ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES ON PERFORMANCE OF MULTINATIONAL ORGANIZATIONS WITH A CASE OF MULTI-CHOICE KENYA

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ABSTRACT

The purpose of this study was to analyze the influence of knowledge management strategies on performance of the multinational organization with Multi-Choice being a case study. The study aimed at investigating the effect of knowledge Identification strategies, Knowledge acquisition strategy, knowledge application strategy and knowledge sharing strategy on performance of Multi-choice limited Kenya. The study adopted a case study research design where Multi-Choice was picked as a case. The target population was 333 management staff from different departments at Multi-Choice which and the sample size was 100. Questionnaires and interviews were used as main instruments for data collection. Analysis and interpretation of data was done using qualitative and quantitative methods according to research objectives and research questions. The data collected was summarized, classified, tabulated and analyzed qualitatively. This study recommended to the management of multi-choice to ensure that incentives are put in place to encourage knowledge sharing among employees and also provide its employees with the platform for sharing knowledge this would help stimulate knowledge sharing leading to achievement of higher international performance. The study suggested that further research on the same topic be done in the government corporations in order to give reliable result that reflect the real situation in service provision sector. The study also suggested that the same study should be done on knowledge management strategy on performance of Non-governmental sector by focusing on other sectors rather than Multi-choice Kenya such as manufacturing, trading sector in order to depict reliable information that illustrates real situation across the sectors.

Key Words: *knowledge Identification strategies, Knowledge acquisition, knowledge application, knowledge sharing*

INTRODUCTION

Knowledge Management (KM) has been described as the process of gathering, managing and sharing stakeholders' knowledge capital within an organization. It promotes a collaborative and integrated approach to knowledge creation, capture, organizational access and use (and re-use) of an enterprise's knowledge assets. KM is not only about knowledge economy and technology but rather it is a facilitator for achieving strategic business objectives (Gunjal, 2005). This has generated considerable interest in management circles due to its capability to deliver to organizations, strategic results relating to profitability, competitiveness and capacity enhancement. Much of its attraction to management theorists stem from its positioning as a business strategy. This has led to the notion that KM is just another management fad that executives are eager to add to their assortment of boardroom lexicon to impress contemporaries and that with time, this will fade away.

Based on actual experiences of the leading global KM case-studies, the components of KM can be categorized into three components - People, Processes and Technology. In this sense, people are considered as the biggest challenge in KM is to ensure participation by employees in knowledge sharing, collaboration and reuse,to achieve business goals. Processes on the other hand include standard processes for knowledge-contribution, content management (accepting content, maintaining quality, keeping content updated, deleting or archiving obsolete content, document/ information retrieval, membership in communities of practice, implementation projects based on knowledge-reuse, methodology and standard formats to document best-practices and case studies, etc. Technology on its own under KM provides solutions are facilitators for achieving strategic business objectives. KM provides functionality to support knowledge-sharing, collaboration, workflow, and document-management across an enterprise (Gunjal, 2005).

Multi-Choice is South Africa's leading Video Entertainment operator, offering a range of channels and content to 5.5 million households. The organization provides top quality TV entertainment including well-known brands such as Super-Sport and DStv. And was Started 25 years ago as the subscriber division of M-Net, Multi-Choice is now a key component of the Naspers group in its own right. Deloitte (2012), indicated that Multi-Choice Kenya Limited has been the main player in the Pay TV market in Kenya but competition is currently on the increase from other recent entrants like Wananchi , Star TV and My TV. Competition is developing currently at the lower end and middle market segments of the Pay TV market making Pay TV more affordable for Kenyans, and suggesting that there is untapped demand at that end market. The survey also holds that there appears to be a significant scope for the size of the Pay TV market to grow, and accordingly for new entrants to expand their market share.

Knowledge is considered as a main strategic asset of an MNC's like Multichoice which is incorporated as an efficient vehicle where it is generated and transferred. Transfer of knowledge between parent company and subsidiaries, can be of various types: product, process or management. Foss and Pedersen (2004) [12] analyze articles related with transfer of knowledge in MNC's, pointing out that this process can be executed between subsidiaries through international alliances or from parent company to the subsidiaries which are more common. Mechanism that organizations have been using in this process are broad and include: strategic decisions, periodical review of subsidiary object, use of expatriates, coordination,

empowerment, training, international trips, best practices and cultural changes and systems. Transfer of knowledge mechanisms at MNC's influence result of the projects which most often is necessary for the knowledge transfer and also very few mechanisms are used to assure effective knowledge transfer. Most common problems which jeopardize the implementation of mechanisms include budget constraints, uncertainty regarding project takeoff, communication problems, limited human resources on teams. Therefore, if mechanisms aren't implemented adequately, knowledge management and transfer will happen at a very poor level and consequently expected competitive advantage will not be achieved at subsidiary company. Expatriates from the parent company can have a significant role in dissemination and interpretation of parent company's knowledge at the subsidiaries. They most often transfer knowledge and skills which don't exist at the subsidiary: organizational culture, technical knowledge, process knowledge, and financial and market knowledge. Grainger and Nankervis (2001) points out expatriates as senior managers which represent their organization in functions like; general directors, or directors in specific areas, like engineering, finance or marketing with the mission abroad for a long period. This period is generally viewed by the MNC's as internal development, being effort rewarded by benefits. In these situations, expatriates act as a link between parent company and subsidiaries, where big amount of knowledge information is handled by them. In another way Bonhache and Brewster (2001) highlight the expatriates as an important source of tacit knowledge transfer (knowledge present in human mind and shown through behavior and perceptions). In this way is expectable that transfer of knowledge between parent company and subsidiaries through expatriates. Use of expatriates constrains transfer of knowledge between parent and subsidiary companies. Regarding transmission of knowledge in MNCs, we should have into account the human factor, ie all the qualities and defaults of one's personality. Often the transmission of knowledge happens due to superior hierarchic orders and in the absence of a prior assessment of the actual knowledge of the technician who is supposed to convey this information to expatriates. After the process beginning, the transmission can be efficient and lead to the implementation of successful projects, but can also be suspended for lack of effective know-how that is required by the other part. How complex is the human factor, the shortcomings of parts that are supposed to transmit and receive information, appear often disguised in excuses that do not benefit the development of projects. However, with the evolution of the process, the coordinators of both parties should stress the importance of the exchange of knowledge for the good of the MNC.

