



**KNOWLEDGE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE OF SIREET OUTGROWERS  
EMPOWERMENT AND PRODUCER COMPANY LIMITED IN NANDI COUNTY, KENYA**

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**ABSTRACT**

*This study examined the influence of practices of knowledge management on employee performance at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County. The specific objectives included knowledge sharing, knowledge culture, knowledge IT tools and knowledge creation. The theory anchoring the study included knowledge based view and supported by the resource-based view theory. The study took an explanatory and cross-sectional survey designs. Census survey of all 60 employees formed the sample size and was involved in answering the structured questionnaire. A pilot test was done using 6 respondents who checked for validity and reliability of the research instrument. The researcher collected the data and conducted analysis that included descriptive, correlation and regression. The findings were presented in tables and prose form for deliberations. The study found that knowledge management practices of knowledge sharing, knowledge culture, knowledge IT tools and knowledge creation influenced the performance of employees at the of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County. Knowledge IT tools had the largest influence on employee performance, followed by knowledge creation, knowledge culture and knowledge sharing. The study concluded that knowledge management practices had positive and significant influence on employee performance. The study recommends that the management of Sireet Company in Nandi County to embrace knowledge management practices as it seeks to improve performance of its employees. The management should invest in training programs for creation and sharing of information, develop firm structures and practices that create, share and utilize knowledge for improvement in performance of employees. Other organizations seeking to improve performance of its employees in embrace practices under knowledge management. This can be done through formal and informal trainings, investing in technological systems and tools, embrace cultures and practices for creating, sharing and using knowledge.*

**Key Words:** Knowledge Sharing, Knowledge Culture, Knowledge IT Tools, Knowledge Creation

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## INTRODUCTION

Intense competitiveness that firms face, demand for improved employee performance that will reflect in the overall organizational performance (Vladimir & Rami, 2018). Even in the vastly techno-world with use of advanced systems and applications the need for human touch cannot be underplayed. In Greece, Koronios, Mavromati and Kriemadis (2017) share the value of motivating employees in the public sector through sharing and participation in the policy making process at the workplace in an effort to improve employee performance. The employees can only be incorporated in the policy making process if they are deemed to have sufficient information and knowledge, which comes back to looking at knowledge management (KM) practices. Alias, Mansor, Rahman, Ahmad and Samsudin (2018) contended that organizations seeking high employee performance must have a structure that has space for employee participation and engagement is encouraged, their continuous improvement and development of employee capacity.

Employee performance, according to Anastasios and Prodromos (2019), refers to the job relevant activities anticipated from an employee and how well such activities are executed. Mohammd, Rand and Ra'ed (2019) characterize worker execution as how well workers' complete occupation related exercises doled out to them as to prerequisite gave and their proficiency in using such. On the other hand, Iskandar, Ahmad and Martua (2014) characterize representative execution as a proportion of how well an individual does errands doled out to them. They further characterize execution corresponding to conduct which separates execution from results. Results effects from outer impacts just as a person's result, which can be as non-perceptible activities like choices and answers.

It is referred to an interaction that arrangements with the turn of events, stockpiling, recovery, and dispersal of data and skill inside an association to help and further develop its business execution (Ngoc-Tan & Gregar, 2018). Moreover, it is the new time of mechanical use of information in basic

arranging, examination, dynamic, assessment and upgrade of a company's usable frameworks. KM refers to a method of dealing with ensuring utilization of a company database as well as the ability of individual abilities, skills, considerations, for productive and organization (Muhammad, 2016). Mohammd, Rand and Ra'ed (2019) considered information management cycles that cycles can assist with making information, which would then be able to add to worked on association's presentation. Besides, employee execution is further developed when organization make, relocate, use, and safeguard information (Lin, 2013).

Sireet is a Small Producer Organization which was formed by small scale tea producers neighboring multinational tea estates in Nandi Hills (Kenya). It has a membership of 11,320 outgrower farmers. Members supply their tea to four Eastern Produce Kenya Ltd owned factories: Kapsumbeiwa, Kepchomo, Chemomi, Savani and two own managed factories, Siret and Kibwari tea estates. It is registered under Companies Act. It is headed by board of directors along with management staff. The company deals with empowering farmers on tea and diversification. Some of the investments are Siret Tea factory Commercial building Sireet Plaza Community projects such as schools water tanks and dispensaries and an upcoming tea factory Kamarich Tea Factory. According to Summer and Sun (2014) some of the notable reasons why Sireet Company needs knowledge management is to improve performance gain a competitive advantage become more innovative share knowledge freely and foster integration of knowledge in all its operations. The company will resultantly encounter nonstop improvement by driving system, beginning new lines of business, tackling issues quicker, creating proficient abilities and finally be able to recruit and retain talent.

In ensuring that all workers approach the general skill held inside the association, the labour force isn't informed hence not unable to make smart choices. A research on Sireet will help built workforce who are extra capable to create rapid, informed decisions.

The top management makes decisions that the employees do not participate and do not have information in many fields. Therefore, adoption of KM practices will improve the performance of the employees as they resolve any issues present at the firm and increase productivity.

### **Statement of the Research Problem**

Workers are an integral part of an organization and those firms in the agricultural and agri-business sector in Kenya their performance largely depends on the quality of staff they employ. Improving on employee performance is based on the organizations to provide them with new information and knowledge processing systems and tools that will enhance their efficiency and effectiveness (Razzaq, *et al.*, 2019). The need for knowledge management in organization is central in acquisition, sharing, storing and utilization of information that equip employees with required abilities and information to handle their duties well. The organizational culture should encourage knowledge management and create a working environment that uses modern technological systems and tools. Bosieri, Ombui, and Oeba (2013) contend that numerous organizations in Kenya have endeavored to execute information management labors however have bombed because of the absence of a fitting social setting that makes and supports equal trust, receptiveness, and collaboration.

