KNOWLEDGE MANAGEMENT PRACTICES AND PERFORMANCE OF MINISTRY OF LANDS AND PHYSICAL PLANNING IN KENYA.

BY
ANN WANJIKU MARARIA
MBA/LMR/5864/15

A DISSERTATION SUBMITTED TO FACULTY OF BUSINESS, COMPUTER SCIENCEAND COMMUNICATION STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT AND LEADERSHIP) DEGREE OF ST. PAUL'S UNIVERSITY

JANUARY, 2018

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SUPERVISORS: DR. JULIUS KAHUTHIA
DR. JANE GAKENIA

JANUARY, 2018

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DECLARATION

This Dissertation is my own work and has not been obtained through a collaboration with any other person. It has not been presented previously to any other institution for an academic award.

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DEDICATION

This dissertation is dedicated to my family, especially to my husband Patrick, an ever present source of encouragement and support; to my sons – Daniel and Jayden, for their patience when I spent long hours away from home and in seclusion, may you be motivated to reach your dreams; to my siblings, who have always urged me to move on and to my parents who have morally and financially supported me in different stages of my life.

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ACRONYMS AND ABBREVIATIONS

DV - Dependent Variable

IV - Independent Variables

KBV - Knowledge Based View

KIPPRA - Kenya Institute for Public Policy Research and Analysis

KM - Knowledge Management

MOLPP - Ministry of Lands and Physical Planning

RBV - Resource Based View

SECI - Socialization, Externalization, Combination, Internalization

SPSS - Statistical Package for Social Sciences

VRIN - Valuable; Rare; Inimitability and Non-substitutability

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DEFINITION OF TERMS

Explicit knowledge: Explicit Knowledge is expressed or formal knowledge which is communicated to others or which can be communicated with ease. It comprises all other forms of knowledge except that which is held in the minds of individuals (Mosoti&Masheka, 2010)

Information: Information is a term used to refer to processed data. It is processed to cause the making of decisions to be easier (Awad&Ghaziri, 2007)

Information Communication Technology (ICT)

This is a term used forexchange of information through technological devices andapplications like computers, phones, radio and television (Jain, 2006)

Knowledge

Knowledge is meaningful information which can only be gained through experience, reasoning, intuition and learning. In firms it is contained in document archives, guidelines, procedures, processes and practices (Cong & Pandya, 2003)

Knowledge Acquisition

This term refers to acts or processes of obtaining knowledge by an organization or individuals from various sources inside or outside the firm. Sources include employees, experts, customers etc. Knowledge is acquired through diverse means for instance, internally in the organisation through mentorship and hand held training sessions for new employees and externally through formal learning in training institutions (Koh, Ryan &Prybutok, 2005)

Knowledge Creation

Knowledge creation is the ability of the firm to come up with new knowledge and ideas through continuous combination, conversion and transfer of knowledge possessed by individuals. It is the advancement of knowledge to learn existing information and is part of knowledge acquisition (Nonaka& Takeuchi, 1995)

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Knowledge Evaluation and Interpretation

Knowledge evaluation is the act or process of assessing knowledge possessed by the organisation to establish whether or not it meets the objectives that it was meant to in the organisation (Lai & Chu, 2000) Knowledge Interpretation is a process in which organizations seek an exposition of knowledge that they have acquired and possess as an organisation. Knowledge evaluation and interpretation therefore is the continued assessment of available knowledge, its appraisal to continuously meet organisation needs and the discarding of what is found to be irrelevant or misleading (Flores, Escudero& Carrillo, 2013)

Knowledge Management

KM is a discipline or process that promotes the utilisation of individual expertise to obtain maximum benefit for the organisation.It aims at transforming individual knowledge possessed by individuals in the organisation into organizational knowledge for the benefit of the whole organisation. It is through this process that an organisation accomplishes its strategic objectives. This includes the processes, behaviour, workflow and technology that are utilised to achieve these objectives (Rasula, Vuksic and Stemberger, 2012).

Knowledge Management Practices

This is the process flow or cycle of knowledge (Albers, 2009). Different scholars have adopted different stages for the process. Thomas, Sussman and Henderson (2001) identify four stages of KM which are knowledge creation and acquisition, knowledge transfer, knowledge interpretation and knowledge application. This study adopted knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation to form KM practices.