Statement of the Problem

In today's world, each business and enterprise is constantly required to change; to be reinvented in order to provide new capabilities and perspectives; to be able to cope with new challenges; and to renew itself to adopt new approaches, keeping those that work well and discarding those that are outdated (Wing, 2004). Knowledge Management (KM) has become of paramount importance for most companies as they progress from the industrial to the informational age. Growing interest in KM resulted from both the conceptualization of knowledge as a source of competitive advantage and the evolution of information systems during the 1990s. Accordingly, KM has progressed through several development phases, overcome several barriers (Boughzala and Dudezert, 2012)

This scenario has made the field of knowledge management a concern. As such, knowledge management has become a corner stone of

management of organisations. Consequently, in an introduction to the book, People-Focused Knowledge Management (Wing, 2004) cites Drucker a management guru that "knowledge economy, a knowledge business, a knowledge worker, cannot avoid knowledge management and need precisely how to take advantage of a dynamic knowledge strategy. This points to fact that the every organisations need to take into consideration its knowledge management strategies that makes the concepts relevant and actionable and leaves the (inevitable) results to us as a concern.

Enterprises throughout the world including multinationals like MCK are always seeking to provide cost-and-feature competitive products and services wherever they find customers as a source sustaining their effectiveness in a competitive market place. Knowledge management has become a key strategy for organisation as they seek to ensure that they; provide superior customer value, understand customers, understand technology opportunities, collaborate with customers to maximize value of assistance, develop internal relationships are crucial for frictionless and effective operations and for support of workforce morale, understand the universe of product opportunities, ascertain that the company has command of state-of-the-ar technology through benchmarking or acquisition of licenses and equipment and experiments with promising technology in the factory for trials and familiarization before they are needed for customer work. prepare employees to implement corporate strategy among many other reasons (Pinchot, Gifford, and Pellman, 2000).

According to Awasthy and Gupta, (2004), the present day organisations aim at developing an organisational culture more conducive to adapting to changes and developing employees. This seems to be the key to organisation effectiveness, according to those who are directly responsible for creating effective organisations. Based on this

assentation, Multinational companies like MCK, invest resources on their human resource development to create a learning-oriented workforce. This is always considered as one of the key competencies of any organisation that seek to attain a competitive advantage. In the event that it will help to fulfill the needs of all stakeholders while indirectly fulfilling the financial goals of the organisation.

Review of literature reveals that there are a number of studies done in other parts of the world relating to knowledge management. Some of the studies are Studies on knowledge management addressing knowledge codification as a strategy able to increase the efficiency in knowledge management at the organizational level and to support knowledge transfer across individuals and firms (Brown and Duguid, 2000). In west Africa, Oluikpe, (2012) conducted a study to explore the development of a knowledge management strategy at the Central Bank of Nigeria and how this was embedded in the business processes of the bank. However, the study was done in a banking industry and focused on business process. Anumber of studies have also been done in some parts of the world around organisaiton effectives such as those of (Awasthy and Gupta, 2004) on how do Indian executives define organisational effectiveness, managerial effectiveness: as perceived by chief executives (Joshi, 1991) among others. As such therefore from studies, organisations are increasing emphasis on organizations to improve shareholder value and returns while operating in a dynamic and competitive business environment that can be summed up on organisations effectiveness.

The migration from analogue to digital broadcasting in Kenya was initially set for 31 December 2013 but it has been on hold due to a court challenge by the media houses, who had disputed the award of licences to StarTimes and the Kenya Broadcasting Corporation (KBC). Besides the litigations between

the Government of Kenya and various pay TV service providers, the pay TV service providers are also battling amongst themselves for the competitive market share. Individual pay TV service providers have invested in various knowledge management stratefies to ensure that their digital setboxes are the choices of the huge market in Kenya.

A recent market survey indicates a presence of stiff competition against Multichoice Kenya products like GoTv and DSTv from its competitors like StarTimes and Zuku (CAK, 2014). The stiff competition is as a result of existence of many companies in the Pay industry, where each company wants to secure and protect its market share this has prompted them to incorporate knowledge management strategies in an attempt to increase on sales revenue, (Procter & Gamble, 2007).

Despite the increasing importance of knowledge as being a resource of strategic perspective and the increasing quest on organisations effectiveness there is still lack of understanding on the appropriate method to link implementation of KMS strategies and organisations effectives. Based on the review of various literature and a number of studies done, there is no evidence of studies done to Kenya among the multinational companies like MCK on implementation of Knowledge management strategies and organisations effectiveness. However, companies like MCK and many others continues to invest on best in class practices such as knowledge management and execution of organisations effectiveness strategies to be the leaders in the market place. This study therefore sought to analyze Knowledge Management Strategies on Sustaining Multinational Companies Organisation Effectiveness taking a Case of MultiChoice Kenya

Research Objectives

The overall objective of this study is to analyze Knowledge Management Strategies on Performance of Multinational Organizations with a case of Multi-choice Kenya. The specific objectives were:-

- To establish the effect of knowledge Identification strategy on performance of Multi-Choice Limited, Kenya
- To establish the effect of knowledge acquisition strategy on performance of Multi-Choice Limited, Kenya
- To determine the effect of knowledge application strategy on performance of Multi-Choice Limited, Kenya
- To examine the effect of knowledge sharing strategy on performance of Multi-Choice Limited, Kenya

LITERATURE REVIEW

Theoretical Framework

Competing Values Framework

According to (Quinn and Rohrbaugh, 1983), there are three important mechanisms by which an organization demonstrates its values: through its organizational structure, through the objects on which it focuses, and through the timing of its focus. More specifically, organizations vary as to how much they value control versus flexibility versus external focus, and means internal versus ends. This sets of values spring forth four models for analyzing organizational effectiveness that include; human relations, open systems, rational goal and internal process. These four opposing values as encapsulated represent organizational dilemmas. For instance, an organization judged effective from a human relation point of view may be ineffective from the rational goal point of view. According to Quinn and Rohrbaugh (1983), the question is not which of the four types or basic models belonging to the competing values framework is prevalent with the given organization, but what is the extent

to which the characteristics of these four types are recognizable and present in the given organization.

