environment.

4.5.4 Knowledge Storage and documentation and performance

The study fourth objective sought to determine the influence of knowledge storage and documentation activities on performance of county development projects in Meru County Government. Respondents were requested to indicate they level of agreement on statements selected by the respondents on effect of knowledge storage and documentation on performance of county development projects on a Likert Scale of 1-5. The findings are indicated in Table 11.

Table 11: Knowledge Storage

| Statements | N | Min | Max | Mean | Std. Deviation |
|--|----------|------------|------------|-------------|-----------------------|
| The county has proper mechanisms of storing its work procedures | 95 | 1 | 5 | 3.91 | 1.430 |
| We use advanced systems in storing our created knowledge | 95 | 1 | 5 | 3.50 | 1.000 |
| We have proper mechanism of retrieving stored work procedures and manuals | 95 | 1 | 5 | 3.55 | .990 |
| The county has adequate servers for storing soft copies of work procedures /manuals | 95 | 1 | 5 | 3.91 | .676 |
| The knowledge created at the county government is stored in diverse locations for back up purposes | 95 | 1 | 5 | 3.30 | 1.000 |
| The knowledge generated at the county government has classified information in its databases | 95 | 1 | 5 | 4.36 | .642 |
| A select group of staffs are the only ones mandated to access classified information | 95 | 1 | 5 | 3.99 | 1.070 |
| Our system has a trail to monitor access to knowledge stored | 95 | 1 | 5 | 4.00 | .625 |
| Valid N (LISTWISE) | 95 | | | | |

Source: Researcher (2023)

Table 11, presents findings from the survey responses, highlighting several key points. Firstly, respondents generally agreed that the service board had effective methods in place for storing work procedures, as indicated by a mean score of 3.91 and a standard deviation of 1.43. Similarly, there was agreement among respondents that county utilized advanced systems for storing knowledge, with a mean score of 3.50 and a standard deviation of 1.00. Respondents also indicated satisfaction with the mechanisms for retrieving stored work

procedures and manuals, with a mean score of 3.55 and a standard deviation of 0.990. Further, the county government was found to have sufficient server capacity for storing digital copies of work procedures and manuals, with a mean score of 3.91 and a standard deviation of 0.676. The organizational manual outlined an accessible structure for storing and sharing information among all staff members (Abualoush, Bataineh, & Alrowwad, 2018).

Additionally, the survey revealed that knowledge generated within the county was stored in multiple locations for backup purposes, with a mean score of 3.30 and a standard deviation of 1.00. The databases holding this knowledge were found to contain classified information, with a mean score of 4.36 and a standard deviation of 0.642. Respondents also agreed that access to classified information was restricted to a specific group of staff members, with a mean score of 3.99 and a standard deviation of 1.07. Moreover, the county's system included a tracking feature to monitor access to stored knowledge, as reflected in a mean score of 4.00 and a standard deviation of 0.625. These findings align with Abusweilem and Abualoush (2019) assertion that the storage and application of knowledge significantly impact organizational performance, as assessed through the customer perspective of the balanced scorecard.

4.5.5 Performance of County development projects

The study sought to find out from a list of statements describing the Performance of the County development projects due to knowledge management the extent to which the respondents agreed.

Table 12: Performance of County development projects

| Opinion | SD | D | N | A | SA | Mean | SD |
|--|-----------|----------|----------|----------|-----------|-------------|-----------|
| The county has always achieved its targeted performance every financial year | 0.0% | 12.5% | 27.3% | 21.6% | 38.6% | 3.86 | 1.074 |
| The County government does not have stalled projects in the region | 5.7% | 9.1% | 0.0% | 26.1% | 59.1% | 4.24 | 1.194 |
| There is a complains from community that they are not served well | 10.2% | 21.6% | 0.0% | 20.5% | 47.7% | 3.74 | 1.489 |
| There are more stalled projects than those newly started | 11.4% | 12.5% | 0.0% | 26.1% | 50.0% | 3.91 | 1.427 |

Source: Researcher (2023)

