



MANAGING KNOWLEDGE TO IMPROVE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Knowledge, both explicit and tacit, is critical for any organisation to thrive and achieve its goals and objectives. Organisations should aim to strategically employ knowledge to enhance their performance. This study looked into knowledge acquisition and knowledge repository as knowledge Management practices at the Ministry of Lands and Physical Planning in Kenya and their effect on the performance of the organisation. The study was guided by two specific objectives which were to determine the effect of knowledge acquisition on the organisations performance and to assess the effect of knowledge repository on the organisations performance. The study employed a mixed research design of descriptive and explanatory designs. A sample size of 135 employees was selected using stratified sampling procedure from a population of 1345 employees of the Ministry of Lands and Physical Planning Headquarters. Primary data was collected by use of a semi-structured questionnaire. The study used descriptive and inferential statistics aided by Statistical Package for Social Sciences (SPSS) tool. The study established that knowledge acquisition and knowledge repository influence the performance of the Ministry of Lands and Physical Planning. The study recommended the creation of an office to take charge of Knowledge Management. The management should be committed in creating a strong and positive culture that will result in improved performance. Technology should be used to ensure that people in multiple locations for instance the diverse offices for the Ministry of Lands and Physical Planning learn from and access information as individuals or as a group from single or diverse sources at different points in time.

Key words: *knowledge, knowledge management, knowledge acquisition, knowledge repository, organisational performance.*

INTRODUCTION

In the current global economic climate, organisations are seeking to have better and more knowledge driven Knowledge processes and practices and be more efficient and effective in attaining their goals and objectives. Citizens on the other hand are demanding value for their money and organisations are seeking to reduce costs, make better decisions and create innovative means of developing and growing (Young, Bunyagidj, Kim, Nair, Ogiwara, & Yasin, 2013). Organisations, both private and public, recognise that knowledge is an important strategic resource in product and service oriented industries (Arora, 2011). The greatest challenge is how to integrate knowledge into the daily activities of the organisation and maximise the benefit to the organisation. According to Riege and Lindsay (2006) Knowledge Management has been realised as a key strategic tool for progress in the public sector. Success however heavily relies on how knowledge is captured, broken down, shared and applied in the organisation. This study looks at knowledge acquisition and knowledge repository and their effect on the performance of the Ministry of Lands and Physical Planning, Kenya.

Knowledge refers to a collection or body of information. It comprises the understanding and knowhow that people possess (Omatayo, 2015). Cong and Pandya (2003) perceive knowledge as meaningful information which can only be gained through experience, reasoning, intuition and learning. Knowledge takes five different forms (Blackler, 1995). It can be embodied, embedded, embrained, encultured and encoded. Embodied knowledge is obtained from training. This could take the form of formal training like getting educated and informal training sessions in an organisation. Embedded knowledge is found in routines and systems from repetitively performing a task. The routine enables learning through

repetition. Embrained knowledge is knowledge that a person possesses but which is difficult to express or share. This kind of knowledge cannot easily be written or represented. It is gained through experience and may reflect personal perceptions, opinions and values. Encultured knowledge is knowledge shared among a people sharing an environment or culture for instance an organisation setting. This would entail what is accepted in that environment, what is considered normal and what behaviours are accepted. Encoded knowledge is knowledge that can easily be written down and is transferrable through various physical forms like guidelines and manuals (Blackler, 1995).

Nonaka and Takeuchi (1995) indicate that there exists two kinds of knowledge, which are tacit and explicit knowledge:

This class of knowledge consists of knowledge that is not easily articulated or verbalised as it resides deep in the minds of individuals (Polanyi, 1966). Nonaka and Takeuchi (1995) describe it as peculiar knowledge ingrained in individual experience. It is embrained in the minds of the staff (Blackler, 1995). It entails intangible elements like personal belief, perspective and values which are difficult to explain or codify. This class of knowledge at times is made up of habits and culture that we ourselves do not recognise in us (Wamitu, 2015). Howells (1996) defines tacit knowledge as untabulated know-how that is obtained through informal adoption of processes that enable one to acquire this kind of knowledge. It is not easy to codify or transfer by common means like documents procedures and processes (Foos *et al*, 2006). For the transfer of tacit knowledge to take place, it has to be transformed into words or models others can easily comprehend (Nonaka & Takeuchi, 1995). Due to the personal character of tacit knowledge, shared goals and vision and an environment of trust are necessary if it is to be successfully transferred and shared in

organisations (Foos *et al*, 2006)