As a theoretical framework, the model of internal process, stability and monitoring play a decisive role. This model is served mainly by the well-organised information system and communication as tools. Walton and Dawson (2001) asserts that based on this model, organisations effectives have similarities with the perceptions of academicians and the competing values model of (Quinn and Rohrbaugh, 1983). As such the description of the aspect of the model entail from the human relations aspect of model places the greatest emphasis on flexible operation and internal relationships. The human relation aspect is found evident during the operation of the organisation cohesion and morale function as tools ensuring results (the development of human resources). In the open system model flexibility and willingness to act are tools, with the help of which the organisation meets its goals. Obtaining resources, external support and expansion also attain a greater importance. The aim of the rationalizing the goal of this model model adopted in high productivity and economic operation, to which end it uses planning and goal setting as tools. This rationalization can therefore find its bearing on knowledge management strategies within the scope of this study. As such this theory becomes reliable to identify and explicate contextualized social processes which account for phenomena of Knowledge management theories and organisations effectiveness.

Knowledge Management Theoretical Models

Knowledge management is the effective learning process associated with exploring, exploitation and sharing of human knowledge that use the appropriate technology and cultural environments to enhance an organization's intellectual capital and performance (Boughzala, and Dudezert, 2012). There are numerous models that describe the major steps in the capturing, creation, codification, sharing, accessing, application and reuse of knowledge within and between organizations based on the KM cycles of Bukowitz and Williams (1999). Figure 1 represent represents a conceptual model Knowledge management cycle impact.
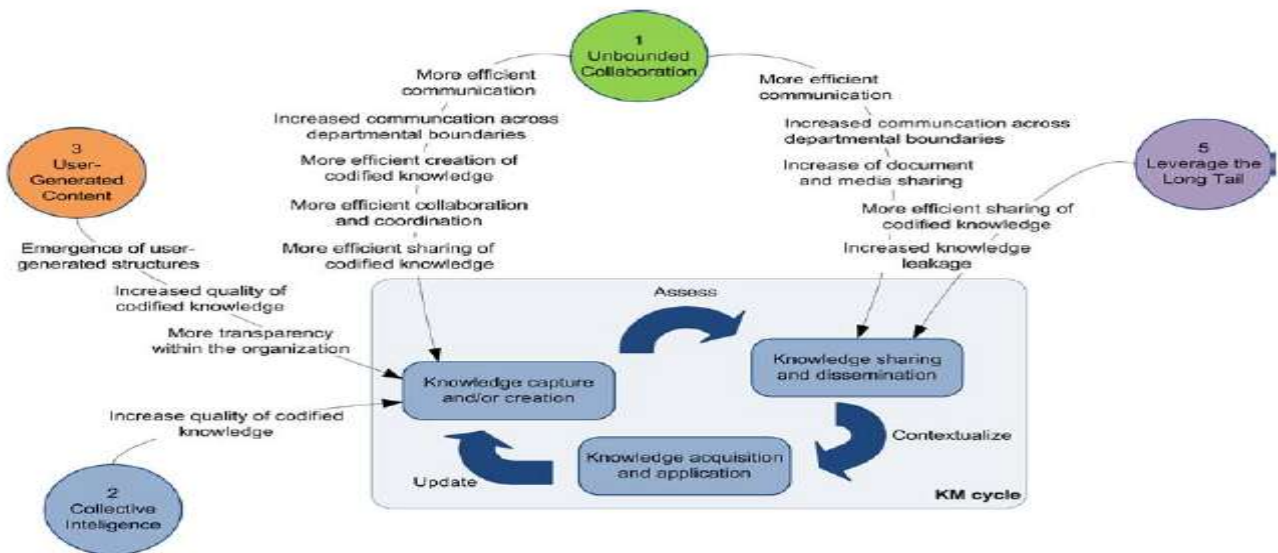

Figure 1: Knowledge management cycle impact model
Source: Adopted from Bukowitz and Williams (1999)

Taking into consideration the above theoretical framework in figure 1, Binney's (2001) asserted that KM spectrum is used as a checklist in order to map which KM practices are carried out by an organisations. From this model, there are a number of KM practices related to the major KM processes that Binney (2001) came up with as a framework that brings together various KM theories, tools and techniques. From this model, KM is not so much about managing knowledge but rather about managing knowledge-related processes. Knowledge management is more than information or document management. Additionally, it is not only focused on technology but also involved with cultural aspects. This is illustrated by those aspects like unbounded collaborations, collective intelligence, use gerenrated content and leverage on the long tail.

This model also takes into consideration other scholars distinction between two types of knowledge: explicit and tacit knowledge (Polanyi, 1966). Explicit knowledge can be expressed in numbers and words. It can be easily formalized and shared within an organization. Tacit knowledge, in contrast, encompasses experiences, insights, and intuition. It is difficult to formalize and share this kind of knowledge. After knowledge, has been captured from internal or external knowledge sources (previously unknown knowledge or know-how) and/or has been created, it has to be assessed according to the relevancy for the organization. Subsequently, knowledge is shared within the organization. Before it can be used by people it has to be contextualized in order to correspond to their needs. As people make use of the knowledge, the KM cycle will be restarted and people may contribute new insights and signal if the knowledge is not applicable anymore and needs to be updated. The theory has therefore found its application in very dynamic place where nearly every day new services and product applications appear and others

disappear as things change so quickly. According to Chui et al. (2009) this dynamism refer to generic types of services and product applications in the market that potrays general difficulty that we encountered while reviewing literature around knowledge management.
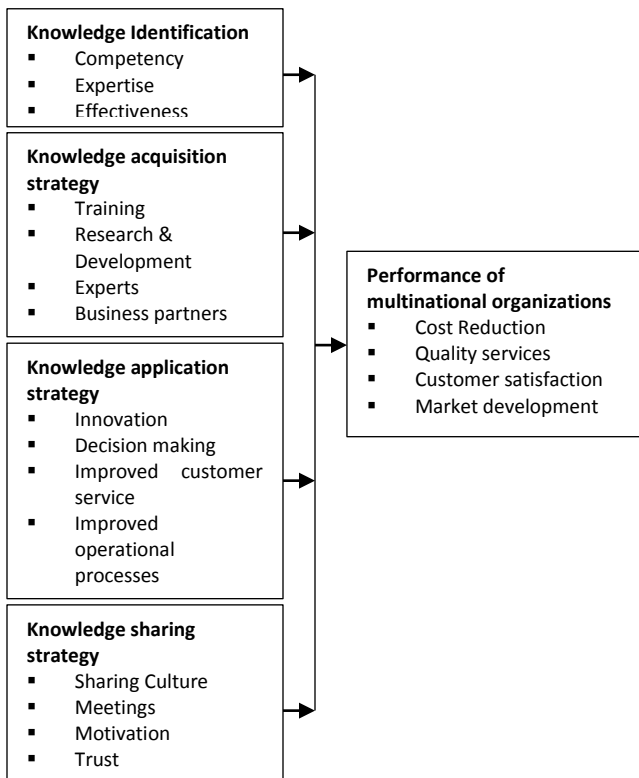
Dynamic Capabilities Theory

Dynamic capabilities reflects an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 1992). Griffith and Harvey (2001) states that dynamic capability is the creation of difficult-to-imitate combinations of resources, including effective coordination of inter-organizational relationships, on a global basis that can provide a firm competitive advantage.