The data presented in Table 12 reveals that a significant portion of the survey participants strongly endorsed specific statements related to the county's performance. For instance, 60.2% of the respondents expressed strong agreement with the assertion that the county consistently meets its financial performance targets every year, with an average score of 3.86 and a standard deviation of 1.074. Additionally, 85.2% of the participants strongly agreed with the statement suggesting that the County government does not have unresolved projects in the area, with a mean score of 4.24 and a standard deviation of 1.194. Furthermore, 68.2% of the respondents indicated strong agreement with the notion that there are community complaints about inadequate service provision, yielding an average score of 3.74 and a standard deviation of 1.489. Lastly, 76.1% of the participants strongly supported the statement claiming that there are more stalled projects than newly

initiated ones, with a mean score of 3.91 and a standard deviation of 1.427. These findings align with Obeso et al., (2020) perspective on Knowledge management processes and organizational performance, which involves a structured and thoughtful approach to knowledge to achieve organizational goals, objectives, and responsibilities.

4.6 Inferential Statistics

A multiple linear regression analysis was employed to assess the influence of knowledge management practices on performance of county development projects in Meru County Government. The results and outcomes from the Model Summary, ANOVA, and Regression Coefficient sections are detailed in the subsequent sections.

4.6.1 Model Summary

The findings of coefficient of correlation R and adjusted coefficient of determination R² are shown in Table 13.

Table 13: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .897 ^a | 0.805 | 0.801 | 1.148 |

a. Predictors: (Constant), knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation

Source: Researcher (2023)

The results presented in the table reveal a strong correlation between the variables, with a correlation coefficient (R) of 0.897, signifying a high level of correlation. Additionally, the adjusted R-squared value of 0.801, equivalent to 80.1%, suggests that alterations in the performance of county development projects in the Meru County Government can be 80.1% attributed to four independent variables: knowledge acquisition, knowledge

creation, knowledge sharing, and knowledge storage and documentation. It's worth noting that the remaining 19.9% of the variability in performance can be attributed to factors beyond the scope of this study that impact county development project performance.

4.6.2 ANOVA

The comparison of $F_{\text{Calculated}}$ and F_{Critical} were carried out by the researcher to test for the strength of the overall regression model. An ANOVA was carried out at 95% significance level. The findings are shown in Table 14.

Table 14: ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------------------|-----------------------|-----------|--------------------|----------|-------------------|
| Regression | 1460.105 | 4 | 365.026 | 238.006 | .000 ^b |
| Residual | 354.281 | 91 | 1.534 | | |
| Total | 1814.386 | 95 | | | |

Predictors: (Constant), knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation
 Dependent Variable: Performance of county development projects.

The results presented in Table 14 indicate that the calculated F-value was 238.006, surpassing the critical F-value of 2.4107. This suggests that the overall regression model used in the study was statistically significant. Additionally, the probability value (p) was found to be less than 0.05, specifically $p=0.00$, implying that at least one of the independent variables had a significant impact on Performance of county development projects.

4.6.3 Regression Coefficients

In order to determine individual influence of dependent variables on Performance of county development projects, the following coefficients were generated. The findings are indicated in Table 15.

Table 15: Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -4.553 | 0.804 | 0.715 | 6.488 | 0.000 |
| | Knowledge acquisition | 0.063 | 0.098 | 0.017 | -1.932 | 0.000 |
| | Knowledge creation | 0.105 | 0.095 | 0.023 | 0.906 | 0.000 |
| | Knowledge sharing | 0.260 | 0.088 | .027 | -1.149 | 0.000 |
| | Knowledge storage and documentation | 0.092 | 0.091 | 0.029 | -0.917 | 0.002 |

a. Dependent Variable: Performance of county development projects

Source: Researcher (2023)

The resultant equation becomes: $Y = -4.553 + 0.063X_1 + 0.105X_2 + 0.260X_3 + 0.092X_4$

Where: Y= Organizational Performance in the Public Service Sector Organizations of Kenya

X_1 = Knowledge acquisition

X_2 = Knowledge creation

X_3 = Knowledge sharing

X_4 = Knowledge storage and documentation

The results demonstrate that, when all other factors are held constant, county development project performance would be at -4.553. Moreover, a one-unit increase in knowledge acquisition, with other variables unchanged, would lead to a performance increase of 0.063 in county development projects. Similarly, a one-unit increase in knowledge creation, knowledge sharing, and knowledge storage and documentation, while keeping other factors constant, would result in performance increases of 0.105, 0.260, and 0.092, respectively.