Knowledge Repository

Knowledge Repository is the provision of a centralized archive for the storage of recordsin the organisation. It entails the classification, organisation and addition of the knowledge into the organisations memory (Cong & Pandya, 2003). It therefore means the storage of knowledge for instance in databases, libraries, archives, etc. from which it can

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be retrieved for use at a future relevant time.

Knowledge Sharing

This term is used to denote the manner in which knowledge is classified and retrieved from an organisation memory and made available for others in the organisation. It is the ability and willingness to distribute knowledge that is possessed. This knowledge can be knowledge that is within or outside the organisation (Cong & Pandya, 2003). Knowledge sharing takes place through meetings, discussions, memos etc.

Organisational Performance

Organisational Performance can be defined as an assessment of the accomplishments of a firms objectives (Daft, 2012).It is the achievementsor output of a firm as measured against its objectives. In a service industry, it could mean improved and consistent service quality, better accessibility to services and efficient service processes (Arora, 2011)

Tacit knowledge

This term is used to refer to a class of knowledge that dwells deep in the minds of individuals and thus cannot easily be articulated or verbalised. It is also subjective and difficult to make formal and is obtained from individual experiences. It is not easy to codify or transfer by common means like documents procedures and processes (Polanyi, 1966;Foos, Schum& Rothenberg, 2006)

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ABSTRACT

Knowledge, both explicit and tacit, is critical for any organisation to thrive and achieve its goals and objectives. This study looks into the management of knowledge at the Ministry of Lands and Physical Planning and its effect on the performance of the organisation. Knowledge Management provides the strategy required to ensure that informed decisions are made, improve accountability and ensure efficiency and effectiveness in service delivery. The success of any reforms to ensure the achievement of the above highly depends on Knowledge Management. The objective of the study was to assess the effect of Knowledge Acquisition, Knowledge Repository, Knowledge Sharing and knowledge Evaluation and interpretation on the Performance of the Ministry of Lands and Physical Planning. The study was guided by the Resource Based View of the Firm and the Knowledge Based View of the Firm. The study adopted a mixed research design of explanatory and cross-sectional designs. The target population was 1345 employees of the Ministry of Lands and Physical Planning Headquarters. Stratified sampling procedure was used to select the sample whose size was 135 employees. Primary data was collected by use of a semi-structured questionnaire. The study used descriptive statistics specifically percentages, mean and standard deviation to explain the characteristics of data while inferential statistics specifically multiple regression were used to test the relationship between knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation and the performance of the Ministry of Lands and Physical Planning. Content analysis was used to analyse qualitative data. Tables, figures and narratives were used to present the results. The study was aided by Statistical Package for Social Sciences (SPSS) tool. The study established that knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation influence the performance of the Ministry of Lands and Physical Planning. The study recommends 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 a single or diverse sources at different points in time. This will further enhance the performance of the organisation.

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CHAPTER ONE:

INTRODUCTION

1.1 Introduction

In this chapter the background of the research is laid out and the study introduced, the context in which the study was carried out is also examined.The statement of the problem is then stated, objectives of the study outlined, the scope of the study indicated and the significance and limitations of the study explained.

1.2 Background of the Study

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). Knowledge is an asset to the firm that is amplified in value as it is shared within the organisation (Laudon&Laudon, 2012). The greatest challenge is how to integrate this knowledge into the daily activities of the organisation and maximise the benefit to the organisation. According to Riege and Lindsay (2006) KM 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. In the African context, Mphahlele (2010) argues that the Public sector is by nature a KM establishment. KM practices have been in place in organisations, and KM has been practiced albeit unknowingly (Mpofu, 2011; Mphahlele, 2010)

KM has been practised in the Kenyan Public sector. A study by Mungai (2014)ascertained that KMplays a crucial part in organisations and enhances their performance. It was identified as an asset at KIPPRA, a public institution. Cheruiyot, Jagongo and Owino (2012) also acknowledge that KM is practised and they go ahead to state that organisations engage in KM to ensure the growth of the organisation and retention of the market share, to improve the quality of the organisations productions, to

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create and continuously maintain a strategic leverage against its competitors, to nurture creativity and innovation andto create and transfer knowledge.