Internal sources i.e. management and staff have revealed that Sireet Outgrowers Empowerment Producer Company staffs are older staff members who are not tech savvy and are not willing to learning new modern ways of handling business. Any statistical evidence? The agricultural cooperative started in 2004 and only in 2015 did they create a Facebook page and to-date it has only 2096 followers and this could be a tool to share information that will improve the brand recognition in the market. Inactivity for a lengthy period on social media pages might reduce awareness of the firm and its products, which will negatively impact on perception of the firm. This calls for having techno savvy employees who use modern technological

systems, tools and apps to access and share information and respond to the queries. An article written by Katie Messick Maddox in 2018, August 30<sup>th</sup> noted the value of unleashing youths to improve and promote sustainable food systems while protecting our planet. The articles covered youth trainings to inform and empower the youths to engage in farming as the most of the farmers are older and use traditional farming techniques. The article advocates for Sireet Company to employ the youths who are energetic and inquisitive to search for new working system that will improve the performance of firm.

There are numerous exact examinations that have been done on information management like Akpotu and Lebari (2014) on information obtaining and worker execution in Nigerian college; Alyoubi, Hoque and Alharbi (2018) on KM impact on employee work performance in Saudi Arabia, Bourini, Khawaldeh and Al-qudah (2013) on the position of KM in the Jordan financial area. These studies created contextual gaps as they were done in different locations outside of Kenya. Arif and Rahman (2018) on KM and job satisfaction and Aming'a (2014) KM practices and organizational performance are studies in Kenya but creates conceptual gaps as they did not explore KM practices on impact to employee performance and methodologically, the latter study was a case study of Kisii campus and findings may not be applicable to other sectors. The overall target of the study was to research the influence of knowledge management practices on employee execution and performance of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County.

### **Study Objectives**

The overall goal of the examination was to explore the influence of knowledge management practices on employees' performance of Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County.

The particular targets directing the investigation was incorporated as:

- To determine the influence of knowledge sharing on employee performance of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County.
- To establish the influence of knowledge culture on employee performance of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County.
- To find out the influence of knowledge IT tools on employee performance of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County.
- To assess the influence of knowledge creation on employee performance of Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County.

## LITERATURE REVIEW

### Theoretical Foundation of the Study

#### Knowledge-Based View (KBV) Theory

The applicable hypothesis that helps essentially towards understanding the significant part of information is the information based hypothesis created by Grant (1996). The theorist contends that the source of competition in powerful company climate isn't the information that is vault to the association, on the grounds that the worth of such information disintegrates rapidly due to obsolesce and impersonation. Maybe, competitive advantage is dictated by non-restrictive information as unsaid individual information. Inferred information can frame the premise competitive advantage since it is both extraordinary and moderately fixed (Grant, 2015). However, in light of the fact that, that information is moved by people and not the association, a significant component of competitive advantage is the capacity to coordinate the particular and implicit information on people. The primary thought of the information based hypothesis of the firm is that associations exist in the manner that they do due to their capacity to oversee information more proficiently than is conceivable under different kinds of functional structure. As such, associations are social substances that

utilization and store inward information, abilities and capacities that are imperative for the association's endurance, development and achievement (Curado, 2006). The hypothesis expects that associations are for the most part heterogeneous information bearing substances that apply information to the creation of their labor and products. The second assumption is that organizations can sort out the manner in which they do on the grounds that they are vaults of useful information.

Grant (1996) defines innovative knowledge as the information that businesses require to outperform their competitors in a given industry. A firm, according to KBV, is an appropriated information framework "This view holds that the company's job is to arrange crafted by those workers so they can make information and an incentive for the firm, and this view holds that the company's job is to arrange crafted by those workers so they can make information and an incentive for the firm. Information assets, according to Bourini, Khawaldeh, and Al-qudah (2013), are as important as, if not more important than, physical and monetary resources for competitive advantage and continuous existence. In methodology, information and abilities-based approaches have greatly enlarged asset-based thinking by arguing that information is the most important asset driving new value creation, heterogeneity, and competition.

#### Organizational Learning Theory

It was formulated by Argyris and Schön (1997) on the idea that learning occurs through the process of detecting and correcting errors. A learning affiliation, according to Anastasios and Prodromos (2019), is a phrase given to an affiliation or a corporation that works with its people's learning and constantly transforms itself. Due to the squeezing elements that challenge current affiliations, learning affiliations stretch, as allowed by the corporate environment. A learning association has five fundamental highlights; frameworks, individual dominance, mental frameworks, shared goals, and group learning. The learning affiliation thought urges relationship to

move to a more interconnected point of view. Affiliations should end up being more like organizations with the goal that laborers can feel a committed to and appropriately will work all the more eagerly (Ajayi, 2018).

Business learning hypothesis contends that, to be cutthroat in an evolving climate, affiliations should change their targets and exercises to show up at those goals (Al-Balqa', 2016). However, in order to figure out how to make it happen, the company should choose to make changes in light of changing conditions, consciously interface activity to the result, and remember the result. Because the underlying learning occurs at the individual level, it has many similarities to brain science and intellectual exploration: (Bourini, Khawaldeh & Al-qudah, 2013).

### **Resource-Based View (RBV)**

The RBV hypothesis was propounded by Penrose (1959). According to the theory, an organization's Resource Based View (RBV) can be thought of as a collection of assets that executives interpret as the firm's potency and flaws. According to RBV, firms gain a competitive edge by sending important inelastic assets and competencies. It accepts that in order to be successful, organizations must be successful in acquiring and managing valuable assets. (Brown et al, 2013).

RBV perceives the essential significance of social and conduct connections in possibility of decision and execution of an association's procedures. Besides, this methodology coordinates two points of view; interior examination of marvels inside an organization, and outside investigation of an industry and its cutthroat climate. Likewise, RBV suggests that an association's assets should be assessed based on how important, uncommon, and hard they are for contenders to copy (Mutuku, Muathe, James, 2019). Without such important assets, the firm achieves just cutthroat equality. RBV embraces asset heterogeneity between competing businesses and fights the fact that these assets are not versatile, making a long-term, viable upper hand

possible based on the inner setup of intentionally applicable assets (Cerchione & Esposito, 2017). In the event that an asset is firm-explicit and hard to emulate, an organization is probably going to have a particular ability. Moreover, an unmistakable capability is a novel firm-explicit strength that empowers an organization to more readily separate its items and additionally accomplish generously lower costs than its opponents and in this manner acquire competitive advantage. An asset that prompts unmistakable skills is incomparable, significant, extraordinary, and non-substitutable.