4.7 Summary

These findings indicate that knowledge acquisition significantly influences the performance of county development projects in the county government of Meru, as evidenced by a p-value of 0.00, which is less than the threshold of 0.05. This aligns with the findings of Ogendo (2014), who also highlighted the significant impact of knowledge transfer on organizational performance. Additionally, the study suggests that strategy content plays a significant intervening role in the relationship between knowledge transfer and organizational performance. Further, the research reveals that knowledge creation significantly affects the performance of county development projects, with a p-value of 0.00, indicating its substantial influence. This is in line with the conclusions of Byukusenge and Munene (2017), who emphasized the positive and significant effect of knowledge management on organizational performance.

The results indicate that the p-value for knowledge sharing was less than 0.05, signifying a significant impact on the performance of county development projects within the Meru County government. This aligns with Ndegwa's (2015) findings, which also emphasized

the statistical significance of knowledge sharing and its positive moderating effect on organizational performance. Consequently, organizations are encouraged to reassess various aspects such as their organizational structure, culture, technology, management substantial statistical impact of knowledge management, encompassing creation, application, and storage, on organizational performance as assessed through the balanced scorecard perspectives.

4.8 Discussion of Findings

4.8.1 Organisational Innovation

the pronounced agreement amongst respondents concerning the pivotal role of appropriate education and critical skills in effectively managing a business (mean=4.67, SD=1.529) finds resonance in the work of Wang and Pervaiz (2017). They emphasized that organizational knowledge and skill set significantly contribute to facilitating an innovative organizational culture and enhance overall performance, especially in SMEs where resources are often constrained.

Conversely, the findings concerning the business's orientation toward developing, transferring, and safeguarding strategic knowledge (mean=3.15, SD=1.012) and explicitly recognizing strategic knowledge as a crucial element in planning (mean=3.12, SD=1.112) evoke a neutral stance. This neutrality could be perceived as somewhat contradictory to the assertions of Smith, Busi, Ball, and Van Der Meer (2008), who argue that the strategic management of knowledge is integral to innovative processes and overall organizational survival, particularly in sectors and regions characterized by rapid changes and high competition.

Furthermore, the findings illustrate a compelling inclination toward strong social networking, whether through fostering relationships with stakeholders across various demographic and professional categories (mean=4.24, SD=1.210) or through broader customer engagement (mean=4.12, SD=1.019). This emphasis on networking could be paralleled with findings from Stam, Arzlanian, and Elfring (2014), who underscore the crucial role of networking for entrepreneurs in acquiring resources, gaining legitimacy, and achieving competitive advantages, particularly in the context of SMEs.

However, it's also pivotal to consider the nuanced differences that may arise due to variances in geographic, economic, and sector-specific contexts. For example, the overall neutrality concerning the participation in capturing and transferring knowledge (mean=3.24, SD=1.013) and integrating business functions to serve target market needs (mean=3.54, SD=1.211) might stem from unique challenges and considerations faced by SMEs in Garissa County, Kenya, which might not be readily applicable or comparable to other contexts. Consequently, the dynamic interplay between organizational innovation, strategy, and performance, especially within SMEs, demands ongoing exploration and comparative analysis to elucidate the multifaceted nature of these relationships across diverse contexts.

4.8.2 Product innovation

The assertion that continuous improvement of products to enhance their market performance is prevalent (mean = 4.01, SD= 1.120) finds resonance with the works of O'Cass and Ngo (2011), who emphasized the crucial role of continuous product innovation

in maintaining competitive positioning within the market. Their findings suggested that firms that consistently innovate tend to navigate market dynamics more effectively, affirming the cruciality of maintaining a persistent innovative trajectory.