Dynamic capabilities is the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. A dynamic capability is a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness (Zollo & Winter, 2002). To address rapidly changing environments, WSPs need dynamic capabilities to gain competitive advantage in the turbulent environment of the water sector.

Dynamic capabilities arise from learning; they constitute the firm's systematic methods for modifying operating routines (Collis, 1994). Accumulation of capabilities is driven by organizational learning and molded by path dependencies, complementary assets and industry opportunities (Teece, Pisano, & Schuen 1992). Dunford and Snell (2001) observe that such dynamic capabilities require that organizations establish processes that enable them to change their routines, services, products and even markets over time. KM processes and dynamic capabilities are

closely intertwined because the creation and evolution of dynamic capabilities requires experience accumulation and knowledge articulation and codification (Zollo & Winter, 2002). Eisenhardt and Martin (2000) further state that because dynamic capabilities are organizational routines, learning and KM processes guide their development, evolution, and use. Organizational effectivenes in the dynamic capability view involves organizational ability to adapt to environmental change through building, renewing and reconfiguring capabilities and competences (Teece *et al.*, 1992). In this view, organizational effectiveness lies mainly in its dynamic capabilities, which refer to the capacity to build, renew and reconfigure capabilities and competences so as to achieve congruence with the changing business environment (Kylaheiko, Sandstrom & Virkkunen, 2002).

Conceptual Framework

Knowledge Identification
- Competency
- Expertise
- Effectiveness

Knowledge acquisition strategy
- Training
- Research & Development
- Experts
- Business partners

Knowledge application strategy
- Innovation
- Decision making
- Improved customer service
- Improved operational processes

Knowledge sharing strategy
- Sharing Culture
- Meetings
- Motivation
- Trust

Performance of multinational organizations
- Cost Reduction
- Quality services
- Customer satisfaction
- Market development

Independent Variable   Dependent variable

Figure 2: Conceptual Framework
Source: Researcher (2018)

Knowledge Identification

The new era requires identification of knowledge to aid in solving problems relating to technological application and this is through KM; incorporated in decision-making, critical planning. Knowledge according to Sher and Lee, (2004) is hence slowly next to labor, land and capital becoming the most important factor of production. The essence of competitive advantage according to Liu and Wei, (2009) is providing various abilities, which promote uniqueness to various companies such as Knowledge-based assets or resources. Dalkir (2005), states that a strategic approach is needed to ensure that they utilise the company's knowledge base, and also some of their individual skills, competences, thoughts, and ideas to establish a more effective company is represented by Knowledge management.

Knowledge management processes include knowledge identification, creation, acquiring of knowledge, transferring this knowledge, sharing this knowledge, and exploitation and they could affect companies by: creating knowledge, which will in turn contribute to improved firm's performance. Similarly, as noted by Mohrman, Finegold and Mohrman, (2003) a firm's performance can be improved when the organisation creates and uses knowledge and knowledge development moreover as noted by Marques and Simon. KM processes as used by David and Yusoff (2010) included acquiring of knowledge and applying this knowledge, to increase social capital and having the company's performance improved. Knowledge is the most strategically significant resource of the firm as considered by the KBV theory. This opinion is made up of knowledge-holding employees considers a firm to be a distributed knowledge system. Moreover it maintains a firm's role to be coordination of the employees' work so that the

knowledge and value for the firm is created (David & Yusoff, 2010; Spender, 1996).

Knowledge Acquisition Strategy

This refers to a firm's capability to identify, acquire and accumulate knowledge, whether internal or external, which is essential to its operations. (Mills & Smith, 2010). Knowledge Acquisition is related to the invention and the need for knowledge. Organization must have the awareness to feel, search, and define the relevant knowledge and its sources. Research and development is an important first step to identify the relevant knowledge for the current and future needs. Knowledge from research and development can be used to improve existing products and procedures or to lead to the development of new products and procedures. The process of acquiring and learning appropriate knowledge from various internal and external resources, such as experiences, experts, relevant documents, plans and so forth. Interviewing, laddering, process mapping, concept mapping, observing, educating and training are the most familiar techniques for knowledge acquisition. Byrd, Cossnick and Zmud (1992) agree that it be best to use the above techniques in some combination, depending on what works in a particular environment (Niederman, 1996).

The process of knowledge acquisition can be greatly influenced by the roles of the three major participants: the knowledge engineer, the expert, and the end user. Wagner and Holsapple (1997) analyzed the roles the participants play in knowledge acquisition. They suggested that it is appropriate to think of the participants as playing one or more roles, including acting as knowledge sources, agents, and targets for knowledge acquisition processes. Sandahl (1994) offered a unique approach to the interrelationships of these participants by indicating that experts should take a very active role in the creation of a knowledge base. The knowledge engineer should act like a teacher of

knowledge structuring, a tool designer, and a catalyst at the interface between the expert and the end users.

Knowledge Application Strategy

Knowledge application means the application of knowledge and the use of the existing knowledge for decision-making, improving performance and achieving goals. Organizational knowledge should be implemented in the services, processes and products of the organization. According to Bhatt (2001) it means making knowledge more active and relevant for the organization in creating value. In creating value, an organization will apply knowledge to their products and services by various means such as repackaging available knowledge, training and motivating its people to think creatively, and utilizing people's understanding of the company's processes, products and services. Nonaka and Takeuchi (1995) suggest that the process of knowledge management is based on the ability of all members of the organization to add value to the basic business processes through the creation, communication, codification and coordination of both explicit and tacit knowledge stores. To get the most value from an organization's intellectual assets, knowledge management practitioners maintain that knowledge must be shared and serve as the foundation for collaboration. Consequently, an effective knowledge management program should help a company do one or more of the following:(1) Foster innovation by encouraging the free flow of ideas (2) Improve decision making (3) Improve customer service by streamlining response time (4) Boost revenues by getting products and services to market faster (5) Streamline operations and reduce costs by eliminating redundant or unnecessary processes (Ellitan, Lena & Lina, 2009)