### **Empirical Literature Review**

Sharing of knowledge and data allows for employees to collectively increase their performance which reflect on the overall organizational productivity. The association should ensure that information open to numerous who can utilize it and guarantee the configuration, adaptability; determination, and coordination is perceived by all the invested individual (Wobodo, Asawo & Asawo, 2017). Knowledge sharing is the aspect of passing on information from those with more experience and more information to those with less to ensure improved performance. Information sharing also depends on the communication channels and use of modern technologies that impact on the organizational operations.

Bagaja and Guyo (2015) investigated on how workers information sharing influences the execution of an association in Kenyan public universities using a case study of Nairobi University. The study was aimed at investigating how knowledge sharing influence the actions of an association of Kenyan state funded colleges. The review adopted the use of a descriptive approach. Respondents include all staffs working at the Nairobi University. Collection of data was done through utilization of semi organized surveys. The findings revealed that organization change plays a key role in helping a firm upgrade its strategies and portray the interaction situated design which is the worker information sharing. Information sharing essentially entails the demonstration of making information accessible to

those inside the association. Information sharing plays a key role in helping directors with keeping the individual education going across the organization and adapt it useful submission. Conceptually this study links knowledge sharing to the organizational performance and not employees' performance and contextually it was based on education sector and the public university and methodologically, it was a case study of one university.

It is not enough to create knowledge for a specific issue as it will solve the immediate problem but not encourage continuity in creation of knowledge, hence Zamoryonova (2015) advocates for an organizational culture that will ensure knowledge management is part of its core. The culture and its leadership work to create knowledge, share or transfer it to others, store it and utilize it to solve organizational challenges and innovate and invent products that increase the productivity at individual staff level and the entire organizational level.

In the study by Trivellas, *et al.* (2015) information sharing customs and impact on job contentment for bookkeeping organizations' employees and the focus is on the key role that employees' general competencies have in linking knowledge sharing to job outcomes and satisfaction. The study noted that a knowledge sharing culture encourages communication and exchanging of information, working in teams, making decisions together and problem solving and this is made possible by the individual staff general competencies that include learning new elements, idea generation for solutions needed in the organization, working productively in teams with others and prioritization. The study is based on inconclusiveness of literature on the subject and need for further research through using employees' overall competencies as a gathering role in knowledge sharing culture and employee contentment. The study targeted 84 representatives in bookkeeping firms in focal Greece and revealed that general competencies of the staff lead to higher occupation fulfillment and improves the information sharing culture within the accounting firms. The study also shows that accounting managers can help

create a knowledge sharing culture as it improves the working environment, achieve higher job satisfaction and it will strengthen the employees' general competencies. The study creates contextual gaps as it was done among accounting firms in Greece and conceptually it does not link knowledge sharing culture directly to employee performance.

An ideal knowledge management practices is one where there is an open triangle with the people, processes and technologies at each end (Kaba & Ramaiah, 2017). The adoption of technology, its system and tools allows for acquisition of information and easy and fast flow of information from one person to another and one processing to another within the organization. Modern organizations and its management teams have adopted organizational processes that have strategically planned for different KM practices and technology use in its processes to gain value and higher productivity (Oliva & Kotabe, 2019). Technological systems and tools have become a key and integral part of modern organizations that seek new knowledge, share and utilize it to gain productivity that leads to sustainable competitive advantages.

Cupiał, Szeląg-Sikora, Sikora, Rorat and Niemiec (2018) on data technical apparatus for business information administration and shares that KM is currently the most important factors that separate successful companies and those that fail and close shop and it has influence on market position. Effective management of knowledge in the organization demands that managers have sufficient sources of knowledge, create an enabling organizational culture and structure and use modern information technological tools that will lead to higher productivity. This study focus was on how present day information administration enterprise interaction is upheld by data innovation and how to use the ICT tools across the various sector of the enterprise to gain competitiveness in the market place. The IT tools and equipment are important to the organization but also the extent of usage in the firm. The findings show that usage of modern

technologies has enabled effective KM in companies. The modern technologies and computer systems include social media use, e-commerce, big data and cloud computing and study further reveals disparities in usage of modern technologies and computer systems. The large companies have higher IT tools usage than smaller companies, 99.8% large enterprises have computers while only 94.7% small enterprises own and use computers; there are other discrepancies when it comes to internet access when comparing urban based enterprises and those in the rural areas. Use of modern technological tools like computers leads to improved operations hence the need to invest in its development. Contextual gap as the study was done in Poland among Polish enterprises, methodologically it was a comparative study –large and small enterprises and conceptually it does not consider impact of the technological tools to employee performance. Filling these gaps might look at localizing the study to Kenyan background and linking technological tools to employee performance.

This includes preparation of inside and outside assets to guarantee that there is age of new information that work with the association to accomplish its objectives. The organization must set in place measures that encourage creation of new knowledge in terms of brainstorming sessions, research on dissimilar systems, items and services and sharing of knowledge in terms of skills and experienced from one employee to another (Mehralian, Nazari & Ghasemzadeh, 2018). The knowledge can be tacit or explicit in nature and enhances efficiency in production processes and effectiveness in handling all activities of the organization.

Adubasim, Adim and Ibekwe (2018) conducted a study on knowledge creation as an influencer in employee performance; the focus was in creation of new knowledge since it has been recognized as an integral part of organizations as they seek to improve their productivity levels. The study was conducted in Abubakar Tafawa Balewa University in Nigeria and collected primary data from the academic staff of the

university using structured questionnaires. The examination discoveries uncovered an optimistic important connection among information formation and educational staff execution at the Abubakar Tafawa Balewa College. Information creation is a part of information management and can be acquired through conversion of implied and unequivocal information. The information can be converted using four main modes, socialization, externalization, merge and disguise. The study recommends that the university management conducts more training to help their staff acquire new knowledge and information which comes in handy when handling their tasks. Contextual gaps are created since the study took place in Nigeria and the education sector with the university. Filling the gap is by doing a similar study but in the local area-Kenya and look at other companies and industries; this study will be done in Sireet Company.