However, a notable divergence arises in the facet of manufacturing quality improvement in existing products, where the majority of respondents adopted a neutral stance (mean= 3.11, SD=1.217). This contrasts with the findings of Rosenbusch, Brinckmann, and Bausch (2011), who argue that enhancing the quality and performance of existing products is a pivotal strategy in sustaining a firm's competitive edge, particularly within environments characterized by rapid technological advancements. Rosenbusch et al. (2011) posit that enhancing the quality of existing products contributes significantly to stabilizing a firm's market share, a viewpoint that seemingly misaligns with the neutral disposition of respondents in the present study.

The assertion related to the firm launching new products before competitors, supported by a mean of 4.02 and SD= 1.119, draws parallels with the perspective of Lee, Park, Yoon, and Park (2010). They illustrated that early market entry with new products can be pivotal in establishing a dominant market presence, thereby accruing benefits like brand recognition and customer loyalty, which late entrants might find challenging to navigate. These parallel understandings underscore the pertinence of pioneering innovations and being first-to-market as key drivers in fortifying a firm's competitive standing within its operational milieu.

On the matter of the firm seeking to replace non-performing products with performing ones (mean = 4.74, SD= 1.100), the high agreement level among respondents is slightly at

odds with the risks highlighted by Cooper and Kleinschmidt (1987). They elucidated that while product replacement and refreshment strategies are essential, they come with inherent risks, such as cannibalizing the sales of existing products or misaligning with existing brand images and customer expectations.

4.8.3 Process Innovation

The findings of the study regarding Process Innovation capabilities align with previous research on the importance of process improvements in enhancing the overall performance of SMEs. The emphasis on improving output quality, reducing production costs, and eliminating non-value-adding activities in delivery-related processes corresponds with existing literature that highlights the significance of efficiency and cost-effectiveness in SME operations (Wu et al., 2012; Trott, 2012). These findings support the argument that SMEs with strong process innovation capabilities are better positioned to compete effectively in the market by delivering high-quality products and services while minimizing costs.

Furthermore, the study's results regarding the role of process innovation in reducing costs and facilitating new product introductions are consistent with prior research. Process innovations can lead to cost savings through streamlined operations and resource optimization, which can directly impact an SME's profitability (Chesbrough, 2010; Terziovski, 2010). Additionally, process innovations can enable SMEs to adapt to changing market demands and introduce new products or services more efficiently, contributing to their competitiveness and growth (Drejer, 2004; Laforet & Tann, 2006).

However, the neutral response observed regarding the adoption of new delivery methods suggests that SMEs in the study may not have fully embraced innovative approaches to delivery logistics. This finding may indicate a potential area for improvement, as adopting innovative delivery methods can enhance customer satisfaction and market reach (Ghadge et al., 2019). Further research could explore the barriers and challenges that SMEs face in implementing new delivery strategies and identify opportunities for enhancing their process innovation capabilities in this regard.

In summary, the study's findings underscore the importance of process innovation capabilities in SMEs and their positive impact on cost reduction, new product introductions, and overall competitiveness. These findings align with the existing body of research on the significance of process innovation in SMEs. However, the neutral stance on adopting new delivery methods suggests room for further exploration and potential enhancements in this aspect of process innovation.

4.8.4 Marketing Innovation

The findings related to Marketing Innovation capabilities shed light on several aspects of SMEs' marketing strategies and practices. The strong agreement among respondents regarding the ability to successfully launch new products in the market aligns with the literature on the importance of marketing innovation in introducing and promoting new offerings (Kotler & Keller, 2016). This capability is crucial for SMEs seeking to expand their product portfolios and respond to evolving customer preferences.

Similarly, the strong agreement that the business effectively uses market information suggests that SMEs in the study recognize the value of customer insights and market data in shaping their marketing strategies (Verhoef et al., 2009). Utilizing such information enables SMEs to make informed decisions, tailor their offerings to customer needs, and enhance their competitive positioning.

The emphasis on creating, maintaining, and enhancing relationships with customers reflects a customer-centric approach, which is essential for building customer loyalty and long-term success (Kumar et al., 2010). SMEs that prioritize customer relationships are more likely to retain existing customers and attract new ones, contributing to sustained growth.

