



KNOWLEDGE MANAGEMENT PROCESSES AND ORGANIZATION SUCCESS AMONG SAVINGS AND CREDIT COOPERATIVES IN KENYA

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^{1*} Kilonzo, Y. M., & ² Kaluyu, V.

^{1*} MBA, Chandaria School of Business, United States International University – Africa, Nairobi, Kenya

² Professor, Chandaria School of Business, United States International University – Africa, Nairobi, Kenya

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ABSTRACT

The purpose of the study was to examine knowledge management processes and organization success among Savings and Credit Cooperatives in Kenya. The study addressed the following research questions: What is the influence of knowledge acquisition process on organization success among SACCOs in Kenya? To what extent does knowledge use process influence organization success among SACCOs in Kenya? To what extent does knowledge preservation process influence organization success among SACCOs in Kenya? What is the influence of knowledge sharing process on organization success among SACCOs in Kenya? Descriptive correlational research design was utilized and the study targeted 250 members within 162 licensed depositing-taking SACCO societies in Kenya. The study revealed that SACCOs recruited from a diverse pool of candidates to fill knowledge gaps. The organizations also benchmarked against other industry players to identify and keep up with industry standards. The study revealed that SACCOs collected and stored information in repositories for easy access, which fastened solving customers' inquiries. The organizations also had clear policies and procedures on knowledge access and distribution that helped to promote knowledge exchange among employees. Furthermore, employee awareness initiatives helped to improve employees' attitude towards compliance to the knowledge preservation guidelines. The study concluded that SACCOs relied on knowledge acquisition processes such as benchmarking and recruitment to improve their performance. Furthermore, SACCOs depended on knowledge use processes to identify new opportunities and to meet customer demands. Knowledge preservation practices improved knowledge access and compliance among employees. SACCOs have also benefited from effective knowledge distribution systems and training programs to acquire required skills. The study recommended that SACCOs adopt effective knowledge acquisition systems and mechanisms to identify and acquire strategic knowledge that will enhance organization's success. SACCOs should also adopt more ways of utilizing knowledge to enhance organization success. SACCOs to continue devising up to date modes of preserving knowledge to facilitate organization success. Furthermore, SACCOs should actively pursue knowledge sharing strategies, internally and externally, to enable sharing of new knowledge that could become a source of competitive advantage for the SACCOs.

Keywords: Knowledge Management, Processes, Organization Success, Savings and Credit Cooperatives

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INTRODUCTION

Successful organizations have continued to reap great benefits, especially in the current turbulent business environment causing organizations to increasingly focus on the exploitation of their core competencies to remain competitive (Gakuo & Rotich, 2017). Specifically, the Savings and Credit Cooperatives (SACCOs) have significantly grown recently, transitioning from rural-based financial institutions to becoming key players in economic development. In Kenya, the SACCO Societies Regulatory Authority [SASRA] (2020) report noted that the SACCO industry has grown notably to overtake some commercial banks in terms of membership, products and total assets. Research by the Central Bank of Kenya [CBK] (2018) also indicates a significant growth of the SACCO industry in terms of assets, products and membership.

Despite the norm, success is not strictly limited to the profitability of an organization. For SACCOs, Telepost Sacco Society Limited (2017) notes membership growth, sale of co-operative shares, adoption of technology in service delivery, increased deposits, improved member returns and growth and retention of members to be some of its key success factors. Additionally, a report (Utafiti Sacco Society Limited, 2019) cites some of its key success factors to be business process automation, infrastructural upgrade and expansion, revenue enhancement, effective customer experience, human capital development, corporate culture alignment to strategy and effective performance management. Consequently, this study indicated organizational success among SACCOs to be revenue enhancement, growth in member deposits, share capital increase, launch of innovative loan products, member access to information, business process automation and awards and recognitions.

The 21st century has been characterized by globalization and immense technological advancement, which has greatly changed the world resulting to knowledge management taking center stage in the performance and sustainability of every organization (Mohajan 2017). The study further

noted that knowledge has become not only crucial but also a valuable asset for organizations within the past two decades. According to González & Melo (2018), organizations are better placed to generate competitive advantage through innovation by use of knowledge supporting the notion that knowledge is a crucial organizational resource.

Beigzadeh and Ameli (2015) conducted a study to investigate knowledge management effect on strategic orientation and organizational performance of steel producing companies in Iran. The research findings revealed that knowledge management had a positive and significant impact on strategic orientation and organizational performance. The study also revealed positive and significant relationship between knowledge management and organizational performance.

In Africa, the interest in knowledge management has increased over time as a result of recognition of knowledge to improve organizational performance and sustainability. As noted by Gakuo and Rotich (2017), it has become imperative for banks to utilize their knowledge resources effectively to adapt to the dynamic customers' tastes and preference if they wish to create competitive advantage. This is as a result of increased competition in the banking industry in the region. Consequently, there has also been a rise in the recognition of knowledge as a strategic source of competitive advantage in the Kenyan context. The growth can be linked to the realization that sustainable competitive advantage can only be achieved by the ability to learn faster than competitors.

Kamau (2016) studied the effect of knowledge management on organizational performance within universities in Kenya. The study revealed written documents to be part of universities' knowledge sharing strategies however some institutions did not have this concept thus rendering knowledge redundant. Moreover, Chebii (2018) conducted a study to establish the effect of knowledge management on organizational performance of state-owned commercial enterprises in Kenya and

observed a positive impact between knowledge management and the performance of state-owned commercial enterprises in Kenya.