## **METHODOLOGY**

This research adopted descriptive research design as recommended by Creswell (2014). The study targeted employees from five departments of, finance, marketing, human resource, information communication technology and operations at Sireet Outgrowers Empowerment & Producer Company. The HR records indicated that there were 60 employees working in these five departments. The departments were chosen as they were expected to have sufficient information on the study topic and its variables. Target population was stratified as per the departments and then census sampling was adopted, where all the employees were included in the final respondent list. Census survey of all employees was used.

The study sought for essential information. Primary data was collected by a poll method. The multi-choice questions provide extra organized reactions which helped in providing quantitative investigation testing of objectives and making of an inference. The poll comprised of two main segments.

Reactions were checked for clearness, legibility, pertinence and suitability. Also, the polls were



altered for culmination and consistency. Coding was done based on the area of the respondents. Computable data was analysed utilizing clear and inferential insights. Clear insights were utilized to summarize the review information and included rates, frequencies, means and standard deviations. Inferential measurements involved regression assessment. The findings were presented in tables and prose for discussions

The multiple regression model followed the below format:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

Y = Employee Performance

X<sub>1</sub> = Knowledge Sharing

X<sub>2</sub> = Knowledge Culture

X<sub>3</sub> = Knowledge IT Tools

X<sub>4</sub> = Knowledge Creation

$\beta_0$  = Constant,

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Regression Coefficients

$\epsilon$  = Error Term

## FINDINGS AND DISCUSSIONS

### Descriptive Analysis

The analysis involved respondents indicating the extent that they agreed with the statements of the study variables. A five-point likert scale was adopted in assessing the extent of agreement using the rating as strongly disagree, disagree, moderate, agree and strongly agree. The results were as shared in the subsequent sections.

### Knowledge Sharing

Link between knowledge sharing and employee performance at Sireet Outgrowers Empowerment & Producer Company Limited was assessed, with the results seen in Table 1.

**Table 1: Knowledge Sharing**

	Mean	SD	D	M	A	SA	Std. Dev.
Employees acquire a decent degree of new information from outside sources	4.01	0	3.8%	11.5%	71.1%	13.6%	0.98
Employees acquire a decent degree of new information from contacts with their partners	3.94	0	0	10.7%	50.5%	38.8%	0.91
Employees trade information with their colleagues	3.78	2.3%	9.1%	15.9%	20.5%	52.3%	1.20
Employees depend on experience, abilities and information share their insight orally at formal gatherings or casual social affairs	4.07	0	11.5%	5.2%	30.4%	52.9%	0.99
Employees share their insight through conventional systems	3.78	7.7%	7.7%	15.9%	40.4%	28.3%	0.977
There is an overall tendency among employees to participate in trading experiences.	3.71	3.8%	9.6%	13.4%	29.7%	43.5%	1.09
The administration/authority of the firm advances participation and trade of involvement among workers	3.94	9.6%	11.5%	13.4%	46.4%	20.5%	0.97
There is support for the trading of information, data and information among different offices	3.82	3.8%	7.1%	22.2%	36.4%	30.5%	1.04
<b>Aggregate</b>	<b>3.89</b>						<b>1.023</b>

Table 1 findings indicated Sireet employees get knowledge from outside sources (M=4.01), knowledge is also sourced from contacts and partners (M =3.94) and employees trade information with work colleagues (M =3.78). In the same manner,

Tamunomiebi and Ofurum (2018) reported that employees must be encouraged to share knowledge since it improves productivity. In addition, Mullei and Misuko (2019) found that knowledge sharing through adopted culture, collaborations and

practices helped in increasing performance outcome. Further results show that employees share information and insight through oral means both in social and formal gatherings (M=4.07), and the information is shared through conventional systems (M=3.78) and information is shared when employees participate in trade (M=3.71). The results are similar to what Wahid, *et al.* (2019) found that an environment that encourages knowledge sharing in its procedures and approaches increases organizational productivity.

The study results indicate that Sireet administration advances and advocates for involvement of all employees in trade (M =3.94) and supports sharing of information and data across the different departments and offices in the organization (M=3.82). Similarly, Bagaja and Guyo (2015) found that information sharing involves making information accessible to all employees within the organization. The aggregate score shows that

respondents agreed that knowledge sharing is practiced at Sireet Outgrowers, Empowerment & Producer Company in Nandi County (M=3.89). Knowledge sharing has contributed to the performance of the employees at the company. These results are an echo of Wobodo *et al.* (2017) who shared that knowledge sharing through passing of information from experienced and skilled employees to inexperienced and unskilled employees for improvement of performance. Attar, *et al.* (2019) noted that effective knowledge sharing increased employee productivity. If the knowledge is acquired, stored and not shared then it becomes invalid and not beneficial to the employees and the organization.

### Knowledge Culture

The researcher sought to assess how employee performance was influenced by knowledge culture. Table 2 showed the results of the analysis.