This class of knowledge is made up of knowledge that is readily articulated, transmitted and distributed in an institution (Nonaka & Takeuchi, 1995). This type of knowledge is recorded in some form for others to attain (Liyanage, Elhag, Ballal, & Li, 2009). It therefore has been articulated or expressed in some form for the benefit of others or that is capable of being so articulated or expressed and therefore made explicit. It is knowledge that can be disseminated and distributed in organisations in the form of books, drawings manuals, processes and procedures (Sanchez, 2000). Explicit knowledge dwells in documented forms such as manuals, guidelines and drawings that can be transmitted and transferred with ease; it is specific, formally laid out and documented (Awad & Ghaziri, 2007).

Knowledge is recognised as an Organisations most valuable asset (Mosoti & Masheka, 2010). According to Arora (2011) Knowledge has been recognised as a crucial strategic resource for all types of institutions whether they are public or private or service or product oriented. Riege and Lindsay (2006), in mimicking this, assert that Knowledge Management has been identified as a crucial strategic tool in the Public Sector. They go ahead to indicate that its success depends on the efficient and effective capture, transfer and application of the knowledge.

Knowledge Management is a concept in which an organisation consciously gathers, organises, shares and analyses knowledge (Wamitu, 2015). It is also the ability of an organization to use knowledge through a process of knowledge generation, sharing and exploitation enabled by technology to achieve the organisations objectives (Cong & Pandya, 2003). It has also been defined as the series of activities that recognises knowledge as a key strategic resource in attaining the objectives of any

organisation. These steps involve the identification, capture and transfer of knowledge so as to create a conducive environment for competing and generally improving itself (World Bank, 2012; Yao, Kam & Chan, 2007).

According to Albers (2009) knowledge Management Practices can be defined as the process flow or cycle of knowledge. In describing this process, different authors have come up with different components for Knowledge Management practices. Darroch (2003) identifies Knowledge creation and acquisition, knowledge dissemination and responsiveness to knowledge as the core components of Knowledge Management practices. Thomas, Sussman and Henderson (2001) identify four stages of Knowledge Management which are knowledge creation and acquisition, knowledge transfer, knowledge interpretation and knowledge application. Kangogo and Gachunga (2015) examined the effect of knowledge acquisition and knowledge transfer on organisational performance specifically service delivery. In this study, the researcher focused on the effect of knowledge acquisition and knowledge repository on the performance of the Ministry of Lands and Physical Planning.

Land is a key asset of any country. It is one of the factors of production the others being entrepreneurship, labour and capital. Land is critical for economic, social and political development of a country. The Republic of Kenya comprises of 582 646 Knowledge Management² of land (of which 97.8% is land and 2.2% water surface). Forests, woodlands, national parks and national reserves account for about 10% of the land area. Between 20% and 30% of the land area may be classified as medium to high potential agricultural land. The rest of the country may be classified as arid and semi-arid (Ministry of Lands, 2009). Every country should have an institution that ensures proper utilization

and management of land as a resource. In Kenya that institution is the Ministry of Lands and Physical Planning.

Problem Statement

In Public organisations today, citizens are demanding value for their money while the organisations are aiming at reducing costs, improving decision making and at the same time find innovative ways to develop and grow (Young *et al.*, 2013). The Ministry of Lands and Physical Planning faces several challenges in the delivery of its mandate to citizens. Employees in Public Institutions are moved to different work stations across the country and different departments within the same station. Others reach the retirement age and Organizations find themselves losing their most senior, experienced and seasoned employees.

Population growth and the consequent land fragmentation has led to an increase in the demand for services from Ministry of Lands and Physical Planning. The paper based system which has been in use for decades has generated millions of paper records thus undermining efficiency and effectiveness in service delivery because the data in manual form is kept in many different offices in different institutions and at different locations in the country. Access to that data takes a long time and data is not often available in a timely fashion; it is difficult to manipulate data from various sources to facilitate analysis and deriving of new relationships between data sets.