Another study to assess the effect of knowledge management on organizational performance in microfinance institutions in Kenya concluded that knowledge management processes positively impacted organizational performance of microfinance institutions (Mtawali, 2018). However, as much as strategic knowledge management has been linked to better organizational performance by most scholars, there has been no clear indicator on how much it has been implemented in organizations for better performance, particularly in Kenya (Kinyua *et al.*, 2015).

Despite the endless benefits, SACCOs also face multiple challenges such as high cost of funding, dynamic technological changes and increasing inflation rate which lead to a reduction in member shares and slow membership growth (Utafiti Sacco Society Limited, 2019). The report further cited that the challenges are as a result of lack of creativity and innovation, and the dynamic business environment. However, Wasinda, Kiplang'at and Chebon (2019) conducted a study to explore the potential of knowledge management as a strategy for achieving competitive advantage among SACCOs and identified that SACCOs lack structured approach to knowledge management. The study further suggested that SACCOs can manage most of their challenges by harnessing their knowledge assets. Hence, knowledge is a strategic resource that if well managed could help organizations to alleviate challenges and attain organizational success.

Statement of the Problem

Knowledge has continued to be recognized as the most crucial asset for organizations. In fact, Dlamini (2017) notes that management have begun to pay more attention to knowledge in spite of it being a more complicated asset compared to other organizational resources. However, despite knowledge management's increasing popularity among organizations worldwide, it has not received

much attention from companies in Kenya (Mtawali, 2018). Moreover, while studies have shown knowledge management to be of great value to the success of organizations, there is scarce literature on the relationship between knowledge management processes and how they influence organizational success, particularly among SACCOs.

Furthermore, SASRA (2020) reported a drop in the rate of growth of some of the key financial performance indicators among deposit-taking SACCOs in Kenya in 2019. For instance, the rate of growth in capital recorded in 2019 at 6.49% was the lowest over a three-year period, with growth rate of 16.95% and 15.75% posted in 2017 and 2018, respectively. Growth in total deposits was also the least in 2019 at 11.27%, compared to a growth rate of 12.01% in 2017 and 11.99% in 2018. This thus calls for the attention of SACCOs' stakeholders to prevent a further decline and ensure the continued success of these organizations to avoid being pushed out of operations leading to loss of income and source of livelihood.

Few studies have been conducted to evaluate the influence of knowledge management process on organization success among SACCOs in Kenya. Waki (2017) examined the effect of knowledge management strategy on organizational performance of ICT firms, hence did not touch on SACCOs. Kimaiyo, Kapkiyai and Sang (2015), investigated the effect of knowledge management on firm's performance in commercial banks in Nakuru, Eldoret and Kisumu, hence did not examine SACCOs. Wasinda *et al.* (2019) examined knowledge management as a strategy for achieving competitive advantage among SACCOs in Nairobi and revealed that they lacked structured approaches to knowledge management. However, the study only focused on SACCOs within Nairobi.

Based on the current scenario, it was therefore necessary for a study to be conducted to examine the knowledge management processes among SACCOs in Kenya, and how they influence their performance. Hence, this study sought to fill these gaps by examining the influence of knowledge

management processes (knowledge acquisition, knowledge use, knowledge preservation and knowledge sharing) on organization success, with SACCOs in Kenya as the case study.

Objectives of the Study

The purpose of this study was to examine the influence of knowledge management processes on organization success among SACCOs in Kenya.

The research was guided by the following research questions:

- What is the influence of knowledge acquisition process on organization success among SACCOs in Kenya?
- To what extent does knowledge use process influence organization success among SACCOs in Kenya?
- To what extent does knowledge preservation process influence organization success among SACCOs in Kenya?
- What is the influence of knowledge sharing process on organization success among SACCOs in Kenya?

LITERATURE REVIEW

Influence of Knowledge Acquisition on Organization Success

Knowledge acquisition process entails external surveys, external employee training, recruiting a new employee, knowledge gathering and purchasing of patented process (Mubuyaeta, 2016). Employees offer the needed skills that contribute to the attainment of the organization's strategic goals. According to a report by Shortlist (2018), new hires bring in fresh backgrounds, experiences and knowledge as well as diverse intelligence and intuition. Furthermore, recruitment aims to fill specific knowledge gaps in the organization. Martinez-Gil (2017) recommends selecting potential employees from a pool of wide and diverse range of candidates. Moreover, activities such as innovation, brainstorming, interaction and benchmarking also facilitate knowledge acquisition (Grant et al., 2016).

Nnabuife, Onwuka and Ojukwu (2015) conducted a study on knowledge management and organizational performance on selected commercial banks in Nigeria, Anambra State. Particularly, the study sought to examine the relationship between knowledge identification and organizational performance as well as determine the effect of knowledge acquisition on the success of the organizations. Nnabuife *et al.* concluded there was a positive relationship between knowledge acquisition and organizational performance and established a positive relationship between knowledge identification and organizational performance. The current study was different from this study with regard to location and industry.

In a different study, Chebii (2018) sought to establish the effect of knowledge management on organizational performance of state-owned commercial enterprises in Kenya. The results from multiple regression analysis exhibited that knowledge acquisition significantly influenced the performance of state-owned commercial enterprises in Kenya in terms of Return on Equity. However, the study also indicated that knowledge acquisition process did not significantly influence the performance of the enterprises in terms of Return on Assets. Although the study focused on Kenya, it was limited to state-owned commercial enterprises only.

Influence of Knowledge Use on Organization Success

Boateng and Agyemang (2015) investigated the effects of knowledge sharing and knowledge use on service recovery performance in Accra, Ghana. The study utilized survey-based research and the population targeted front line employees of hotels in Accra. The study findings concluded that knowledge use significantly and positively influenced service recovery performance. Waki (2017) also conducted a study to examine the effect of knowledge management strategy on organizational performance among ICT firms within Nairobi. Waki concluded that knowledge use affects performance of ICT firms.