**Table 2: Knowledge Culture**

	Mean	SD	D	M	A	SA	Std. Dev.
In my organization, measures for sharing exercises learned are broadly acknowledged as a component of typical work practices	3.85	3.8%	0	21.1%	40.4%	34.7%	0.915
Cycles for archiving exercises learned are consistently improved and refreshed in my organization	4.15	0	0	0	55.8%	44.2%	0.696
It is the culture in our firm that spreads the knowledge appropriation so the staff individuals see the significance and worth of the information	3.65	0	9.6%	17.3%	38.4%	34.6%	1.218
<b>Aggregate</b>	<b>3.88</b>						<b>0.943</b>

### Survey Data (2023)

Table 2 shared results on knowledge culture and shares that the organization had sent the concept of knowledge as component of a typical work practice (M=3.85). The results also indicate that there are cycles that work to consistently improve the organization (M =4.15) and there is a culture for appropriating knowledge and letting the company's staff see the value of information (M=3.65). In general, the aggregate score show that knowledge

culture influences employee performance as agreed by the respondents to a mean of (M=3.88). These findings are in agreement with Zamoryonova (2015) who found that an organizational culture that is centered on knowledge management is able to solve challenges and increase productivity. Trivellas, *et al.* (2015) added that knowledge sharing culture improves communication and information exchange, teamwork, participative decision making

and solving problem that enhance employee competencies and individual performance. Auernhammer and Lobby (2014) share the need for supportive knowledge culture that enhances innovation and productivity. At the same time, Vick, *et al.* (2015) found that knowledge customs including rule-following and relationship-based culture enhances socialization of information that impact positively on employee performance.

### Knowledge IT Tools

This study sought to establish how knowledge IT tools influence the performance of employees. The analysis conducted shows how knowledge on IT tools influences of employees of Sireet in terms of the performance. The results are indicated on table 3.

**Table 3: Knowledge IT Tools**

	Mean	SD	D	M	A	SA	Std. Dev.
Knowledge IT tools are utilized to store information on carried out activities, errands, and exercises	3.82	0	0	9.6%	40.4%	50%	1.042
Knowledge IT tools are used to store information on various topics	4.13	0	3.8%	13.4%	44.2%	38.4%	1.010
Knowledge IT tools are used to support collaborative work	4.04	0	0	21.1%	50%	28.8%	0.884
Knowledge IT tools are simple to use and have a user-friendly interface	3.94	1.4%	3.8%	11.5%	40.4%	42.3%	0.998
Knowledge IT tools enable effective work	4.17	0	0	0	50%	50%	0.901
Knowledge IT tools are effective as they prevent loss of knowledge	3.75	3.8%	3.8%	13.4%	36.5%	42.3%	1.064
<b>Aggregate</b>	<b>3.97</b>						<b>0.983</b>

Table 3 indicated there was agreement at an aggregate score of (M = 3.97) with statements on knowledge IT tools influencing employee performance at Sireet Outgrowers Empowerment and Producer Company. The findings indicate that IT tools are used in storing information about the company (M = 382) and the IT tools store information on different topical issues (M=4.13). These findings are echoed by Oliva and Kotabe (2019) who shared that use of technological tools and systems eases knowledge acquisition, utilization and the resultant outcomes. Technological system is an important tool to organizations as they improve productivity and sustain competitive advantages.

The management at Sireet use the IT tools to support collaboration (M=4.04) and the IT tools are simple and user-friendly to ease its use at the company (M=3.94). In their research, Al Mansoori, *et al.* (2020) found that information technology has expanded to

include artificial intelligence. IT as a part of knowledge management practices improves innovativeness that impact the handling of operations that uplift productivity levels of the organization. The advancing technology supports administration of organizational processes and operations that improve performance of the organization. Kaba and Ramaiah (2017) found that use of IT allows for easy and fast flow of information that impact on performance outcomes.

Further results indicate that knowledge IT tools have increased effectiveness at the company (M=4.17) and the IT is an effective tool for prevention of loss of knowledge (M=3.75). Similar sentiments are shared by Cupiaf, *et al.* (2018) that modern technologies impact effective KM in companies through improved operations that result in high performance and development of the organization. Kasemsap (2018) further noted that use of

information technology eases KM aspects of knowledge acquisition, sharing, utilization and storage that improve performance of projects. The acquired knowledge through IT tools allows the organization to gain information on how best to serve the customers, the markets and other stakeholders for improved performance outcomes.

### Knowledge Creation

In seeking to assess how knowledge creation influences the employee performance, the researcher conducted this analysis. Table 4 highlights the results

**Table 4: Knowledge Creation**

	Mean	SD	D	M	A	SA	SD
The general management/leadership motivates employees to engage in informal education systems	3.80	0	11.5%	9.7%	55.8%	23.1%	1.067
Workers think about their insight as an authoritative resource and not their own wellspring of solidarity	3.34	19.2%	23.1%	5.7%	40.4%	11.5%	1.281
The overall administration/authority rouses representatives to take part in conventional training frameworks to accomplish elevated level of schooling	3.85	3.8%	0	21.1%	40.4%	34.7%	0.984
Employees share their insight through proper strategies (for example project reports, hierarchical strategies and guidelines, reports and friends distributions)	3.80	0	0	44.3%	19.2%	36.5%	1.103
Workers share their insight orally at gatherings / casual social occasions (e.g during lunch, in the hallway)	3.57	3.8%	13.4%	17.3%	23.1%	23.1%	1.303
In their work, our workers depend on composed sources (for example recently executed undertakings documentation, hierarchical methods, guidelines, and other archived sources)	3.28	1.4%	19.2%	55.8%	13.4%	9.7%	1.273
Our employees rely on experience, skills and knowledge in their work	3.63	3.8%	9.6%	17.3%	34.6%	34.6%	0.950
Employees exchange knowledge with their co-workers	4.09	0	0	19.2%	32.6%	48.1%	0.569
Our workers acquire a decent degree of new information from colleagues (E.g providers, customers)	3.86	3.8%	3.8%	13.4%	36.5%	42.3%	1.155
Our employees acquire a decent degree of new information from external sources (for example through classes, meetings, instructive courses, membership diaries, master organizations)	3.94	0	23.1%	13.4%	28.8%	34.6%	0.751
<b>Aggregate</b>	<b>3.72</b>						<b>1.043</b>

Findings in Table 4 showed high agreement by the respondents at (M=3.72) that knowledge creation influences performance of employees working at Sireet. The findings show Sireet management encourages informal educational systems for creating knowledge (M=3.80), the employers use their insight as an authoritative resource of knowledge (M=3.34) and the management picks representatives to undertake conventional training frameworks (M=3.85). These findings are shared by Adubasim, *et al.* (2018) that knowledge creation in

integral in organizations and improves productivity levels. Mehralian, *et al.* (2018) found that creating new knowledge both tacit and explicit improves efficiency and productivity in organizations.