However, the neutral response regarding the adoption of marketing information for maintaining customer relationships suggests that there may be room for improvement in leveraging market insights to strengthen customer engagement. Further research could explore the specific challenges faced by SMEs in this aspect and identify strategies for enhancing their marketing innovation capabilities related to customer relationship management.

The strong agreement that the firm is effective in ascertaining customers' current needs and future product requirements underscores the importance of market responsiveness. SMEs that continuously monitor and anticipate customer needs are better positioned to adapt their product offerings and stay ahead of competitors (Day, 1994). This capability aligns with the principles of proactive marketing and innovation.

The respondents' disagreement concerning the firm's ability to share mutual commitment and goals with strategic partners may indicate challenges in forming strong collaborative relationships in the market. Building effective partnerships with other businesses can be a valuable marketing strategy for SMEs (Hakansson & Ford, 2002). Therefore, exploring the factors hindering such collaborations could provide insights into improving marketing innovation capabilities in this area.

In conclusion, the findings highlight the importance of marketing innovation capabilities in SMEs and their impact on various aspects of marketing, including product launches, customer relationships, competitive analysis, and market research. While the study reveals strengths in certain areas, such as successful product launches and effective use of market information, it also suggests potential areas for improvement, particularly in terms of building strong partnerships with strategic allies and optimizing the adoption of marketing information for maintaining customer relationships.

4.8.5 Performance of SMEs

The majority of respondents agreeing on customer satisfaction indicates that SMEs with strong innovation capabilities are likely to excel in meeting customer needs and expectations (Bharadwaj et al., 1999). This aligns with the literature emphasizing the role of innovation in creating value for customers and enhancing their satisfaction (Hurley & Hult, 1998).

Similarly, the agreement on improvement in total sales and product delivery speed suggests that innovation capabilities contribute to enhanced sales performance and operational

efficiency (Gunday et al., 2011). Speedy product delivery is often linked to increased customer satisfaction and loyalty (Lee & Klassen, 2008), which can, in turn, lead to higher sales.

The high agreement regarding employee satisfaction and retention indicates that SMEs with robust innovation capabilities are better positioned to create a conducive work environment and retain valuable talent (Damanpour, 1991). Employee satisfaction is associated with increased productivity and reduced turnover rates (Huselid, 1995), which can contribute to overall business success.

The neutral responses could be attributed to various factors, such as market conditions, competitive pressures, or the need for SMEs to further refine their innovation strategies. These findings align with the literature highlighting that the effects of innovation on financial performance may be influenced by contextual factors (Sanz-Valle et al., 2011).

In conclusion, the study's findings demonstrate the positive impact of innovation capabilities on key performance indicators such as customer satisfaction, total sales, product delivery speed, and employee satisfaction and retention. However, the neutral responses on other performance aspects highlight the complexity of the relationship between innovation capabilities and financial and operational outcomes. Further research could delve deeper into the specific factors influencing these outcomes and explore strategies to maximize the benefits of innovation in SMEs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the findings on the study, conclusion and recommendations are based on the findings. Suggestions for further studies are also given for enhancement of future studies.

5.2 Summary

The study aimed to explore the impact of knowledge management on the performance of development projects at the county level in Kenya, with a focus on the Meru County Government. The research focused on several key questions: how knowledge acquisition practices affect the performance of development projects in Meru County Government, to what extent knowledge creation initiatives influence project performance, the impact of knowledge sharing practices on project performance, and how knowledge storage and documentation activities influence project outcomes.

Descriptive statistics were employed to assess the influence of knowledge management on county development projects in Kenya. The study targeted 139 participants from nine Sub-counties in Meru County. Primary data was collected through structured questionnaires, which were then coded and analyzed using SPSS. The results indicated a strong correlation among the variables, with a coefficient of correlation (R) of 0.897, signifying a high level of correlation. Additionally, the adjusted R-squared value of 0.801 suggested that variations in the performance of county development projects were influenced by the independent variables.