The system has led to inadequate management of Government and private land with regard to allocation and development; inability to adequately record informal and user rights on land in an equitable manner and difficulty in equitable valuation and assessment for taxation and other purposes. It is however important to note that digitisation of land records is on-going and fourteen (14) land registries have been fully digitized.

Study Objectives

- To determine the effect of knowledge acquisition on organizational performance at the Ministry of Lands and Physical Planning.
- To assess the effect of knowledge repository on organizational performance at the Ministry of Lands and Physical Planning.

LITERATURE REVIEW

Resource Based View of the Firm

This theory proposes that if an organisation is to attain “sustainable competitive advantage it must acquire and control valuable, rare, inimitable and non-substitutable (VRIN) resources and capabilities” (Kraaijenbrink, Spender & Groen, 2011). The RBV emphasizes that an organisation utilises its resources and capabilities to obtain superior value creation and achieve organisation effectiveness. The firms should allocate its knowledge resources and capabilities wisely i.e. Knowledge Management. (Gakuo & Rotich, 2017). RBV revolves around leveraging a firms core competencies (Mahdi, Almsafir & Yao, 2011) and its resources especially its internal resources and management should focus on collecting, developing and exploiting these resources (Kraaijenbrink *et al.*, 2011) in order to obtain a sustainable competitive advantage which means improved performance (Mahdi *et al.*, 2011). Effective utility of knowledge is the core competency that any organisation should strive to achieve and which ought to bring out enhanced performance in the organisation. For a firm to enhance its performance, the resources have to be valuable which adds to the firms performance; rare, which creates an ideal competition as the resource is possessed by few firms; inimitable which means they cannot be duplicated or they are very expensive to duplicate and non-substitutable meaning there are no choices available for competitors to accomplish the same tasks (Barney, 2011)

The RBV theory is relevant to this study because it explains how important knowledge is as a core competency and an internal resource to the organisation which should be collected, developed and exploited to improve the performance of the organisation (Kraaijenbrink *et al.*, 2010). The knowledge resources in the Ministry of Lands and Physical Planning include intellectual capital, talent, skill and know-how. The study is about establishing the effect of knowledge acquisition, repository, sharing and evaluation and interpretation in other words the collection, development and exploitation of knowledge on the performance of Ministry of Lands and Physical Planning.

Knowledge Based View of the Firm

The Knowledge Based View (KBV) of the firm is an extension of the RBV of the firm (Grant, 1996) which postulates that resources, assets and capabilities of a firm are used as a strategy to build a competitive advantage (Dess, Gupta, Hennart & Hill, 1995) and success through achieving its objectives. (Barney, 2001) states that resources can be physical, human or organisational. They could also be classified as tangible or intangible (Hoskisson *et al.*, 1999). Barley goes ahead to state that to sustain a competitive advantage, the resources must possess the conditions of rareness, value, imperfect imitability and non-substitutability.

KBV of the firm is founded on the premise that knowledge is a resource. Knowledge resources are important since they are easily sustainable as they are nearly impossible to imitate. They form the basis for sustainable differentiation and competitive advantage for organisations. Organizations are knowledge-integrating institutions that engage in various knowledge-intensive activities or practices to produce goods and services which are part of the goals and objectives of the organisation. The effective utility of knowledge by an organisation is

the core competency that ought to lead to enhanced performance by the organisation. (Kogut & Zander, 1992) argue that (as cited in Curado, 2006) an important Knowledge Based View of the firm argument is that firms exist for the creation, transmission and transformation of organisational knowledge into competitive advantage. According to Kangogo and Gachunga (2015) organisations differ in their performance due to their differing capabilities in terms of knowledge. An important focus of the KBV is the manner in which knowledge resources are managed through their coordination and utilisation in organisations.

The KBV theory of the firm is applicable to this study because it provides a guideline on how knowledge intensive activities are to be utilised to help an organisation achieve its goals and objectives. Ministry of Lands and Physical Planning should acquire and store knowledge to enhance its performance.