Kinyua *et al.* (2015) examined the effect of knowledge conversion and knowledge use on performance of commercial banks in Kenya. The study used explanatory and cross-sectional survey design and revealed that both knowledge conversion and knowledge use positively influenced organizational performance. Ode and Ayavoo (2020) conducted a study to determine the relationship between knowledge use and firm innovation. Findings of the study revealed a significant and positive relationship between knowledge storage, generation and application, and innovation.

According to Affinito (2020), experienced employees have posted better performance than their co-workers as a result of more years of experience. Hence, it is imperative to convert employee experience into “formal, documented standards and procedures” that is accessible to the entire organization. Furthermore, Giampaoli, Ciambotti and Bontis (2017) note problem-solving speed to be an integral part of problem-solving as it speeds up the decision-making process and for useful information to be gathered in good time.

Influence of Knowledge Preservation on Organization Success

Companies greatly benefit from knowledge preservation processes since employees can easily access required knowledge. Knowledge should be stored in systems such as knowledge-resource platforms, which makes it easier for individuals to manage and access resources centrally in the organization (World Bank, 2015). Furthermore, the process makes it easier for experienced workers to store their expertise and knowledge as instructional content for the benefit of other employees (Affinito, 2020).

Chebii (2018) examined the influence of knowledge management on organizational performance of state-owned commercial enterprises in Kenya. The study was based on descriptive and explanatory research designs and targeted managers within 55 enterprises. The findings revealed that knowledge preservation did not significantly influence

performance of state-owned commercial enterprises in Kenya. Despite the findings, the study suggested that knowledge should be stored for future use. Furthermore, organizations should preserve both individual and company knowledge using modern information systems and processes for ease of retrieval.

Mtawali (2018) assessed the effect of knowledge management on organizational performance in microfinance institutions in Kenya. Findings revealed that knowledge preservation had a great effect on the performance of micro-finance institutions in Kenya. The current study expanded the scope of this research in terms of industry and variables.

A different study on knowledge management and performance of Indian software companies showed that knowledge preservation does not affect organizational performance (Payal, Ahmed & Debnath, 2019). The study suggested that this may be as a result of inadequate attention on the process hence recommended that managers emphasize on knowledge preservation processes to enhance organizational performance.

Influence of Knowledge Sharing on Organization Success

Knowledge sharing is mostly characterized by informal interactions between experts and practitioners (Nyaga & Bett, 2018). The various methods could include mentorship and apprenticeship relationships, as well as verbal discussions such as through the phone or online conferences. Joint activities within organizations have also been identified as medium for knowledge transfer among employees thus promoting knowledge sharing (Yang *et al.*, 2014).

Tong, Tak and Wong (2015) examined the impact of knowledge sharing on the relationship between organizational culture and job satisfaction, focusing on ICT practitioners in Hong Kong. Data was collected using intent-based self-administered questionnaires. Findings from this research showed that knowledge sharing significantly influenced

organizational culture. Moreover, knowledge sharing was found to be an important mediating role between corporate culture and job satisfaction which resulted to improved organization performance. However, the study was limited in that it focused on ICT practitioners in Hong Kong.

A different study by Tubigi and Alshawi (2015) assessed the impact of knowledge management processes on organizational performance in the airline industry in Germany. The study was guided by inductive and deductive methods. The study focused on knowledge management processes of knowledge creation and acquisition, knowledge modification, knowledge usage, knowledge archiving, knowledge transfer, knowledge translation, user access knowledge and knowledge disposal. Of the eight processes, the study found that knowledge transfer was the most common process but did not influence firm performance.

Waki (2017) conducted a study to examine the effect of knowledge management strategy on organizational performance. The study focused on 81 ICT firms within Nairobi and concluded that

knowledge sharing increases continuous performance improvement within the firms. The study further indicated that employees improve their capabilities and response to customer needs through knowledge sharing thus recommended that employees actively share acquired knowledge. The study further suggested that ICT firms adopt more ways of sharing knowledge to improve employees' knowledge management capacities.

Conceptual Framework

Figure 1 shows the relationship between dependent and independent variables in this study. The independent variable for the study was knowledge management processes (knowledge acquisition, knowledge use, knowledge preservation and knowledge sharing). The dependent variable was organization success. The indicators of organization success were revenue enhancement, growth in member deposits, share capital increase, launch of innovative loan products, member access to information, business process automation and awards and recognition.