Further results indicate that employees working at Sireet share their insight through designated formats (M=3.80), the workers share their insight orally in casual social gatherings (M=3.57) and the workers depend on composed sources of knowledge (M=3.28). Just as Mehralian, *et al.* (2018) revealed that employees can gain new knowledge from

insight in brainstorming sessions with other co-workers either in formal or informal settings. At the same time, Vladimir and Rami (2018) noted that creating, sharing and utilization of information and knowledge affect execution of business operations that improve performance outcomes. Sujatha and Krishnaveni (2018) shared that knowledge can be created through dialogue, sharing feelings and ideas and trainings that improve workers' capacity to execute tasks.

The findings also show that many of the employees rely on their experiences, skills and knowledge (M=3.63), Sireet employees exchange knowledge with their fellow co-workers (M=4.09) and through that employees get new information from colleagues (M=3.86), while the results also show that many employees get new information from external

sources (M=3.94). These findings echo Adubasim, *et al.* (2018) who noted that knowledge creation can be from conversions that are implied or unequivocal. Trainings allow sharing of information, experiences and skills that impact task handling leading to efficiencies and effectiveness at organizational level. Ouma, *et al.* (2019) further shared that information creation enabled workers to execute their assignments well and improved overall performance of the organization.

### Employee Performance

This study set to assess how KM practices have influenced employee performance. This table shows the influence it has had on performance of employee working at Sireet Outgrowers Empowerment & Producer Company Limited in Nandi County. The results are as shown in table 5.

**Table 5: Employee Performance**

	Mean	SD	D	M	A	SA	SD
On average, individual employee task performance has improved	3.78	3.8%	11.5%	15.3%	34.6%	34.6%	1.016
KM has greatly enabled employees to become innovative	3.75	9.6%	19.2%	13.4%	36.5%	21.1%	0.967
Employees are more knowledgeable	4.17	0	0	23.1%	38.4%	38.4%	0.733
The overall job performance (according to our HR records) has improved in the past one year after introducing KM	3.98	1.4%	3.8%	11.5%	40.4%	42.3%	0.939
Our customers are currently more satisfied, meaning our colleagues are serving them very well	3.81	1.4%	9.6%	21.1%	34.6%	32.6%	1.05
Our service delivery has greatly improved	4.03	0	0	23.1%	40.4%	36.5%	0.862
Staff members have gained more experience	4.07	0	0	19.2%	55.8%	25%	0.709
Learning by individual employees has improved	3.59	7.7%	11.5%	13.4%	21.1%	46.1%	1.089
There is expanded familiarity with data that is basic to accomplishing the association's main goal	3.98	0	23.1%	13.4%	28.8%	34.6%	0.896
We are better positioned to meet rivalry from different associations for subsidizing	3.92	3.8%	1.4%	15.3%	44.3%	34.6%	0.837
Overall, the organization is functioning better	3.88	7.7%	0	7.7%	46.1%	38.4%	0.832
<b>Aggregate</b>	<b>3.91</b>						<b>0.903</b>

### Survey Data (2023)

Table 5 indicated that the study respondents noted an increase in employee performance at Sireet Company at (M=3.91) after implementation of knowledge management practices. There was a reported improvement in employee task performance (M=3.78), the employees have become innovative (M=3.75), they are also more

knowledgeable (M=4.17) and there has been an overall job performance increment from the previous year (M=3.98). Just as Iskandar, *et al.* (2014) shared that proper execution of assignments and efficiencies as signs of high employee performance. Ajayi (2018) also noted that through knowledge management practices there is continuous learning

and interaction that impact on accomplishments of workers in an organization. Labbo (2017) noted that through KM practice adoption, the workers become innovative that positively impact on their handling of tasks at the workplace leading to high quality and quantity of outcomes.

Further results indicate an increased satisfaction rate among the customers of Sireet (M=3.81), improved service delivery (M=4.03), the employees have also gained experiences (M=4.07) and there is an improvement in learning for individual employees (M=3.59). These findings are in agreement with Raula, *et al.* (2012) noted that KM practices improve knowledge and competencies of workers that impact execution of duties and overall performance outcomes. Ajayi (2018) further adds that KM practices encourage worker participation, promptness and consistency in attending to task matters. Thus KM helps in improving task and job performance leading to high satisfaction rates of its employees. Findings also indicated that Sireet workers have shown familiarity with the data

(M=3.98), through adoption and implementation of KM practices, the company is well-placed to handle rivals (M=3.92) and the functioning of the organization is better (M=3.88). These results are an echo of Anastasios and Prodromos (2019) who noted that employee performance entails well executed job activities and functions. Similarly, Mohammad, *et al.* (2019) noted that proficiency of the workers impacts on job execution at the workplace. While Suhala (2018) revealed that adoption of KM practices improves work quality and workers performance; leading to favorably competition by the firm in its industry and sector.

### Correlation Analysis

Correlation analysis was conducted in this study by the researcher to confirm the presence of a relationship between the independent and dependent variables. The results show the strength and direction to which the each variable under the knowledge management practices influence employee performance at Sireet Outgrowers Empowerment and Producer Company.