5.2.1 Knowledge acquisition

The research confirmed that the practice of knowledge acquisition, as part of knowledge management, had a positive and substantial influence on the performance of county development projects. According to the respondents, there was agreement that the county supported its employees in attending relevant seminars and workshops, facilitating the acquisition of new knowledge within the organization through employee training. This training was seen as a means to equip employees with fresh skills.

However, respondents expressed neutrality regarding whether new knowledge was generated through market research within their county or if market research effectively aided in obtaining timely information on customer needs. This suggests that the Meru County government actively embraced knowledge acquisition through employee development initiatives and research, although the effectiveness of market research in creating new knowledge or gathering timely customer information remained uncertain.

5.2.2 Knowledge Creation

The research revealed that within the county government, fresh knowledge was generated through structured formal training sessions. Engaging in discussions with technical experts in specific fields also proved to be conducive for knowledge creation, and employees were recognized for their contributions to developing new technologies.

The study also observed that the county had established systems for organizing and preserving knowledge content for future reference. Additionally, officers were encouraged to participate in benchmarking visits as part of their knowledge-sharing and learning experiences.

5.2.3 Knowledge Sharing

The research highlighted that employees acquired job-related skills by collaborating and dividing tasks among themselves. The county government implemented a plan to organize seminars aimed at disseminating knowledge relevant to the current workplace, and staff members received training on various job responsibilities to facilitate knowledge sharing. Internal memos were used to communicate new developments, and employees learned about their distinct roles within their job assignments.

The training programs encompassed a wide range of tasks across different duties, enabling staff members to exchange information effectively. County government mentors leveraged their field experiences to transmit knowledge to newer employees, and noticeboards were employed as a means of sharing information among all staff members. Moreover, the county government had a variety of channels for sharing new knowledge, including both IT-based and manual methods.

5.2.4 Knowledge Storage and documentation

The research revealed that the county's system included a tracking mechanism to monitor access to stored knowledge. They had established an effective system for retrieving stored work procedures and manuals, employing advanced technologies for the storage of the knowledge they had generated.

Furthermore, the county had a well-structured approach to storing its work procedures, with ample server capacity to store digital copies of work procedures and manuals. The knowledge generated within the county was systematically organized and included classified information in their databases. Additionally, they maintained multiple backup locations to store the knowledge created, ensuring data security and redundancy.

5.3 Conclusion

The study's findings affirm that knowledge acquisition, creation, sharing, and systematic storage positively contributed to the success of county development projects in Meru County. This success can be attributed to several factors: the county authority took measures to patent new ideas and knowledge, and fostered a culture where departmental leaders actively promoted the generation of fresh knowledge. Additionally, staff members adopted a collaborative approach by sharing responsibilities, and they received training across different tasks to facilitate knowledge sharing.

The county gained valuable insights for efficient operations from the knowledge created, leveraging it to enhance internal processes and elevate staff management within the workplace. Furthermore, the county government demonstrated adeptness in preserving work procedures, maintaining ample server capacity for safeguarding digital copies of work procedures and manuals.

5.4 Recommendations

The study offers a set of recommendations for the county government to enhance knowledge management and its positive impact on project performance:

The county should engage with technical experts in specific fields to facilitate knowledge creation, and employees should be recognized for their contributions. Organized formal training sessions should be employed as a means of creating new knowledge within the county government.

The county government should embrace new ideas and encourage departmental leaders to play an active role in promoting the creation of fresh knowledge. New mechanisms should

be introduced to effectively manage knowledge content for future use, and officers should participate in benchmarking visits to acquire and adopt innovative ideas.

The sharing of new developments should be facilitated through internal memos, and employees should gain a clear understanding of their respective roles within their job assignments. Task sharing among staff members should be encouraged, and planning for seminars to disseminate knowledge relevant to the current workplace should be a priority.

Training programs should encompass various tasks across different duties to foster the exchange of information among staff members. County government mentors should share their field experiences to pass on valuable knowledge to newer staff members, and the county should diversify channels for sharing new knowledge, including IT-based and manual methods.

The county government should establish a robust mechanism for storing work procedures and ensure they have sufficient server capacity for safeguarding digital copies of work procedures and manuals. Knowledge generated within the county government should be systematically organized with classified information in databases, and multiple backup locations should be maintained to ensure data security and redundancy.