Sarin and McDermott (2003) suggest that learning significantly enhances the new product development team's ability to innovate and bring products to market faster. They also show that

learning and knowledge application can be nurtured in teams by effective leadership. Organizations can either select team leaders with appropriate skills or train leaders to inculcate these management skills to enhance team learning and consequently achieve superior new product development performance. Knowledge management systems must connect people to enable them to think together and to take time to articulate and share information and insights they know are useful to their company (Lang, 2001). A knowledge repository should be a one-stop shop for knowledge application. Employees should be able to find out what they need in order to access, understand, and apply the cumulative experience and expertise of the organization. Knowledge management systems also allows for knowledge reuse, Markus (2001) suggests there are four distinct types of knowledge reuse situations according to the individual who is doing the reusing and the purpose of knowledge reuse:(1) Shared work producers (2) Shared work practitioners (3) Expertise-seeking novices and (4) Secondary knowledge miners. The ability of knowledge to be applied can be evaluated in terms of its relevance, comprehensiveness, and credibility that leads to managerial learning and the whole research and development learning process before applied (Moenaert et al., 1992). This conclusion provides the need for organizations to put in place a framework for measuring or evaluating the effects that their knowledge management initiatives has on overall performance.

Knowledge Sharing Strategy

Knowledge sharing is the process of mutually exchanging knowledge and jointly creating new knowledge. It implies synergistic collaboration of individuals who work toward a common goal (Van den Hooff & de Ridder, 2004). Besides relying on staffing employees with special skills and knowledge, and training others to acquire desired knowledge characteristics, organizations must also consider how to transfer expertise and knowledge from the knowledge workers to those who do not have it. (Wang & Noe, 2010). Kwok and Gao (2005) showed that the richness of channel for knowledge sharing and one's absorptive capability to learn from others has a positive influence on individuals' attitudes toward knowledge sharing. They argued that individuals with higher absorptive capacity are more likely to experience the benefits of knowledge sharing resulting in more positive attitudes toward knowledge sharing. In the other words, knowledge sharing refers to the process by which knowledge is conveyed from one person to another, from persons to groups, or from one organization to other organization. When we communicate knowledge, it is the process of sharing. Both explicit and tacit knowledge can be shared. However, explicit knowledge can be shared more easily and will have little risk of creating error in the process. Tacit knowledge, which is hard to articulate, is the challenging part of knowledge sharing. In any case, sharing should be as direct as possible with few intermediaries (Buckman, 1998).

Performance of multinational organizations

Organisational Effectiveness can be described as a construct, an abstraction that exists in the heads of people but has no objective reality. Effectiveness cannot be pinpointed, counted or observed, it exists because it is inferred from the result of observable or measurable phenomena (Lewin and Minton, 1986). A company or a team improvises in the face of an unexpected important event brought about by a moderate level of environmental turbulence, relying on a minimal structure and using simple resources. The success of its improvisations is affected by the level of equivocality, as also by the perceived level of task complexity. When both these factors are low enough to allow a successful improvisation to emerge, group cohesiveness increases and future actions are carried at a faster speed and lower costs, the construct of

organisations effectives are according to (Awasthy and Gupta, 2004).

Almost all scholars would agree with the assertion that organisations must be able to learn as part of its effectives. For example, in her wide-ranging review of the literature on organizational learning, Dixon concludes that learning is 'the critical competency of the 1990s' (Dixon, 1992). In today's competitive world, an organisation has to make a considerable effort to survive and prosper, or it runs the risk of being taken over or simply being driven out of business. In order to survive, an organisation has to be effective and meet the requirements of the external environment. The study of organisational effectiveness is not a new area of research. Interest in the subject can be traced back to early writings, such as Barnard's study in 1938 on "functions of the executive" (Awasthy and Gupta, 2004).

Lawler (1996) provides a useful explanation of organisational effectiveness, whereby he describes organisations effectiveness as; achieving its financial and business goals and thereby satisfying its stockholders, developing goodwill in the eyes of the customers by extending the best quality goods and services, a 'good place to work' for its employees and a responsible citizen of the community in which it operates. Effectiveness therefore is, not a unidimensional variable but one that has multidimensional features or variables. However, effectiveness can be examined for the entire organization or for individual units that comprise the organization. Units may be identified as regions or customer groups (segments). The determination of effectiveness may include assessments of total sales volume, costs, profit contribution, return on assets managed and residual income analysis. As such measures of organisations effectiveness have been identified by various researchers (Churchill et al., 1997).

Alternatively, Pressures on competitiveness from global sourcing, reductions by major customers in supplier bases, and the additional problems imposed by low economic growth, add urgency to the imperative for searching out greater effectiveness and superior performance in operations

Empirical Review

Rahimli (2012) studied knowledge as a basis of organizational effectiveness and established that knowledge management has caused companies' core competencies become stronger and effective than before. In addition, the importance of knowledge has been obvious when the economic and production level of a company depends more on its brainpower, human capital and intellectual capital. Moreover, knowledge has been defined as a strategic asset, with a group of capabilities and resources that very hard to copy and commercialize because they are scarce. Because diversity of people are working in organization, their knowledge should be pooled and the organization should use is to build unique knowledge to enhance the organization's activities.

Asava (2009) investigated the effect of knowledge management for corporation effectiveness within commercial banks in Kenya. The study established that good Knowledge management creates superior customer focus and enhances best practices and is a generally good business strategy. It also enhances creativity, product Innovation & Superior service as well as contributing to employee growth, productivity and responsibility.

Onyisi (2012) studied the effect of knowledge management on sustainable organizational effectiveness amongst charitable organizations in Kenya. The results indicated that knowledge management is a field that offers Non-Government Organizations the potential to become smart

organizations that can compete, not just with other Non-Government Organizations, but with the private and public sectors as well to ensure they are effective enough to stay ahead of the game and to survive for at least the foreseeable future. Knowledge management enables Non-Government Organizations to extract, from resources that already exist in the organization, long-lasting value that can be leveraged to give the Non-Government Organizations more effective in terms of the performance.

Thandi (2014) researched on the effects of knowledge management on performance of Unga limited in Kenya. The study established that appropriate reward systems that encouraged knowledge sharing had been put in place, that there was ease of access to and ease of transmission of information to those who needed it within organization and that the company hired employees with a solid educational background with a high absorptive capacity. The study also revealed that the company had policies in place that instituted training, job rotation and avail learning opportunities for its employees, that acquired information was easily integrated into the organization for use as needed, that appropriate learning systems had been implemented, that the organization's human resource policy encouraged the hiring of employees who accommodated the knowledge management principle of knowledge transfer and sharing and that Knowledge management activities that facilitated knowledge creation through the creation of insights, skills and relationships are in existence.