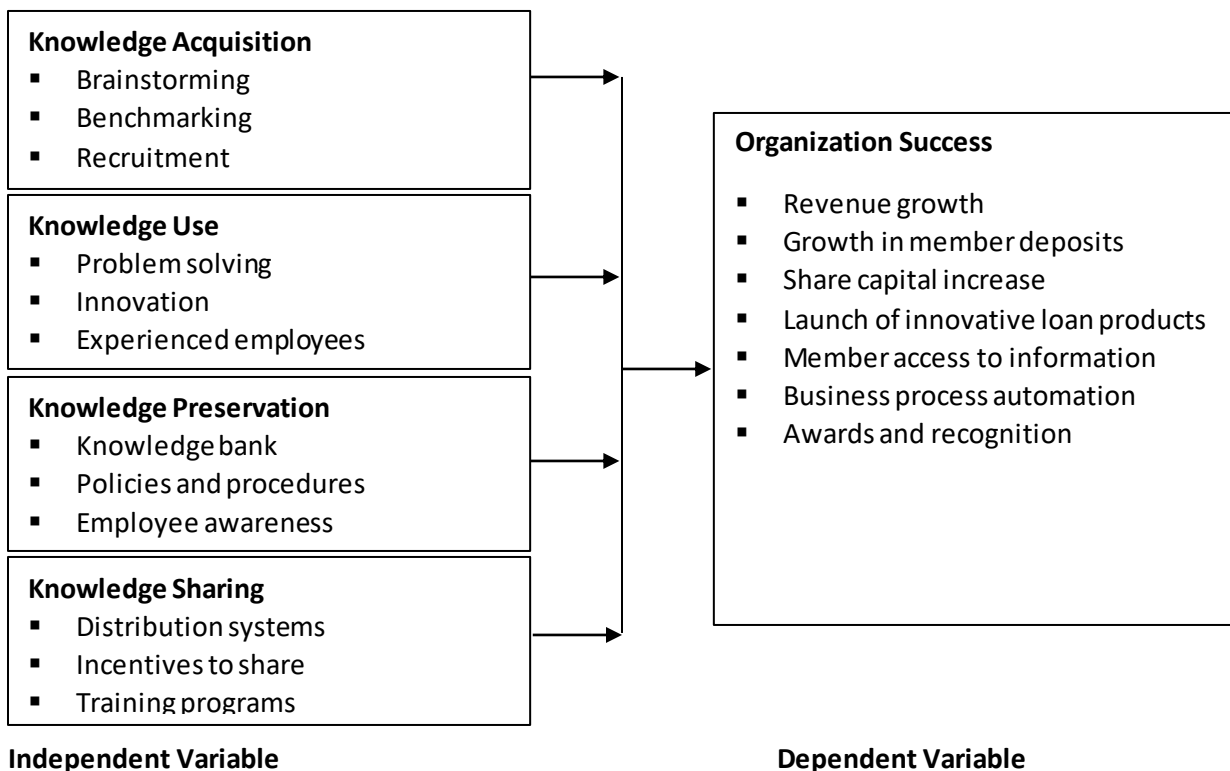


Figure 1: Conceptual Framework

METHODOLOGY

The study employed a descriptive research design. As stated by Cooper, Schindler and Sharma (2018), descriptive research design is crucial in responding to the what, who, when, where and how of the study subject. Descriptive research also aims to describe a population, situation or phenomenon accurately and systematically (McCombes, 2019). Thus, the researcher used an online survey to analyze how the independent variables (knowledge acquisition, knowledge use, knowledge preservation and knowledge sharing) influenced the dependent variable (organization success among SACCOs).

The sample frame comprised 162 licensed deposit-taking SACCO societies in Kenya. The institutions were categorized as small-tiered, medium-tiered or large-tiered. According to Weor (2018), sampling frame can be simply defined as the material sources for samples. Kothari (2014) argues that "sampling frame is the list of sampling units of analysis from the experimentally accessible population." Hence, sample design acts as the road map for the sample selection.

This study utilized stratified sampling and simple random sampling techniques, so as to give each sampling unit a chance of being selected. Sampling techniques such as stratified sampling supports the selection of qualified respondents with regard to the research questions (Recadina & Ouma, 2017). Stratified sampling technique was crucial in obtaining a reasonable sample size due to the varied geographical distribution of the sample population for this study (Saunders, Lewis, & Thornhill, 2015). The two techniques assured representativeness, minimized bias and systematic errors, as well as allowed generalization of inferences drawn from the sample to the population (Ali, 2014).

This research adopted the Yamane (1973) sampling formula. The sample size technique was helpful in determining the right sample size from the

population to meet the goals of this study. The formula was as below;

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

Where:

n is the sample size

N is the total population

e is the margin of error

In this study:

$$n = \frac{256}{1+256(0.01)^2}$$

$$n = 250$$

Hence, a sample size of 250 respondents from the 162 SACCOs was ideal for this research.

Primary data collection was used in this study. A structured questionnaire was utilized to collect data. A questionnaire was preferred because it was ideal in covering a wide geographical area given the vast distribution of location of SACCOs countrywide. Furthermore, questionnaires were useful in minimizing possible interview biases (Saunders *et al.*, 2015).

The research procedure entailed creation of a draft questionnaire as guided by the research questions. A pilot study was also conducted to determine the reliability and validity of the study instruments. The pilot study was carried out within 10 of the SACCOs, selected randomly, in line with Mugenda A. and Mugenda O. (2006) argument that a sample of 10 to 20 respondents chosen from the population is sufficient for pilot testing the study instrument.

The reliability of the collected data was confirmed using Cronbach's co-efficient alpha. The results of the pilot study showed that all the research items for this study had Cronbach's Alpha values that were greater than 0.7 indicating the items were reliable. Additionally, the overall reliability of the questionnaire was tested. The results indicated the research instrument was reliable overall, with a Cronbach's Alpha value of 0.95, thus could be used to collect data for the study.

After data collection, the researcher conducted data cleaning through identification of incomplete and inaccurate responses to improve response quality. Data was analyzed using SPSS version 27 and presented using tables and figures. The study utilized descriptive and inferential statistics. Descriptive analysis used included mean and standard deviation. The inferential analysis included correlation analysis, analysis of variance, and regression analysis. Inferential statistics involved measurement of the relationship between independent variables (the knowledge management processes) and the dependent variable (organization success).