Empirical Review

The study reviewed several studies related to the study variables. According to Arora (2011) Public Sector Knowledge Management aims to produce improved and consistent service quality, better accessibility to services and efficient service processes. Knowledge Management is useful to an organisation because it enhances its ability to learn, innovate and to detect and solve problems which should help the organisation improve its performance (Mosoti & Masheka, 2010)

In his research on Knowledge Management Practices in Malawi, Mpofu (2011) found that although Knowledge Management Practices were highly regarded, very few organisations had introduced formal Knowledge Management Systems as Strategic Management tools. The organisations focused on knowledge sharing, formal

training, mentoring and documentation of work processes as part and parcel of managing work processes in the work place. These mainly benefited employee knowledge sharing and had limited impact on the performance of the organizations.

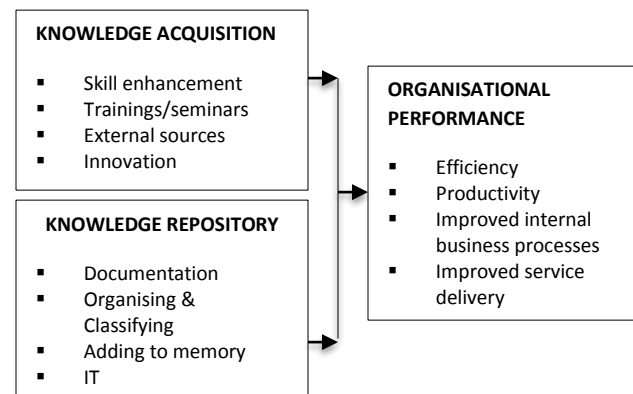
A study carried out by Rono (2011) on Knowledge Management Practices by Commercial Banks in Kenya whose main aim was to determine the extent to which commercial banks in Kenya have adopted Knowledge Management, established that, while there is a general sense of appreciation of the concept of Knowledge Management by Commercial Banks in Kenya, the state of Knowledge Management is still at the infancy level and is yet to be formally entrenched as part of corporate strategy. Another objective of the study was to determine the various Knowledge Management practices by these commercial banks. On-the-job training, particularly through social interaction and shared experiences among organizational members, was the leading mode of developing, sharing and distributing knowledge. In addition, the use of emails, telephones, intranet, job rotation and one-to-one meetings, were important Knowledge Management practices. The most relevant modes of knowledge retention were through best practices, use of document management systems as well as employee retention strategies.

On factors affecting implementation of Knowledge Management Practices in State Corporations in Kenya, Yusuf and Wanjau (2014) found out that there was a positive relationship between the independent variables organisational culture, organisational structure, information technology and human resource capacity, and the dependent variable Knowledge Management practices. The key variables affecting implementation of Knowledge Management Practices were thought to be organisational culture, organisational structure, information technology and human resource

capacity. The findings indicated that most organisational structure in state corporations are still hierarchical in nature, thus an impediment on Knowledge Management sharing within the organisation.

Organizational practices have the highest influence in institutionalization of Knowledge Management (Cheruiyot *et al.*, 2012). This study established that although organizational practices and information technologies are equally important, when a comprehensive view is taken in institutionalization of Knowledge Management, organizational practices are considered first and information technology infrastructures second. They argue that technology can capture descriptions however, people do convey practices. This research found out that there are quite a number of challenges in institutionalization of Knowledge Management. These challenges were ranked as encompassing; developing a knowledge sharing culture, management support and commitment, lack of time for knowledge sharing, information technology, lack of reward and recognition for knowledge sharing and best knowledge not accessible had the lowest mean score.

Conceptual Framework



Independent Variables (IV) Dependent Variable (DV)

Figure 1: Conceptual Framework

Knowledge acquisition according to Kangogo and Gachunga (2015) is captured by valuing employee attitude and opinions, encouraging up skilling in employees, obtaining feedback from customers, employing and retaining a trained workforce, partnering with international clients and get information from surveys. Interaction and willingness to share information is also another measure in the acquisition of Knowledge (Yli-Renko *et al.*, 2001)

Knowledge repository entails classifying and organising knowledge and adding it into the organisation memory (Cong & Pandya, 2003). The storage can be physical for instance a library or it can be done through Information Technology.