METHODOLOGY

A research design is the general plan of how one goes about answering the research questions (Saunders, Lewis & Thornhill, 2007). The purpose of the study was to analyze knowledge management strategies on performance of Multi-Choice Limited, Kenya and the study adopted the use of the case study. Yin (1994) defined a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident and relies on multiple sources of evidence. The target population was drawn from management team of the organization that make up a total of 333 personnel. Analysis was done on Regression analysis model where; Performance of Multinational organizations = Employee Attraction + Employee Training and Development + Employee Retention + Employee Relations

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$
Where:
Y – Performance of Multinational organizations is the dependent variable
α – Constant return that is earned after considering the Knowledge management strategies.
B_i–the coefficient of X_i (i=1,2,3)
X_1 – coefficient of Knowledge Acquisition Strategy
X_2– coefficient of Knowledge Application Strategy.
X_3– coefficient of Knowledge Sharing Strategy.
ε – (error term) any other Knowledge management strategy that may influence performance of the multinational organization.

RESULTS AND DISCUSSIONS

Knowledge Acquisitions

Table 1: Opinions on the statements relating to the Knowledge acquisition

Statement	1	2	3	4	5
In my organization, we often organize internal training	6.7%	10%	0.0%	33.3%	50%

of our employees.

Statement					
In my organization, we frequently send our employees to various seminars, workshops, conferences with intention to acquire new knowledge.	6.67%	6.67%	3.33%	33.3%	50%
My organization obtains information from its research and development activities.	6.7%	3.3%	3.3%	40%	46.7%
In my organization, we use experts to document knowledge.	13.33%	6.67%	0.0%	36.67%	43.3%
My organization acquires market development skills from business partners.	13.33%	3.4%	0.0%	36.67%	46.67%

The following discussions were the details gathered to aid in collecting information regarding the question of knowledge acquisition in the statement regarding in my organization, we often organize internal training of our employees. The study sought to find out if the organization often organize internal training of their employees and found out that 50% strongly agree that internal training of employees are often done, 33.3% agree, 10% disagree while 6.7% strongly disagreed that they often organize internal training of their employees in their organization. From the findings it is clear that knowledge acquisition should be encourage and the finding concurs with the finding of Prahalad and Hamel (1990) argues that sustainable performance of Multinational Organizations results from core competencies; and this should involve knowledge acquisition

On the statement regarding in my organization, we frequently send our employees to various seminars, workshops, conferences with intention to acquire new knowledge. The study sought to find out from the respondents their view on whether the employees in their organization are frequently sent out to seminars, workshops and conferences with an intention of acquiring new knowledge. 50% of them indicated that they strongly agree with the statement in question, 33.33% others agreed, 3.33% are neutral and 6.67% both disagreed and strongly disagreed at the same time.

In the statement regarding my organization obtains information from its research and development activities. From the table below while seeking to know the views of the respondents in regard to the organization obtaining information from its research and development activities, 46.7% and 40% strongly agreed and agreed respectively with the statement on question, 3.3% of the respondents were both neutral and in disagreement while 6.7% others strongly disagreed that their organization obtains information from its research and development activities.

There were organizations that used experts to document knowledge within their organizations. The study sought to find out if this equally applied to their organization and found out that 43.33% strongly agreed, 36.67% agreed, 6.67% disagree while 13.33% strongly disagreed that they use experts to document knowledge in their organization.

With the statement relation to my organization acquired market development skills from business partners. 36.67% of the respondents agree while 46.67% strongly agree that their organization acquires market development skills from business partners, 13.33% strongly disagree and 3.33% disagree that the organization acquires market development skills from partners.

Knowledge Application

Table 2: Opinions on the statements relating to the Knowledge application

Statement	1	2	3	4	5
My organization uses knowledge to solve new problems.	**10.0%**	**13.33%**	**0.0%**	**46.67%**	**30%**
In my organization, knowledge contributes to the success of innovations.	13.3%	13.3%	0.0%	26.7%	46.7%
In my organization, management actively seeks innovative ideas.	**16.67%**	**3.33%**	**0.0%**	**36.67%**	**43.33%**
My organization utilizes different sources and types of knowledge for decision making	13.33%	3.33%	0.0%	46.67%	36.67%
My organization uses knowledge to respond to consumer needs and preferences.	**3.33%**	**10.0%**	**0.0%**	**33.33%**	**53.3%**
My organization encourages employees to utilize knowledge to solve work related problems.	10.0%	13.37%	3.33%	33.3%	40.0%
My organization uses knowledge on a regular basis to develop new processes for work.	**13.33%**	**33.33%**	**0.0%**	**36.37%**	**46.67%**

The study sought to find out if knowledge application helped in achieving performance of Multinational Organizations in the organization and the following statements were discussed in support of the enquiry. My organization uses knowledge to solve new problems where It was realized that 46.67% of the respondents agree that their organization uses knowledge to solve problems, 30% strongly agree, 13.33% disagree and 10% strongly disagree that their organization uses knowledge to solve problems. From the findings it is obvious that for an organization to beat their competitors in the market they should focus more on knowledge application and this concurs with the findings of Asava (2009) who investigated the effect of knowledge management for performance of the organizations within commercial banks in Kenya. The study established that good Knowledge management creates superior customer focus and enhances best practices and is a generally good business strategy.

On the statement relating to, in my organization, knowledge contributes to the success of innovations, 13.3% of the respondents disagree and another 13.3% strongly disagreed that in their organization knowledge contributes to the success of innovation. Its equally illustrated that 26.7% of the respondents agree and 46.7% of them strongly agree that in their organization knowledge contributes to the success of innovations. The findings concurs with the study of Mosoti and Masheka (2010) where the study showed that the major reasons given by organizations for embracing knowledge management in their firm operations are: profit growth and firm market share expansion, quality improvement in operations, creation of a sustainable performance of Multinational Organizations, encourage creativity and innovation which is important to firm's strategy. And from the findings when the organization uses knowledge more problems are solved.

The statement concerning, in my organization, management actively seeks innovative ideas, there were different reactions as discussions as explained here in. Innovation is one of the factors that lead to growth and development of any organization. The study sought to find the views of the respondents in regard to whether in their organization management actively seeks innovative ideas and found out that 16.67% of the respondents strongly

disagree, 3.33% disagree, 36.67% agree and 43.33% strongly agree that in their organization management actively seeks innovative ideas.