The county government's knowledge management system should include a tracking mechanism to monitor access to stored knowledge, along with an effective procedure for retrieving stored work procedures and manuals. Advanced systems should be employed for the storage of created knowledge.

5.5 Suggestions for Further Studies

The current study on the effect of knowledge management on performance of county development projects in Meru County government, accounted for 80.1% of the variations in project performance. To gain a more comprehensive understanding, future research should be conducted to identify additional factors that impact the performance of county development projects.

While the present study relied on primary data, it is advisable for future research endeavors to consider conducting similar investigations using secondary or empirical data sources to attain more accurate and refined results. Additionally, the researcher suggests that similar studies be conducted in different countries to compare and contrast the findings across various contexts.



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APPENDICES

Appendix I: Informed Consent

INFLUENCE OF STRATEGIC KNOWLEDGE MANAGEMENT ON PERFORMANCE OF COUNTY DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA.

Greetings, my name is Beatrice Karwirwa, and I am currently pursuing a master's degree at Mount Kenya University. As part of my academic course, I am conducting research on the "Influence of Strategic Knowledge Management on the Performance of County Development Projects in Meru County, Kenya." I sincerely appreciate your consideration of participating in this research study.

I want to ensure that you fully understand the study's details and what your involvement would entail. Your participation in this research is entirely voluntary, meaning you have the freedom to decide whether you wish to take part or not. If you choose to participate, you will be asked to sign a consent form, indicating your agreement to be involved. However, you have the right to withdraw from the study at any time and for any reason without facing any consequences or needing to explain your decision. If you choose to withdraw, any data you have provided will be returned or destroyed to maintain your confidentiality and privacy.

Please be aware that there are no direct benefits to you for participating in this study, but there are also no known risks beyond those encountered in everyday activities.

I assure you that your confidentiality will be safeguarded to the best of my abilities. The information you provide will be used solely for academic purposes and treated with the utmost care and respect for your privacy.

Should you have any questions or concerns at any point during the study, feel free to reach out to me, Beatrice Karwirwa, or my supervisor, Dr. Robert Obuba, both from Mount Kenya University. We are here to address any inquiries you may have or provide assistance if you experience any adverse effects from your participation.

Furthermore, if you have any concerns about your rights as a research participant or encounter issues that you are not comfortable discussing with the Primary Investigator, you

can contact the Chairman of the Mount Kenya University Ethical Review Committee at the provided address for further assistance.

I sincerely thank you for considering participating in this study and for your valuable contribution to this essential research endeavor.

CONSENT

By confirming this, I acknowledge that I have thoroughly read and understood the information provided. I have had the opportunity to seek clarification and ask any questions related to the study. I am aware that my participation in this research is entirely voluntary, and I have the right to withdraw at any time without needing to provide an explanation or facing any negative consequences. I understand that a copy of the consent form will be provided to me for my records. I willingly give my consent to participate in this research study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

THE CHAIRMAN

MKU ETHICAL REVIEW COMMITTEE

P.O. BOX 342 – 01000

THIKA

Appendix II: Questionnaire

Please ensure you answer all the questions in the research study questionnaire. The data you provide will be kept confidential and will only be used for the specific purpose of this study. The objective of this research is to examine how strategic knowledge management affects the performance of development projects undertaken by the Meru County Government, Kenya. Therefore, I kindly ask for your assistance by dedicating some time to complete the attached questionnaire. Note: Please refrain from including your name on the questionnaire.