The term knowledge has been shown to mean different things to different scholars. Nonaka and Takeuchi (1995) view knowledge as being invisible and inexpressible, very personal and difficult to make formal thus impossible to communicate or share. It is created and applied within the intuitive realm of individuals (Davenport &Prusak, 1998). According to Rasula, Vuksic and Stemberger (2012) accumulation of knowledge can either be internal or external and can also be accidental or intentional. Knowledge can also be accumulated through externalisation and internalisation. The term knowledge utilisation encompasses personal and collective knowledge. Knowledge sharing can also be both systematic and unsystematic. There is an ethical responsibility on all individuals in the organisation to pass the knowledge they possess to others for the benefit of the organisation as a whole. The possession of knowledge describes knowledge as a personal or collective identity and points at specific or broad sources in an organisation.

1.2.1 Knowledge

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.According to them it is crucial that differences between data, information and knowledge are laid out. This is crucial as it will assist one to understand the notion of Knowledge and KM. Data is raw facts that produce information once processed. Knowledge is perceived as meaningful information which can only be gained through experience, reasoning, intuition and learning. In organisations it is contained in documents or repositories, routines, processes and procedures, practices and norms (Cong &Pandya, 2003; Davenport &Prusak, 1998).

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

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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 knowledgeis 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:

Tacit 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.

Tacit knowledge is subjective and difficult to make formal and is obtained from individual experiences. It is not easy to codify or transfer it 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)

Explicit Knowledge

This class of knowledge is made up of knowledge that is readily articulated, transmitted

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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 transfered with ease; it is specific, formally laid out and documented (Awad&Ghaziri, 2007).

Although these two forms of knowledge are different and each is the exact opposite of the other, they must coexist. Whereas tacit knowledge is independently possessed by individuals, explicit knowledge cannot exist on its own because it must be tacitly understood and applied in the organisation (Polanyi, 1969).

1.2.2 Knowledge Management

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 KM has been identified as a crucial strategic tool in the Public Sector. They go ahead to indicate that its success however depends on the efficient and effective capture, transfer and application of the knowledge.

There is no consensus in defining KM and this explains why there is no uniformity in the application of KM in institutions. KM is 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 is also 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 ofknowledge so as to create a conducive environment for competing and generally improving itself (World Bank, 2012; Yao, Kam& Chan, 2007).

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KM is a concept in which an organisation consciously gathers, organises, shares and analyses knowledge (Wamitu, 2015). It has also been described as a formalized, integrated approach to identifying and managing organisations' knowledge assets. Cong and Pandya (2003) however indicate that KM does not have to be formal. Organisations, albeit unknowingly engage in KM to make decisions, produce goods and offer services. KM is meant for the good of the firm and helps organisations achieve their goals.

Unlike the private sector where goods and capital are crucial for the organisation, the public sector organisation revolves around service provision and human capital therefore knowledge is very important. According to Zarutskie (2010) as quoted by Gakenia (2015) human capital is assessed through knowledge, experience, skills and ability. Wiig (2000) asserts that KM plays an important role in Public Administration as it helps build intellectual capital which is used to make decision making and situation handling better. Although there isn't direct competition in the Public sector like in the private sector, government agencies face competition at the international level from other government agencies and especially with respect to foreign investment and nationally where competition is faced following the decentralization process (Cong & Pandya, 2003). This study focused on the effect of KM practices on Organizational performance at the MOLPP.

1.2.3 Knowledge Management Practices

According to Albers (2009) these can be defined as the process flow or cycle of knowledge. In describing this process, different authors have come up with different components for KM practices. Darroch (2003) identifies Knowledge creation and acquisition, knowledge dissemination and responsiveness to knowledge as the core components of KM practices. Thomas, Sussman and Henderson (2001) identify four stages of KM 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, knowledge repository, knowledge sharing and

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knowledge evaluation and interpretation on the performance of MOLPP.

1.3 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 km2 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 MOLPP.

The MOLPP is mandated with the responsibility of ensuring efficient administration and sustainable management of the land resource in the country. To achieve this it formulates and implements land policy, undertakes physical planning in the country, registerstransactions relating to land, undertakes surveying of land, land adjudication and settlement and valuation of land and administration of both public and community land (Ministry of Lands, 2009)

1.4 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 MOLPP 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 MOLPP. The paper based system which has been in use for decades has generated millions of paper records thus undermining efficiency and

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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.

KM involves a valuable process which when properly implemented can ensure the growth of the organisation, retention of the market share, improvement in the quality of products and services, creation and sustenance of a strategic competitive advantage, nurture creativity and innovation among others (Cheruiyot*et al*., 2012). This study sought to evaluate the effect of Knowledge acquisition, Knowledge repository, Knowledge sharing and Knowledge evaluation and interpretation on the Organisational Performance of the MOLPP.