The statement relating to my organization utilizes different sources and types of knowledge for decision making. While making decisions, there is need to use different sources and types of knowledge to help in proper decision making. While seeking to find out from the respondents if their organization utilizes different sources and types of knowledge to help in decision making, it was found out that 36.67% of the respondents strongly agree, 13.33% strongly disagree, 46.67% agree and 3.33% disagree that this happens in their organization.

The statement relating to the opinion of my organization uses knowledge to respond to consumer needs and preferences as discussed in the table below, 3.3% of the respondents strongly disagree while 10% disagree that their organization uses knowledge to respond to consumer needs and preferences. 33.3% agree and 53.3% others strongly agree that their organization uses knowledge to respond to consumer needs and preferences.

To achieve a better explanation on the Knowledge application the statement, my organization encourages employees to utilize knowledge to solve work related problems. It was found that one of the means used in various organizations to solve problems is the use of knowledge. There are organizations that encourage their employees to use knowledge to solve problems. The study sought to find out if this happens to their organization and found out that 40% strongly agree, 33.33% agree, 3.33% were neutral, 13.33% disagree and 10% strongly disagreed that their organization encourages employees to utilize knowledge to solve work related problems.

To that variable, the last enquiry was on my organization uses knowledge on a regular basis to develop new processes for work; there are departments in the organizations that use knowledge on a regular basis to develop new processes for work. The study sought to find out if this happens in the organization and the study and found out that 46.67% of the respondents strongly agree, 36.67% agree, 3.33% disagree and 13.33% strongly disagree that their organization uses knowledge on a regular basis to develop new processes for work.

Knowledge Identification

Table 3: Opinion relating to Knowledge Identification

Statement	1	2	3	4	5
In our organization knowledge identification involves identifying what skills are needed for accomplishment of certain goal in an organization	**21%**	**18%**	**4%**	**32%**	**25%**
Knowledge identification in our organization potentially leads to more effective skilled and competent employees that are required for certain task in an organization	16%	18%	6%	28%	32%
In our organization, being unable to relate the right skills and knowledge appropriately means lacking to recognize the right skills and knowledge required for certain job description.	**15%**	**23%**	**4%**	**32%**	**26%**
In our organization Knowledge Identification helps the experienced staff to share and apply the currently available knowledge more effectively to the new employees and organization as a whole.	18%	28%	10	34%	10%

In our organization it is easier to identify knowledge among experienced employees as compared to new employees	**23%**	**29%**	**12%**	**27%**	**9%**
In our organization senior managers look at the knowledge gaps from the overall organizational level to identify competent staff	13%	27%	11%	38%	11%

The study sought to find out if knowledge Identification had an impact on performance of Multinational where several questions were used to explore more on the enquiry to the problem and on the statement of, our organization knowledge identification involves identifying what skills are needed for accomplishment of certain goal in an organization majority of the respondents summing up to 57% of the respondents were in agreement, 4% of the respondent were in the neutral side and were lacking the knowledge for the same minority of the respondents summing up to 39% were in contrary opinion that knowledge identification only involves the identification of the existing gap not new skills. On the statement of Knowledge identification in our organization potentially leads to more effective skilled and competent employees that are required for certain task in an organization, majority of the respondents adding up to 60% were in support of the statement. 6% of the respondents were neither agreed nor disagreed and the remaining 34% were in disagreement with the statement claiming that competency of the employees depend on the training and experience they have in their area of work and knowledge identification will only add them more work as their learning new things is engaging.

On the statement that in our organization, being unable to relate the right skills and knowledge appropriately means lacking to recognize the right skills and knowledge required for certain job description, majority of the respondents were in agreement where 58% agreed with the statement, 4% were neither agreed nor disagreed and the remaining 38% were in disagreement claiming that right skills can only be recognized through long and shifting of employees from one job description to another and this will be achieved through experience not new knowledge identification and on the statement of in our organization Knowledge Identification helps the experienced staff to share and apply the currently available knowledge more effectively to the new employees and organization as a whole, 44% of the respondents were in agreement, 10% neither agreed nor disagreed with the statement and majority of the respondents summing up to 46%were in disagreement and they proposed that the organization will only increase their performance if and only if they improved on ways of knowledge sharing with the experienced staffs. On the statement of in our organization it is easier to identify knowledge among experienced employees as compared to new employees only minority of the respondents adding up to 36% were in agreement, 12% neither agreed nor disagreed and the majority of the respondents were in disagreement summing up to 52%, so the organization still have the problem of identifying the knowledge and on the issue of in our organization senior managers look at the knowledge gaps from the overall organizational level to identify competent staff, 49% which were majority of the respondents were in agreement 11% were neither agreed nor disagreed with the statement and 40% did not confirmed the statement and further explaining that the have never have the challenges of identifying the knowledge gap.

Knowledge Sharing

Table 4: Opinions on the statemsent relating to Knowledge sharing

Statement	1	2	3	4	5
In my organization, supervisors share knowledge with subordinates.	20.0 %	3.3 %	6.7 %	36.7 %	33.3 %
In my organization, knowledge is shared across departmental boundaries.	13.33 %	3.33 %	0.0 %	40.0 %	43.33 %
In my organization, knowledge sharing is not embedded in our culture.	10.0 %	13.33 %	3.33 %	33.33 %	40.00 %
In my organization, meetings are used as a means of sharing Knowledge.	13.3 %	3.3 %	0.0 %	36.7 5	46.7 %
In my organization, incentives are put in place to encourage knowledge sharing among employees.	10.0 %	13.33 %	0.0 %	30.0 %	46.67 %
In my organization, knowledge sharing increases continuous performance improvement.	13.33 %	10.0 %	6.67 %	33.33 %	36.67 %
In my organization, lack of trust is the biggest cultural barrier to knowledge sharing.	13.3 %	3.3 %	0.0 %	40.0 %	43.3 %

The study sought to find out if knowledge Sharing has an impact on Performance of Multinational Organizations, and to expound more on this researcher used different statement that were inline of achieving the fact towards knowing it and the following statement was discussed, In my organization, supervisors share knowledge with subordinates. And from the table below, it was established that 20% of the respondents strongly disagree and 3.3% disagree that supervisors share knowledge with subordinates in their organization. It was equally established that 6.7% of the respondents were neutral, 36.7% agree and 33.3% strongly agree that supervisors share knowledge with the subordinates in their company. The study is in agreement with the findings of Thandi (2014) researched on the role of knowledge management on performance of Multinational Organizations of Unga limited in Kenya. The study established that appropriate reward systems that encouraged knowledge sharing had been put in place, that there was ease of access to and ease of transmission of information to those who needed it within organization and that the company hired employees with a solid educational background with a high absorptive capacity. The study gives broader view on knowledge sharing and this will boost the performance of the organization leading to performance of Multinational Organizations.