The multiple linear regression equation is as depicted below;

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

Where;

Y = Organization success

α = The model intercept

β = Coefficient factor

X_1 = Knowledge acquisition

X_2 = Knowledge use

X_3 = Knowledge preservation

X_4 = Knowledge sharing

ε = Error term

FINDINGS

The study sought to collect data from 250 respondents but managed to collect data from 207 individuals to give a response rate of about 83% which was deemed sufficient for the study as it was a good enough representation of the population as

stipulated by Mugenda and Mugenda (2003) that a response rate of 70% and above is excellent. Furthermore, the questionnaire requested respondents to indicate their gender. The findings showed that 43% were female, 54% were male, while 3% did not disclose their gender. This indicated that both genders were included in the study and there was no bias in selecting the participants for the study.

Influence of Knowledge Acquisition on Organization Success

The main objective of the study was to determine the influence of knowledge acquisition processes on organization success among SACCOs in Kenya. This section provides the descriptive, correlation and regression analyses of the same.

Majority of the respondents agreed that their organization recruit from a diverse pool of candidates in terms of background, skills and expertise ($M = 3.77, SD = 1.12$). The respondents also agreed that their SACCOs benchmark against other industry players to identify and keep up with industry trends ($M = 3.50, SD = 1.15$) and use recruitment to fill knowledge gaps within the organization ($M = 3.58, SD = 1.08$). Furthermore, the respondents were neutral that their SACCOs hold brainstorming sessions to facilitate idea sharing to solve issues ($M = 3.41, SD = 1.22$), brainstorming is used to obtain knowledge from experienced employees ($M = 3.33, SD = 1.22$) and that departments within their SACCOs benchmark against external departments to identify best practices ($M = 3.36, SD = 1.11$).

Table 1: Mean and Standard Deviation for Knowledge Acquisition and Organization Success

	N	Mean	S.D
My organization holds brainstorming to facilitate idea sharing to solve issues	207	3.41	1.223
In my SACCO, we use brainstorming to obtain knowledge from experienced employees	207	3.33	1.219
My organization benchmarks against other industry players to identify and keep up with the industry trends	207	3.50	1.149
Departments in my SACCO benchmark against external departments to identify best practices	207	3.36	1.109
My SACCO uses recruitment to fill knowledge gaps within the organization	207	3.58	1.076
My organization recruits from a diverse pool of candidates in terms of backgrounds, skills and expertise	207	3.77	1.115

Correlation between Knowledge Acquisition and Organization Success

Table 2 shows the correlation relationships between knowledge acquisition factors and organization success. The results indicate that

knowledge acquisition processes were significant to organization success among SACCOs in Kenya ($r = 0.494, p < .05$).

Table 2: Correlation between Knowledge Acquisition and Organization Success

		Organization Success
Knowledge Acquisition	Pearson Correlation	.494**
	Sig. (2-tailed)	.000
	N	207

** Correlation is significant at the 0.01 level (2-tailed).

Influence of Knowledge Use on Organization Success

The study also sought to determine the influence of knowledge use processes on organization success among SACCOs in Kenya. This section provides the descriptive, correlation and regression analyses of the same.

Majority of the respondents agreed that their SACCO capitalizes on innovation to meet the changing customer demands ($M = 3.77, SD = 1.03$). The participants also agree that problem solving skills have been key in identifying new opportunities in their SACCOs ($M = 3.59, SD = 0.98$)

and that problem solving has helped to hasten decision-making processes within their SACCOs ($M = 3.62, SD = 0.93$).

Furthermore, the respondents also agreed that innovation has helped their organizations to reduce task errors thus increasing operational efficiencies ($M = 3.70, SD = 1.03$), and that their organization has systems and structures to capture expert knowledge ($M = 3.57, SD = 1.10$). They also agreed that experienced employees contribute ideas to help solve problems in their organizations ($M = 3.75, SD = 1.04$).

Table 3: Mean and Standard Deviation for Knowledge Use and Organization Success

	N	Mean	S.D
In my organization, problem solving skills have been key in identifying new opportunities	207	3.59	.976
Problem solving speed hastens decision-making processes in my SACCO	207	3.62	.926
My SACCO capitalizes on innovation to meet the changing customer demands	207	3.77	1.025
In my SACCO, innovation has helped reduce task errors thus increasing operational efficiencies	207	3.70	1.033
My organization has systems and structures to capture expert knowledge	207	3.57	1.103
In my SACCO, experienced employees contribute ideas to help solve problems	207	3.75	1.040

Correlation between Knowledge Use and Organization Success

Table 4 shows the correlation relationships between knowledge use and organization success.

The table indicates that there is a significant relation between knowledge use processes and organization success among SACCOs in Kenya ($r = 0.587, p < .05$).

Table 0: Correlation between Knowledge Use and Organization Success

		Organization Success
Knowledge Use	Pearson Correlation	.587**
	Sig. (2-tailed)	.000
	N	207

** Correlation is significant at the 0.01 level (2-tailed).

Influence of Knowledge Preservation on Organization Success

The main objective was to determine the influence of knowledge preservation processes on organization success among SACCOs in Kenya. This section provides the descriptive, correlation and regression analyses of the same.

Majority of the respondents agreed that central access of information has fastened solving customers' issues/inquiries in their organization ($M = 3.86, SD = 0.97$). They also agreed that their SACCOs collect and store information in repositories/databases for ease of access ($M = 3.74, SD = 0.98$), and their organizations have clear

policies and procedures on knowledge access and distribution ($M = 3.67, SD = 1.01$).

Moreover, the respondents also agreed that the policies and procedures on knowledge preservation promote knowledge exchange among employees in their SACCOs ($M = 3.50, SD = 1.09$), and that employee awareness initiatives have helped to paint a clearer picture of the possible damages to the organization in case the company's information security is compromised, ($M = 3.66, SD = 0.94$). Lastly, the respondents also agreed that their organizations hold training programs that have improved employee's attitude towards compliance to knowledge preservation guidelines ($M = 3.74, SD = 0.98$).