**Table 6: Correlation Analysis**

		Employee Performance	Knowledge Sharing	Knowledge Culture	Knowledge IT Tools	Knowledge Creation
<b>Employee Performance</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	52				
<b>Knowledge Sharing</b>	Pearson Correlation	.512	1			
	Sig. (2-tailed)	.000				
	N	52	52			
<b>Knowledge Culture</b>	Pearson Correlation	.670*	.566**	1		
	Sig. (2-tailed)	.000	.000			
	N	52	52	52		
<b>Knowledge IT Tools</b>	IT Pearson Correlation	.783*	.450**	.214**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	52	52	52	52	
<b>Knowledge Creation</b>	Pearson Correlation	.779*	.762**	.544**	.564**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	52	52	52	52	52

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 6 showed the results from the conducted correlation analysis and indicates there is a link between elements of knowledge management practices and employee performance at Sireet Outgrowers Empowerment and Producer Company. There was strong and positive relationship between knowledge sharing ( $r = 0.512$  and  $p = 0.000 < 0.05$ ), knowledge culture ( $r = 0.670$  and  $p = 0.000 < 0.05$ ), knowledge IT tools ( $r = 0.783$  and  $p = 0.000 < 0.05$ ) and knowledge creation at ( $r = 0.779$  and  $p = 0.000 < 0.05$ ) n employee performance for the dependent variable. The results show that knowledge IT tools had the strongest relation to employee performance, followed by knowledge creation, knowledge culture and lastly knowledge sharing. The results indicate that knowledge management

practices influence performance of employees working at Sireet. Thus, increment in adoption and implementation of knowledge management practices at Sireet Company will result in improvement employee performance.

### Regression Analysis

It was done through three tests –the model of summary, ANOVA (goodness of fit) and regression coefficient. This was done to test the cause and effect relations between knowledge management practices (knowledge sharing, knowledge culture, knowledge IT tools and knowledge creation) and employee performance at Sireet Outgrowers Empowerment and Producer Company.

### Model Summary

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.891	.882	0.259

a. Predictors: (Constant), Knowledge Sharing, Knowledge Culture, Knowledge IT Tools, Knowledge Creation  
**Survey data (2023)**

The results in table 7 showed that the correlation coefficient was found to be  $R = .944$  indicating that knowledge management practices had strong and positive link to employee performance at Sireet. The coefficient of determination at  $R$  square  $= .891$  an indication that the regression model is fit for use in this specific research. The adjusted  $R$  square at  $= .882$ , an indication that 88.2% changes in employee performance is based on implementation of knowledge management practices. The results show presence of a residual effect of 11.8% of practices

that influence employee performance, but they were excluded in this study. Future researchers can conduct further studies on these practices that also influence performance of employees of Sireet Company.

### ANOVA

The researcher did a goodness of fit test to assess employee performance at the company as influenced by knowledge management practices. The results are as shown in table 8.

**Table 8: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.017	4	3.754	3.554	.000 <sup>b</sup>
	Residual	49.627	47	1.056		
	Total	64.644	51			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Knowledge Sharing, Knowledge Culture, Knowledge IT Tolls, Knowledge Creation

The ANOVA test that was conducted was calculated at a significance level of 0.05. The F calculated was found at 3.554 and F critical is at 2.57, showing that F calculated is greater than F critical (3.554 > 2.57). This was confirmed fitness of the regression model and hence ideal for use in research. The p-value was

found =.000 less than the standard of 0.05, implying that knowledge management practices (knowledge sharing, knowledge culture, knowledge IT tools and knowledge creation) influenced employee performance at Sireet Outgrowers Empowerment and Producer Company.

**Table 9: Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	1.522	.227		6.705	.000
Knowledge Sharing	.145	.094	.278	1.543	.000
Knowledge Culture	.226	.059	.098	3.830	.004
Knowledge IT Tools	1.101	.180	.502	6.116	.000
Knowledge Creation	.492	.290	.299	.713	.003

a. Dependent Variable: Employee Performance

The computed data led to this regression equation:

$$Y = 1.522 + .145X_1 + .226X_2 + 1.101X_3 + .492X_4$$

The findings showed a regression of  $\beta_0 = 1.522$  of employee performance that is significant in terms of statistics due to the p-value of  $p = .0.000 < 0.05$ , such that employee performance is at 1.522 when all other practices are held constant. The findings show positive and significant relationship between knowledge sharing and employee performance based on ( $\beta = .145, p = 0.000 < 0.05$ ). These results are in agreement with what Attar, *et al.* (2019) noted on knowledge sharing likely increased employee productivity and Wahid, *et al.* (2019) found that knowledge sharing and approaches incorporated in organizational strategy positively impact the success of companies. In addition, Tamunomiebi and Ofurum (2018) found that knowledge sharing improves corporate manageability and productivity of the employees and organization.

Further results indicate that knowledge culture had positively and significantly influenced the performance of employees working at Sireet Company. This is based on beta results as shown by ( $\beta = .226, p = 0.004 < 0.05$ ). The results are similar findings noted by Zamoryonova (2015) that organizational culture taken as the core of

knowledge management, such that the culture creates aspects of sharing, transferring, utilizing and storing knowledge that increases productivity. Trivellas, *et al.* (2015) agrees with these findings by noting that knowledge culture improves working environment and enhances job satisfaction and worker employees.

The results also showed that knowledge IT tools positively and significantly influenced performance of the employees due to ( $\beta = 1.101, p = 0.000 < 0.05$ ). Similar agreements are shared by Oliva and Kotabe (2019) knowledge management practices and technological systems and tools enhance new knowledge, sharing and utilization for gaining productivity. According to Gichuki and Munjuri (2018) technological systems and tools have eased the process of creating knowledge, sharing and using it that has improved organizational processes and improved performance outcomes. Cupiał, *et al.* (2018) added that the management team in organizations needed sufficient information that can be created using technological tools and impact higher productivity by the employees and the organization. Kasemsap (2018) found that using information technological tools led to better management and performance of projects and AI



Mansoori, *et al.* (2020) found a link between technology and enhanced effectiveness.

On knowledge creation, the results indicate that the influence and relationship was positive and significant to employee performance at Sireet Company. The beta results were found to be ( $\beta = .492$ ,  $p = 0.003 < 0.05$ ) similar to Mehralian, *et al.* (2018) who revealed that both explicit and tacit knowledge enhances efficiency of production process and improves performance of the organization. Furthermore, Adubasim, *et al.* (2018) noted that creating new knowledge in organizations is important as it improves productivity levels. The researchers Vladimir and Rami (2018) found that knowledge management measures such as knowledge creation affected the execution of work tasks and resulted in improved performance outcome. It was revealed by Ouma, *et al.* (2019) that knowledge creation can resolve the issue of declining employee performance in the service sector and specifically the hotels.