The researcher also sought to know the management opinion on the statement concerning how the organization, knowledge is shared across departmental boundaries and the findings was that Knowledge sharing across departmental boundaries has always been considered to be important and one that brings about growth not only within departments but within the organization at large. While seeking to find out if knowledge is shared across departmental boundaries in their organization found out that 43.33% strongly agree, 40% agree, 3.33% agree and 13.33% strongly disagree.

The statement of the opinion of in my organization, knowledge sharing is not embedded in our culture, from the chat below, 40% of the respondents strongly agree while 33.33% agree that knowledge sharing in their organization is not embedded in their culture. It was equally established that 10% of the respondents strongly disagree, 13.33% disagree

and 3.33% were neutral in regard to the statement in question

The researcher also uses in my organization; meetings are used as a means of sharing Knowledge where there were organizations that uses meetings as a means of sharing knowledge. The study while seeking to establish the view of the respondents regarding if their organization use meetings as a means of sharing knowledge found out that 13.3% strongly disagree, 3.3% disagree, 36.7% agree while 46.7% strongly agree. And for the statement relating to in my organization, incentives are put in place to encourage knowledge sharing among employees , one of the employee motivating factors in organizations is the provision of incentives. Here the study sought to find out if incentives are put in place to encourage knowledge sharing among employees in their organization and found out that 46.67% of the respondents strongly agree, 30% agree, 13.33% disagree while 10% strongly disagree. For the statement relating to my organization, knowledge sharing increases continuous performance improvement there discussion was as follows; it is believed that knowledge sharing increases continuous performance improvement in any organization. The study while seeking the views of the respondents in regard to the matter found out that 36.67% strongly agree, 33.33% agree, 13.33% strongly disagree, 10% disagree while 6.67% were neutral about the matter.

Last but not least to expound more on the knowledge sharing the following statement was also applied, in my organization, lack of trust is the biggest cultural barrier to knowledge sharing and the findings was as follows; Trust is one of the important things in life and as far as knowledge sharing is concerned. There are some people who feel they need not to share knowledge with others for personal fears. The study sought to find out the views of the respondents in regard to whether lack of trust is the biggest cultural barrier to knowledge sharing in their organization. It was found out that 13.33% of the respondents strongly disagree, 3.3% disagree, 40% agree while 43.3% strongly agree that lack of trust is the biggest cultural barrier to knowledge sharing in their organization.

The statements of with regard to knowledge sharing, you can describe team members in your department as the study sought to investigate how it affect knowledge sharing and found that with regard to knowledge sharing, the respondents described team members in their department found out that 63.33% indicated that the team members were cooperative while 36.67% indicated that the team members in their department were not cooperative.

Performance of Multinational organization

The study sought to find out performance of multinational organization and several statements were discussed, the reactions were as follow;

Table 5: performance of multinational organization

Statement	1	2	3	4	5
In my organization, we charge lower price and the module used is usually effective to the organization.	32%	24%	4%	18%	22%
In my organization, we provide high quality products than our competitors.	24%	32%	2%	22%	20%
In my organization, the number of customer complaints within the last period has decreased.	22%	32%	4%	21%	21%
In my organization, we manage to cope with market demands and	17%	29%	4%	32%	18%

develop new products and services quickly.

| In my organization, we focus on specific market segments to provide better service than our competitors. | 31% | 20% | 6% | 28% | 15% |

The study sought to find out performance of multinational organization and several statements were discussed, therefore on the statement of in my organization, we charge lower price and the module used is usually effective to the organization. 40% of the respondents were in agreement while 56% of the respondents were in disagreement with the statement suggesting that modules used are less effective and lowering the prices really affect knowledge management.

On the statement of in my organization, we provide high quality products than our competitors. This statement was supported by 42% of the respondents citing that by this they have managed to stay in the market even expand accordingly, however 56% of the respondents had a contrary opinion. In my organization, the number of customer complaints within the last period has decreased. This statement had a support of 42% of the respondents alluding may be the quality of their services had increased, though 54% being the majority thought otherwise. On the statement that in my organization, we manage to cope with market demands and develop new products and services quickly.

In my organization, we manage to cope with market demands and develop new products and services quickly

In my organization, we focus on specific market segments to provide better service than our competitors.

CONCLUSION AND RECOMMENDATIONS
Conclusion
The study concluded that Knowledge Management Strategies on Performance of Multinational Organizations is a very important aspect for consideration. Multi-national organization should utilize knowledge to improve customer focus, cost leadership, foster Innovations, improve product quality, improve service delivery, employee growth and development, enhance faster and better decision-making and enhance faster response to key business issues. The findings of this study will help other institution on handling knowledge management on improving the performance of multi-national organization

Recommendation
The organization is required to identify the knowledge gat and work on the right people to bridge this kind of gap and this can be obtain through hiring the right individuals, who are competent. Efficient and always ready to performed in the organization.

The quality of employees and their skills acquired through education and training are key components in determining the long-term profitability of organizations. The study established that internal and external training of employees are often done and this has contributed towards increased and efficient performance of the organization hence the study recommended that to have an improved performance, an organization should provide more training to the employees.

Based on the findings, knowledge application helped in achieving improving multi-national organization performance and study findings clearly indicate that those who use training and knowledge are performing, in that they learn to be creative hence foster innovation in the working environment, much of the innovation created and accumulated in an organization is actually based on tacit knowledge. Organizations should therefore encourage experts to take a very active role in the

creation of a knowledge base towards attainment of the organizational goals.

This study recommended to the management of multi-choice to ensure that incentives are put in place to encourage knowledge sharing among employees and also provide its employees with the platform for sharing knowledge this will help stimulate knowledge sharing leading to achievement of higher international performance.

Suggestions for further Research

The study suggested that further research on the same topic be done in the government corporations in order to give reliable result that reflect the real situation in service provision sector. The study also suggested that the same study be done on knowledge management strategy on performance of Non-governmental sector by focusing on other sectors rather than Multi-choice Kenya such as manufacturing, trading sector in order to depict reliable information that illustrates real situation across the sectors.

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