Table 5: Mean and Standard Deviation for Knowledge Preservation and Organization Success

	N	Mean	S. D.
In my SACCO, we collect and store information in repositories/databases for ease of access	207	3.74	.984
In my organization, central access of information has fastened solving customers' issues/inquiries	207	3.86	.968
My organization has clear policies and procedures on knowledge access and distribution	207	3.67	1.005
The policies and procedures on knowledge preservation promote knowledge exchange among employees in my organization	207	3.50	1.088
In my SACCO, employee awareness initiatives have helped to paint a clearer picture of the possible damages to the organization in case the company's information security is compromised	207	3.66	.936
My organization holds training programs that have improved employee's attitude towards compliance to knowledge preservation guidelines	207	3.74	.984

Correlation between Knowledge Preservation and Organization Success

Table 6 shows the correlation relationships between knowledge preservation factors and

organization success. The table indicates that there is a significant relation between knowledge preservation processes and organization success among SACCOs in Kenya ($r = 0.564, p < .05$).

Table 6: Correlation between Knowledge Preservation and Organization Success

		Organization Success
Knowledge Preservation	Pearson Correlation	.564**
	Sig. (2-tailed)	.000
	N	207

** Correlation is significant at the 0.01 level (2-tailed).

Influence of Knowledge Sharing on Organization Success

The main objective was to determine the influence of knowledge sharing processes on organization success among SACCOs in Kenya. This section provides the descriptive, correlation and regression analyses of the same.

Majority of the respondents agreed that knowledge sharing systems are easily accessible in their organizations ($M = 3.86, SD = 0.91$). The participants also agreed that their SACCOs use training to acquire new skills needed to deliver specific tasks ($M = 3.77, SD = 0.95$).

Furthermore, the respondents also agreed that their SACCOs have programs such as online discussions and mentorship programs to promote professional growth ($M = 3.58, SD = 1.13$) and their organizations have techniques to manage transitioning tactic knowledge ($M = 3.53, SD = 1.06$).

The respondents were neutral their SACCOs have partnerships with other organizations to share industry knowledge ($M = 3.41, SD = 1.07$) and that their SACCOs have incentives that facilitates sharing of ideas and information ($M = 3.28, SD = 1.07$).

Table 7: Mean and Standard Deviation for Knowledge Sharing and Organization Success

	N	Mean	S.D.
In my organization, knowledge sharing systems are easily accessible e.g., intranet, internet etc.	207	3.86	.914
My SACCO partners with other organizations to share industry knowledge	207	3.41	1.066
In my SACCO, we have incentives that facilitates sharing of ideas and information e.g., rewarding best ideas	207	3.28	1.073
My organization has techniques to manage transitioning tactic knowledge e.g., systems for retiring/exiting employees to share their knowledge	207	3.53	1.056
In my SACCO, we use training to acquire new skills needed to deliver specific tasks	207	3.77	.947
My organization has programs such as online discussions and mentorship programs to promote professional growth	207	3.58	1.129

Correlation between Knowledge Sharing and Organization Success

Table 8 shows the correlation relationships between knowledge sharing processes and

organization success. The table indicates that there is a significant relation between knowledge sharing processes and organization success among SACCOs in Kenya ($r = 0.566, p < .05$).

Table 8: Correlation between Knowledge Sharing and Organization Success

		Organization Success
Knowledge Sharing	Pearson Correlation	.566**
	Sig. (2-tailed)	.000
	N	207

** Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

The study also conducted regression analysis to determine the influence of knowledge management processes on organization success within SACCOs in Kenya. The results are as shown in this section.

Model Summary for Knowledge Management Processes and Organization Success

Table 9 explains the existing relationship between knowledge management processes and organization success. R was 0.659 indicating a positive relationship. The R Square value of 0.434 indicates that knowledge management processes influenced organization success by about 43% ($R^2 = .434$). 57% was influenced by other factors.

Table 9: Model Summary for Knowledge Management Processes and Organization Success

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.422	.57790

a. Predictors: (Constant), Knowledge Sharing, Knowledge Acquisition, Knowledge Preservation, Knowledge Use

ANOVA for Knowledge Management Processes and Organization Success

Table 10 shows the ANOVA for knowledge management processes and organization success. The regression sum of squares is 51.7 and the total sum of squares is 119.1, which means the

regression model explains about (52/119) 44% of all the variability in the dataset. Additionally, there exists a significant relationship between knowledge management processes and organization success ($F(4,202) = 38.67, p < .05$).

Table 10: ANOVA for Knowledge Management Processes and Organization Success

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.659	4	12.915	38.670	.000 ^b
	Residual	67.461	202	.334		
	Total	119.120	206			

a. Dependent Variable: Organization Success

b. Predictors: (Constant), Knowledge Sharing, Knowledge Acquisition, Knowledge Preservation, Knowledge Use

Table 11: Coefficients for Knowledge Management Processes and Organization Success

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.862	.223		3.864	.000
	Knowledge Acquisition	-.005	.072	-.005	-.063	.950
	Knowledge Use	.250	.086	.263	2.921	.004
	Knowledge Preservation	.196	.079	.207	2.487	.014
	Knowledge Sharing	.305	.073	.292	4.197	.000

a. Dependent Variable: Organization Success

The established regression model is as shown below;

$$Y = 0.862 - 0.005X_1 + 0.263X_2 + 0.207X_3 + 0.292X_4 + \varepsilon$$

Where;

Y = Organization success

X₁ = Knowledge acquisition

X₂ = Knowledge use

X₃ = Knowledge preservation

X₄ = Knowledge sharing

ε = Error term

Table 11 shows the results of the regression analysis. The results denote that knowledge acquisition process did not significantly influence organization success ($\beta = -.005, p > .05$). Knowledge use process significantly influenced organization success ($\beta = .263, p < .05$), knowledge preservation process significantly influenced organization success ($\beta = .207, p < .05$) and knowledge sharing process also significantly influenced organization success ($\beta = .292, p < .05$).