#### **CONCLUSION AND RECOMMENDATIONS**

The study sought to explore the influence that knowledge management practices have on employee performance. The knowledge management practices included knowledge sharing, knowledge culture, knowledge IT tools and knowledge creation. The study was conducted amongst employees of Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County. The researcher used structured questionnaires to collect primary data from the respondents and later conducted descriptive, regression and correlation analysis and presented the results in tables, charts and discussions.

Based on the conducted descriptive analysis, the study found that respondents agreed that knowledge sharing influenced employee performance. The findings noted that respondents strongly agreed that they got information from outside sources, from contacts and partners and work colleagues. The respondents also shared that Sireet management supported and advocated for

sharing of information at the company. The management also encouraged its employees to participate in trade to gain experiences and gain new knowledge that can impact their performance outcome.

From the conducted correlation analysis, the findings revealed that strong and positive association between knowledge sharing and employee performance. The regression analysis results high and it implied that knowledge sharing influenced the performance of employees working at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County.

The study conducted descriptive analysis and found high aggregate mean score, an indication that the respondents agreed that knowledge culture had an influence on their performance of duties at Sireet Company Limited in Nandi County. The respondents noted that a culture where sharing of knowledge is acknowledged and made a part of a typical work day, cycles for exercising what is learnt and a culture that spreads the appropriation of knowledge. The findings also showed that a strong correlation between knowledge culture and employee performance. The conducted regression analysis showed strong and positive link between culture and performance of employees at Sireet Company.

The study found that respondents strongly agreed that knowledge IT tools influenced the employee performance. The respondents noted that information technological tools was used at Sireet Company to store information, support collaborations at the workplace, and help deliver effective service delivery. The IT tools also were simple and user-friendly and could be used by many employees of the Sireet Company and led to improved performance levels of the workers. From the conducted correlation analysis, the study found that use of knowledge information technological tools there was improvement in employee performance. This is based on high  $r$ -value showing the link is close and strong between the two variables. The regression analysis indicated that

knowledge IT tools had positive and significant influence to performance of employees working at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County.

On knowledge creation, the study found that respondents who were workers at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County noted that creation of knowledge helped them in conducting their duties. The aggregate score was high showing respondents agreed with the statement. Further noting that in creating new knowledge, there was sharing of knowledge of co-workers; information was sourced from external sources, colleagues, reports, trainings and informal educational systems. The researcher also conducted correlation analysis and reported that there was an association between knowledge creation and employee performance. The regression analysis found strong, positive and significant link between creation of knowledge and performance of employees at Sireet Company.

The study sought to assess the influence of knowledge management practices and employee performance at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County. Based on the findings, this study draws the conclusion that the assessed knowledge management practices improved performance of employees at Sireet. The conclusion is based on increased employee performance of 88.2% after the regression analysis was conducted. The study concluded that improved performance entailed better task performance from knowledgeable workers; high quality service delivery that left customers satisfied and the company had employees who had gained experiences that improved functioning and allowed the company to compete with rivals.

The study concluded that knowledge IT tools had the largest influence on employee performance. The information technological tools were used to store information on daily activities and topical issues helped employees handle their work tasks. The IT

tools were easy to use and improved efficiencies at the company resulting in better performance outcomes. In addition, the study concludes that information technological tools allowed for collaborative work through flow of information and the tools prevented loss of knowledge such that the company could use the knowledge to continually improve its performance.

The study also concluded that knowledge creation had the second largest influence on employee performance based on the findings from the conducted regression analysis. The study concluded that knowledge creation at the company was from informal educational systems, insight from the employees, conventional training, and reports from conducted projects, experiences and skills of employees. The creation of new knowledge accounted for improved individual performance at the Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County.

Based on these findings, the conclusions were such that knowledge culture improved performance of the employees of Sireet Company. The knowledge culture included acknowledging efforts to share knowledge and incorporating it into daily work-life, exercising what knowledge was learned by the employees that improved their efficiencies at the workplace. The culture of spreading knowledge and appropriating knowledge at the company improved skills, competencies and know-how of employees that was reflected in their work outcomes.

Lastly the study concluded that knowledge sharing also influenced employee performance. The study noted that sharing of knowledge entailed participation on trading, involving all workers and dispersion of information and data from the different departments and offices. The company also allowed its employees to partner with outsiders and through that gained new information that was shared with work colleagues. The study also concluded that this knowledge was used by the employees while handling their work tasks which improved their performance.

In lieu of the study findings and drawn conclusions, the study makes the following recommendations. Since knowledge information technological (IT) tools has the largest influence to employee performance at Sireet Company. This study recommends for the management at the company to invest in acquisition of modern technological tools and systems like computers that can be used by the workers to improve performance. The Sireet management should also invest in training its employees on ICT and use systems that are user-friendly, with the aim of improving employee performance.

The study also recommends to the management of Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County to create more avenues for creating new knowledge that can be utilized for improved performance outcomes. The organization should be open and advocate for formal and informal educational programs, partnership and benchmarking programs and free-flow of information. The more the employees acquire new knowledge on operational matters at the company, the better their performance outcome will be recorded.

The study further recommends that the management should develop culture, practices and beliefs for using knowledge as an asset towards improving performance. The organizational structure, workplace practices and persona

contribution should be geared towards creation, sharing and utilization of knowledge for improved efficiency and work output.

The study also recommends to the workers and management of Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County to incorporate knowledge sharing for high performance. Employees must share their experiences, knowledge, skills with colleagues for improvement in individual and overall organizational performance. On the other hand, the management must create avenues both in formal or informal setting for the sharing of new information that impacts on them when handling work tasks.

#### **Suggestion for Further Research**

The research was done at Sireet Outgrowers Empowerment and Producer Company Limited in Nandi County and further research can cover other companies to assess how knowledge management practices influence employee performance. Other researchers can consider doing a similar study within government entities like ministries, departments and county governments. The study revealed that knowledge management practices accounted for improvement in employee performance by 88.2% and there was a residual effect of 11.8%. Future researchers can conduct research to assess what other practices influence the performance of employees.

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