The Balanced Score Card (Kaplan & Norton, 1996) indicates four perspectives of Organisational Performance which are financial performance, customer focus, internal business processes, learning and growth. Kangogo and Gachunga (2015) add customer satisfaction, the satisfaction of employees, knowledge sharing and transparency and retention to this list.

RESEARCH METHODOLOGY

This research used a mixed research design of descriptive and explanatory designs. Descriptive research design aims at describing the state of affairs as exists in the organization (Kangogo & Gachunga, 2015). The population for this research were employees from the Ministry of Lands and Physical Planning, Headquarters, who are 1345 in number.

Inferential statistics and specifically multiple regression analysis was employed in order to show the causal interrelation between the variables. In multiple regression one variable (dependent

variable) is predicted by at least two variables (independent variables). The equation that the researcher used to predict whether the Independent variables enhanced the Dependent variable is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where Y= Enhancing organisational Performance in the Ministry of Lands and Physical Planning, Kenya;

β_0 = Constant Term;

β_1, β_2 = Beta coefficients;

X_1 = Knowledge acquisition; X_2 = Knowledge repository

And ϵ = Error term

DISCUSSION OF RESULTS

The researcher distributed 135 questionnaires out of which 99 were returned. Out of those that were returned only 96 were considered usable for data analysis. This translates into a 71.1percent response rate. According to Saunders *et al.*, (2009), a response rate of 50percent is considered adequate, 60percent good 70percent and above is considered very good. Therefore, the response rate of 71.1 percent in this study was adequate for drawing conclusions on the study objectives.

Knowledge Acquisition

The researcher queried the respondents on the acquisition of knowledge in their organisation on a gauge calibrated from 1 to 5. 1 stood for strongly disagree, 2 for disagree, 3 represented neutral, 4 stood for agree and 5 for strongly agree. The results were shown in Table 1 below.

Table 1: Knowledge Acquisition

	Mean	Std. Deviation
Employee skill enhancement is encouraged and supported in my organization	3.9271	0.99731
As employees we obtain some knowledge from external sources e.g. Acts of Parliament	4.0208	1.01545
As employees we obtain work related knowledge from formal trainings and seminars	3.8958	0.90005
My organization encourages people to learn from experience and be innovative in the performance of their duties	4.0000	1.08579
Knowledge acquisition	3.9609	0.79829

Source: Survey data,2017

The respondents were required to indicate whether employee skill enhancement is encouraged and supported, whether employees obtain knowledge from external sources, whether employees obtain work related knowledge from formal trainings and seminars and whether the Ministry of Lands and Physical Planning encourages people to learn from experience and be innovative in the performance of their duties. The results in the table above show that the respondents were neutral on whether employee skill enhancement is encouraged and supported (mean=3.9271) signifying that skill enhancement is not wholly embraced and supported, they agreed that employees get some of their knowledge from sources external to the organisation (mean=4.0208). On whether employees obtain work related knowledge from formal trainings and seminars the respondents remained neutral (mean=3.8958). The respondents agreed that the Ministry of Lands and Physical Planning encourages people to learn from experience and be innovative in the performance of

their duties (Mean=4.0000). The general mean of 3.9609 indicate that those who responded to the questionnaires were in agreement that knowledge acquisition is present and enhances the organisations performance. The results show that generally, knowledge acquisition enhances the performance of the Ministry of Lands and Physical Planning. These results are similar to those in Kangogo and Gachunga (2015) where it was found that knowledge acquisition is an important factor that enhances service delivery. This study was carried out in the Kenyan banking sector.

Knowledge Repository

The researcher queried the respondents on the storage of knowledge in their organisation on a gauge calibrated from 1 to 5. 1 stood for strongly disagree, 2 for disagree, 3 represented neutral, 4 stood for agree and 5 for strongly agree. The responses obtained were tabulated and shown in Table 2 below.