Discussion

Influence of Knowledge Acquisition on Organization Success

The study revealed that the SACCOs benchmarked against other industry players to identify and keep up with industry trends. The study also revealed that SACCOs recruited from a diverse pool of candidates in terms of background, skills and expertise. According to Martinez-Gil (2017), organizations should select potential employees from a pool of wide and diverse range of candidates. Recruitment was also crucial in filling knowledge gaps within the organizations. This corroborated with a study by Shortlist (2018) which concluded that recruitment aims to fill specific knowledge gap within an organization. Furthermore, new hires bring in fresh backgrounds, experiences and knowledge as well as diverse intelligence and intuition.

The study further revealed that knowledge acquisition did not significantly influence organization success among SACCOs in Kenya.

These results confirm the study of Chebii (2018) who undertook a study to establish the effect of knowledge management on organizational performance of state-owned commercial enterprises in Kenya.

However, the results contradicted with the findings of Nnabuife *et al.* (2015) on knowledge management and organizational performance on selected commercial banks in Nigeria, Anambra State. The study concluded there was a positive relationship between knowledge acquisition and organizational performance.

Influence of Knowledge Use on Organization Success

The study revealed that that problem solving skills have been key in identifying new opportunities. Problem solving has also helped to hasten decision-making processes. This corroborates with Giampaoli *et al.* (2017) who noted problem-solving speed to be crucial to a firm in collecting helpful information to solve problems and implement solutions faster, to attain organizational goals.

Capitalizing on innovation helped to meet the changing customer demands. Innovation also helped the organizations to reduce task errors thus increasing operational efficiencies. According to Ode & Ayavoo (2020), knowledge use minimizes the possibility of making mistakes, reduces redundancies and improves efficiency.

Furthermore, the organization had systems and structures to capture expert knowledge. These results agree with those of Affinito (2020) that suggests it is imperative to convert employee experience into “formal, documented standards and procedures” that is accessible to the entire organization. Moreover, experienced employees contributed ideas to help solve problems. According to Waki (2017), expert knowledge is crucial in determining an individual’s overall contribution.

The study also found that knowledge use processes significantly influenced organization success among SACCOs in Kenya. The findings confirm the research conducted by Boateng and Agyemang (2015) to

investigate the effects of knowledge sharing and knowledge use on service recovery performance in Accra, Ghana. The findings also confirm a study by Kinyua *et al.* (2015) to examine the effect of knowledge conversion and knowledge use on performance of commercial banks in Kenya. The findings of the study revealed that knowledge use positively influenced organizational performance. Knowledge use was measured in terms of problem solving, elaboration, efficiency, infusion and information technology support.

Influence of Knowledge Preservation on Organization Success

The study revealed that central access of information has fastened solving customers inquiries. SACCOs also collected and stored information in databases for ease of access. This is consistent with the study of Chebii (2018) that suggested that individual and organizational knowledge should be preserved using both soft and hard style recording for easy retrieval. A report by World Bank (2015) also recommended that knowledge should be stored in systems such as knowledge-resource platforms, which makes it easier for individuals to manage and access resources centrally in the organization.

Furthermore, the organizations have clear policies and procedures on knowledge access and distribution, which has helped to promote knowledge exchange among employees within SACCOs. This confirmed the study Affinito (2020), which concludes that knowledge preservation process makes it easier for experienced workers to store their expertise and knowledge as instructional content for the benefit of other employees.

Employee awareness initiatives have also helped to paint a clearer picture of the possible damages to the organization in case the company's information security is compromised. This confirms the findings of Affinito (2020) that suggests clear standards on knowledge preservation ensures employees appreciate their importance, creating a culture where employees are more obliged to adhere to the set policies and procedures

The findings of the study also revealed that knowledge preservation processes significantly influenced organization success among SACCOs in Kenya. The findings confirmed a study by Mtawali (2018) that assessed the effect of knowledge management on organizational performance in microfinance institutions in Kenya. The findings revealed that knowledge preservation had a positive effect on the performance of micro-finance institutions in Kenya. Information security comprising copyright, licenses, use of usernames, secret codes and document sharing conventions that grants accessibility to approved clients only were noted to be essential for productivity and controls within the organizations.

However, the findings also differed with a number of studies. For instance, Payal *et al.* (2019) that examined the influence of knowledge management on performance of Indian software companies. The study showed that knowledge preservation did not significantly affect organizational performance. The results also contradicted with the findings of a research by Chebii (2018) which examined the influence of knowledge management on organizational performance of state-owned commercial enterprises in Kenya. The findings revealed that knowledge preservation did not significantly influence performance of state-owned commercial enterprises in Kenya.

Influence of Knowledge Sharing on Organization Success

The study revealed that knowledge sharing systems are easily accessible in most SACCOs. Moreover, SACCOs use training to acquire new skills needed to deliver specific tasks which agrees with a study by Waki (2017) that suggest the distribution channels within organizations include, systems, training programs, conferences, workshops and seminars, and team meetings.