SECTION A: BACKGROUND INFORMATION

By means of a tick (✓) kindly indicate an option that best describes:

1. Please Indicate Your Gender

Male { }

Female { }

2. What Your Age

Below 25 years { } 25-30 years { }

31-35 years { } 36-40 years { }

41-45 years { } 46-50 years { }

Over 51 { }

3. Your Level of Education

Secondary education (O level) { } Diploma { }

Degree { } Masters & Above { }

4. Period you have worked with the County Government of Meru

Below 5 Months { }

--

5-10 Months { }

1- 5 years { }

Over 5 years { }

5. What project are you currently working on? _____

SECTION B: STRATEGIC KNOWLEDGE MANAGEMENT

This section is concerned with investigating knowledge management practices. Please insert a tick (✓) in the appropriate column. The options range from SA-strongly Agree, A-Agree, N-Neutral, D-Disagree, and SD-strongly Disagree

| No. | Area | SA | A | N | D | SD |
|-----|--|----|---|---|---|----|
| | Knowledge Acquisition | | | | | |
| 1. | In our county knowledge is acquired through on-job training, mentoring, seminars and conferences | | | | | |
| 2. | Through training there is increased capabilities in using and developing knowledge in the development projects | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 3. | The county conduct research on new project, which help employees to up skill results in knowledge acquisition | | | | | |
| 4. | Employees are recruited to bring in new knowledge | | | | | |
| 5. | Employees consult colleagues or supervisors when undertaking duties | | | | | |
| 6. | Employees are encouraged to suggest ideas/ solutions during | | | | | |

| No. | Knowledge Creation | SA | A | N | D | SD |
|-----|---|----|---|---|---|----|
| 1. | The county organizes brainstorming sessions to come up with new ways of project enhancement. | | | | | |
| 2. | The county has invested in invested in experiments to come up with new ways of solving challenges facing projects development | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 3 | Our Company financially supports staff in furthering their professional courses | | | | | |
| 4. | Our county has established formal networks between employees and external experts | | | | | |
| 5. | Members of staff are encouraged to generate new knowledge on how to meet enhance project development | | | | | |
| 6. | The county financially supports staff in furthering their professional courses | | | | | |

What are the other effects of knowledge creation strategies on performance of development projects undertaken by the Meru County Government?

| No. | Knowledge Sharing | S | A | A | N | D | S D |
|-----|--|---|---|---|---|---|-----|
| 1. | Staff meetings are normally held | | | | | | |
| 2. | New employees are normally taken through an orientation program | | | | | | |
| 3. | Employees regularly share experiences with each other | | | | | | |
| 4. | Employees hold brainstorming sessions to come up with suggestions for solving problems | | | | | | |

| | | | | | | | |
|----|--|--|--|--|--|--|--|
| 5. | Employees share their experiences and knowledge about work with other counties in meetings | | | | | | |
| 6. | Members of staff are usually rotated in various functions | | | | | | |



What are the other effects of knowledge sharing strategies on performance of development projects undertaken by the Meru County Government?

| No. | Knowledge storage and documentation | SA | A | N | D | SD |
|-----|---|----|---|---|---|----|
| 1. | Minutes are taken to capture ideas during meetings | | | | | |
| 2. | Work manuals and procedures are prepared for workers | | | | | |
| 3. | Information on good practices is regularly updated | | | | | |
| 4. | Digital records are held for documented knowledge for ease of access and future reference | | | | | |
| 5. | All important documents are filed well | | | | | |
| 6. | All workers can easily retrieve and use the information stored in their area of operations/work | | | | | |

SECTION C: PERFORMANCE OF COUNTY DEVELOPMENT PROJECT.

In each phrase given below tick the number that best describes your responses in relation performance of county government

Where 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree 1=Strongly Disagree

| Policies | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| The county has always achieved its targeted performance every financial year. | | | | | |
| The County government does not have stalled projects in the region | | | | | |
| There is a complains from community that they are not served well | | | | | |
| There are more stalled projects than those newly started | | | | | |

12. How are you satisfied with the performance of Meru county government?

Highly satisfied { } Satisfied { }

Neutral { } Dissatisfied { } highly dissatisfied { }

MOUNTAIN

Appendix III: ERC Letter



Appendix IV: Introduction Letter



Appendix V: NACOSTI Authorization



INFLUENCE OF STRATEGIC
KNOWLEDGE MANAGEMENT
ON PERFORMANCE OF COUNTY
DEVELOPMENT PROJECTS IN
MERU COUNTY, KENYA

by BEATRICE KARWIRWA MUKIIRA

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INFLUENCE OF STRATEGIC KNOWLEDGE MANAGEMENT ON PERFORMANCE OF COUNTY DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA

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