Table 2: Knowledge Repository

	Mean	Std. Deviation
In our work we rely on previously documented knowledge	4.1146	0.75212
In my department, it is easy to retrieve previous documents and files that we need	4.1979	1.56016
In my department, documents are stored in manual files	4.2917	1.04546
In my department, IT tools are used to store knowledge	4.1771	1.08574
Knowledge repository	4.1953	0.71378

Source: Survey data, 2017

Findings on knowledge repository shows that respondents agreed that they relied on previously documented knowledge (mean=4.1146) they also agreed that it was easy to retrieve documents and files (mean=4.1979) and that documents and files are stored in manual files (mean=4.2917) and IT tools are used to store knowledge (mean=4.1771). The results in the table above show an overall mean of 4.1953 which shows that there is in place a good knowledge storage system in the organisation.

The respondents indicated that in the organisation, information is stored in manual files and through the use of IT tools. The use of IT tools aids in safeguarding information which in turn translates

Table 3: Organizational Performance

	Mean	Std. Deviation
Knowledge Management has helped improve efficiency in our organisation	4.0729	1.01820
The information provided above has helped improve individual productivity	4.3542	0.79444
The above have helped improve internal business processes in our organisation	4.1667	0.89050
The above have helped me serve customers and members of the public better	4.4479	0.81911
Organizational performance levels	4.2604	0.74949

Source: Research data, 2017

The findings in the table above showed that on average efficiency, individual productivity, internal business processes and ability to serve customers had improved due to knowledge management practices in the organisation (Mean= 4.0729, 4.3542, 4.1667 and 4.4479 respectively). The overall mean for organisational performance levels was 4.2604 meaning that the respondents agreed that efficiency, individual productivity, internal business processes and the ability to serve customers better have improved. These findings are in agreement with Arora (2011) where it was found out that the implementation of Knowledge Management resulted in better and more consistent service delivery and a more streamlined and efficient customer service process. This study like the current one was carried out in the Public sector.

into an enhanced performance for the organisation. This finding is consistent with Yusuf and Wanjau (2014) where it was established that IT plays an important part in Knowledge Management practices as it determines how knowledge is obtained, stored, distributed and used.

Organizational Performance

The researcher queried the respondents on the organisational performance of their organisation on a gauge calibrated from 1 to 5. 1 stood for strongly disagree, 2 for disagree, 3 represented neutral, 4 stood for agree and 5 for strongly agree. The responses obtained are tabulated and shown in Table 3 below.

Multiple Regression

A Multiple linear regression model was employed to give a forecast of organisational performance. The forecast was done based on the effect of the independent variables; Knowledge acquisition, Knowledge repository and the dependent variable; organisational performance. Regression analysis shows how the dependent variable organisational performance is affected by the independent variables. This study came up with a model summary, the anova model and the regression coefficients model as shown in tables 4, 5 and 6 below.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.727 ^a	0.529	0.519	0.51999

a. Predictors: (Constant), Knowledge repository, Knowledge Acquisition

Source: (Survey Data, 2017)

The summary model (table 5) shows a positive linear relationship between knowledge management practices and the organisations performance (R=0.727). The findings for adjusted R² of 0.519 means that 51.9 per cent variance in the performance of the Ministry of Lands and Physical

Planning can be attributed to the knowledge management practices that are the independent variables in the study while the remaining 49.1 per cent could be as a result of other factors that are not part of this research and which could form the basis for further studies.

Table 5: Anova Model

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.219	2	14.109	52.182	0.000 ^b
	Residual	25.146	93	0.270		
	Total	53.365	95			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Knowledge repository, Knowledge Acquisition

Source: (Survey Data, 2017)

The ANOVA model in table 6 was used to ascertain how the model has improved the prediction of the outcome compared to its level of precision. F ratio in the table is 52.182 which is significant at p<.05. The significance value of 0.000 indicates that the regression relationship was significant in

establishing the relationship between the variables. It was highly significant in predicting how knowledge acquisition and knowledge repository affect the performance of the Ministry of Lands and Physical Planning.