Furthermore, SACCOs have programs such as online discussions and mentorship programs to promote professional growth. This agrees with the study Yang *et al.* (2014) that identifies joint activities within organizations to be a medium for knowledge

transfer among employees thus promoting knowledge sharing. Nyaga and Bett (2018) also note that knowledge sharing is mostly characterized by informal interactions between experts and practitioners.

The research findings further revealed that knowledge sharing processes significantly influenced organization success among SACCOs in Kenya. These results corroborated with a number of studies. For instance, Tong *et al.* (2015) examined the impact of knowledge sharing on organizational culture and job satisfaction, focusing on ICT practitioners in Hong Kong. Findings from the research showed that knowledge sharing significantly influenced organizational culture. Moreover, knowledge sharing was found to be an important mediating role between corporate culture and job satisfaction which resulted to improved organization performance.

The findings were also in line with a study conducted by Waki (2017) to examine the effect of knowledge management strategy on organizational performance within ICT firms in Kenya. The study revealed that knowledge sharing increases continuous performance improvement within the firms. The study further indicated that employees improve their capabilities and response to customer needs through knowledge sharing.

However, the findings differed with a study by Tubigi and Alshawi (2015) which assessed the impact of knowledge management processes on organizational performance in the airline industry in Germany. The study found that knowledge sharing did not influence firm performance.

CONCLUSION AND RECOMMENDATIONS

The study concluded that SACCOs did not take advantage of brainstorming to obtain knowledge from experience employees nor to facilitate idea sharing to solve issues. Additionally, the organizations benchmarked against other industry players to identify and keep up with industry trends. However, internal departments did not benchmark against external departments to identify

best practices. They also recruited from a diverse pool of candidates in terms of background, skills and expertise. The new hires helped to fill knowledge gaps within the organizations. The study also established that knowledge acquisition did not significantly influence organization success. The study thus concludes that knowledge acquisition process does not influence organization success among SACCOs in Kenya.

The study concluded that problem solving skills helped the organizations to identify new opportunities whereas problem solving speed hastened decision-making processes. Innovation also contributed to meeting the changing customer demands and to reduce task errors which led to increasing operational efficiencies. Furthermore, systems and structures helped to capture expert knowledge and ideas from experienced employees helped to solve problems. The study further indicated that knowledge use significantly influenced organization success. Thus, the study concludes that knowledge use process influences organization success among SACCOs in Kenya.

The study concluded that collection and storage of information in repositories made it easy to access knowledge within the organizations and the central access of information fastened solving customer issues. Furthermore, the SACCOs had clear policies and procedures on knowledge access and distribution which has helped to promote knowledge exchange among employees. Employee awareness initiatives also helped to paint a clearer picture of possible damages that the organization may face in case the company's information security is compromised. Training programs helped to improve employee's attitude towards compliance to knowledge preservation guidelines. Furthermore, knowledge preservation significantly influenced organization success. Therefore, the study concludes that knowledge preservation process influences organization success among SACCOs in Kenya.

The study concludes knowledge sharing systems, such as intranet, were easily accessible within the

organizations. The organizations also had techniques of managing transitioning knowledge. The organizations also used training to acquire new skills that were key in delivering specific tasks and held online discussions and mentorship programs to promote professional growth. The study further indicated that knowledge sharing significantly influenced organization success. Thus, the study concludes that knowledge sharing process influences organization success among SACCOs in Kenya.

The study recommended that SACCOs should host brainstorming sessions to facilitate idea sharing among employees to help solve issues. Additionally, the SACCOs should use brainstorming to promote knowledge sharing between experienced employees and the rest of the staff. Departments within the organizations should also benchmark against external departments to identify specific best practices. Although, the study found that knowledge acquisition does not influence organization success among SACCOs in Kenya, it recommends that SACCOs adopt effective knowledge acquisition systems and mechanisms to identify and acquire strategic knowledge that will enhance organization's success.

The study recommended that more SACCOs should introduce incentive programs that reward knowledge use to encourage employees to identify new opportunities, promote innovation and improve problem solving. The incentives will also encourage individuals to actively share and apply knowledge. The SACCOs should also set up systems and structures that help to capture expert knowledge and make it easily accessible to employees. The study also revealed that knowledge use influenced organization success among SACCOs in Kenya and thus recommends that SACCOs adopt more ways of utilizing knowledge to enhance organization success.

The study recommended that SACCOs should set policies and procedures on knowledge preservation, and make them clear to employees through

awareness training and campaigns, to facilitate knowledge exchange among employees. The organizations should also take advantage of employee awareness initiatives on information security to promote accountability among employees. The study also concluded that knowledge preservation influenced organization success among SACCOs in Kenya and thus recommends that SACCOs continue to devise up to date modes of preserving knowledge to facilitate organization success.

The study recommended that SACCOs should pursue strategic partnerships with other organizations within the industry to promote knowledge sharing. The organizations should also consider incentives, such as rewarding best ideas, to facilitate sharing of ideas and information among employees. Furthermore, the study concluded that knowledge sharing influenced organization success among SACCOs in Kenya and therefore recommends that SACCOs should actively pursue knowledge sharing strategies, both internally and externally. This enables sharing of new knowledge that becomes a source of competitive advantage for the SACCOs.

Recommendations for Further Research

This study focused on determining the influence of knowledge management processes among SACCOs in Kenya. The results and recommendations provided are thus limited to licensed deposit taking SACCOs within Kenya. Therefore, the study recommended that a similar study be conducted within other industries to give a comprehensive outlook on the effect of knowledge management processes on organization success.

Furthermore, in-depth research on the specific knowledge management processes (knowledge acquisition, knowledge use, knowledge preservation and knowledge sharing) should also be conducted to determine how each is applied within organizations, and how they influence organization performance.

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