Table 6: Regression Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.826	0.345		2.396	0.019
	Knowledge Acquisition	0.417	0.076	0.444	5.511	0.000
	Knowledge repository	0.425	0.085	0.405	5.029	0.000

a. Dependent Variable: Organizational Performance

Source: (Survey Data, 2017)

The model for the study was:

$$Y = 0.826 + 0.417X_1 + 0.425X_2$$

This equation showed that taking all other factors into consideration (knowledge acquisition and knowledge repository) constant at zero, the performance of the Ministry of Lands and Physical Planning was 0.826. The findings revealed that all the other independent variables remaining at zero, a unit increase in knowledge acquisition would lead to a 0.417 increase in the scores of the performance of the Ministry of Lands and Physical Planning and a unit increase in knowledge repository would result in a 0.425 increase in the performance of the Ministry of Lands and Physical Planning. Knowledge repository possessed the biggest influence on the performance of the organization followed by knowledge acquisition. As regards the significance of the variables which was tested at 5% significance level and 95% level of confidence, both knowledge acquisition and knowledge repository were significant ($p=0.000$).

CONCLUSION AND RECOMMENDATIONS

Optimal Organizational performance is the main goal for any organisation. In the current study, the researcher investigated how the Knowledge Management practices of knowledge acquisition and knowledge repository affected the organisational performance measured through efficiency, enhanced productivity, improved internal business processes and improved service delivery in the Ministry of Lands and Physical Planning. With respect to the first objective which sought to establish the effect of knowledge acquisition on the performance of the Ministry of Lands and Physical Planning, it was found that knowledge acquisition was significant in enhancing the performance of the Ministry of Lands and Physical Planning. The organisations leadership should therefore encourage and support the employees in knowledge acquisition. Formal trainings and

seminars should be initiated to build employee knowledge and enhance performance.

The second objective sought to establish the effect of knowledge repository on the performance of the Ministry of Lands and Physical Planning. The study established that in the Ministry of Lands and Physical Planning knowledge is stored in both manual form and through the use of IT tools. The Ministry of Lands and Physical Planning is in the process of digitising all its records. Due to the sensitive nature of the land resource, there is need to keep updating the technological systems to reflect the current position at any given time so as to enhance the performance of the organisation.

In general, the study findings indicate that knowledge acquisition and knowledge repository enhance the performance of the organisation.

Recommendations with Policy Implications

This study has established that employees do not consider that the organisation encourages and supports skill enhancement. To this end, the organisation should put in place mechanisms to encourage the employees in skill enhancement as this translates into an increase of knowledge for the organisation. Such incentives would include paid study leaves and scholarships to further studies. The study also revealed that employees do not consider formal trainings and seminars as an avenue for acquiring knowledge in the organisation. To this end the organisation should conduct frequent trainings and seminars for the different cadres of employees in the organisation.

The top management needs to take advantage of technology in the Knowledge Management process. The manual system should be eliminated and technology used to store the different kinds of knowledge. Tacit knowledge engrained in the minds of the employees ought to be transformed into

explicit knowledge through codification and stored using IT tools. This will ensure that it is of maximum benefit to the organisation as it will be available for use by all the employees. Technology should also be used to ensure that people in multiple locations for instance the diverse offices for the Ministry of Lands and Physical Planning learn from and access information from a single or diverse sources at different points in time. This will further enhance the performance of the organisation.

It has been recognised that Knowledge Management practices are a big factor in enhancing the performance of the Ministry of Lands and Physical Planning and to this end; the researcher recommends the creation of an office to take charge of Knowledge Management. The role of the officer in charge of this office will be the formulation of Knowledge Management strategy and handling Knowledge Management operations. This will positively enhance the productivity, efficiency, internal business processes and customer service at the organisation.

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Recommendation for Further Research

The researcher recommends that a study be carried out in several organisations. Although this study has established that knowledge acquisition and knowledge repository have a positive effect on organisational performance the study focused only on the Ministry of Lands and Physical Planning which is a Governmental Institution therefore it would be difficult to generalise the results to private institutions. Every institution has its own peculiar characteristics and each operates in a different environment. It is therefore recommended that further research with a sampling frame that combines different organisations be carried out. A comparative study can be carried out with these two kinds of institutions. The study can also be carried out again using a longitudinal approach. Organisational performance is a process that occurs over a period of time, therefore a longitudinal approach would also be appropriate in establishing the effect of Knowledge Management practices on the organisation over a specified period of time.

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