1.5 Study Objectives

1.5.1 Main Objective of the Study

The main objective of this study was to assess the effect of KM practices on organizational performance at the MOLPP.

1.5.2 Specific Objectives

i. To determine the effect of knowledge acquisition on organizational performance at the MOLPP.
ii. To determine the effect of knowledge repository on organizational performance at the MOLPP.
iii. To assess the effect of knowledge sharing on organizational performance at the MOLPP.
iv. To assess the effect of knowledge evaluation on organizational performance at the MOLPP.

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1.6Research Questions

This study was guided by the following research questions:

i. What is the effect of knowledge acquisition on organizational performance at the MOLPP?
ii. What is the effect of knowledge repository on organizational performance at the MOLPP?
iii. What is the effect of knowledge sharing on organizational performance at the MOLPP?
iv. What is the effect of knowledge evaluation on organizational performance at the MOLPP?

1.7 Scope of the Study

This study focused on KM practices at the MOLPP with a view of assessing their effect on the performance of the organization which is a public institution. The study focused on knowledge acquisition, creation, repository, sharing and evaluation and interpretation. The sample was proportionally drawn from the different cadres of staff in the organisation.

1.8 Significance of the Study

This study is of interest to certain groups of people. The Government and Government Institutions could benefit from this study as it enlightens managers on how KM Practices affect the performance of organisations in the Public Sector. This study can be used by the Government for a comparative analysis of the KM practices with other Ministries and Government Institutions. Findings and recommendations can also be modified and applied to other Government Institutions, the Service Industry and other Not for Profit Organisations.

This study contributes to the global repository on KM Practices and it specifically adds value to the existing knowledge on whether KM Practices enrich Organisational performance. It will be from a public service in developing economies angle. This will be beneficial to Strategic Management Students.

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This study fosters a better understanding of KM for scholars and students of research. It is hoped that the study will arouse the urge to do more research as it forms the basis for further investigations and studies.

It is hoped that this research will help organisations in making an improvement in their performance and service delivery which will in turn benefit the citizenry through better products and services.

1.9 Limitations and Delimitations of the Study

The main challenge this researcher encountered was a low response rate to the survey because of confidentiality concerns and fear of victimisation. This was moderated by the researcher asking the respondents not to provide their names and assuring them that the study was only being carried out for academic reasons. Another challenge was accessing the respondents given the organisation setup. However, authority to carry out the study was obtained before it commenced.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter,the theories relevant to this study and the literature that was critically examined are discussed. The views of different authors on KM are given. This literature is critically evaluated and analysed.

2.2 Theoretical Review

Several theories have been considered and a few selected to guide the researcher in this study. The study will be guided by the Resource Based View (RBV) and the Knowledge Based View (KBV).

2.2.1 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. KM. (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.*, 2010) 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)

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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*etal*., 2010). The knowledge resources in the MOLPP 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 MOLPP.

2.2.2 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 inCurado, 2006) an important Knowledge Based View of the firm argument is that firms exist for the creation, transmission and transformationof 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.

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The KBV theory of the firm is applicable to this study becauseit provides a guideline on how knowledge intensive activities are to be utilised to help an organisation achieve its goals and objectives. MOLPP should acquire store, share and evaluate and interpret knowledge to enhance its performance.

2.3 Empirical Review

2.3.1 Organisational Performance

Organisational Performance is a measure of the accomplishments of a firms objectives (Daft, 2012).The Balanced Scorecard (Kaplan & Norton, 1996) indicates four perspectives of Organisational Performance which are financial performance, customer focus, internal business process and learning and growth. Maltz, Shehar and Reilly (2003) came up with the Dynamic Multi-dimensional Performance framework which contains five success measures for organisational performance which are financial measures, customer/market measures, process measures, people development measures, and preparing for the future measures. Tuan and Yoshi (2010) indicated that besides financial performance, customer centric performance, shareholder centred performance and employee centred performance are other dimensions for a firms performance. The Public Sector organisations like the MOLPP are not for profit organisations and financial performance would therefore not be a key indicator of performance. According to Carton (2004) an organisation's performance is measured by indicators of effectiveness, efficiency and environmental factors like production time, waste reduction and compliance with regulations.

According to Arora (2011) Public Sector KM aims to produce improved and consistent service quality, better accessibility to services and efficient service processes. KM 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). Lee and Choi (2003) in a study conducted on listed companies in Korea, found thatKM practices in an organisation aid in enhancing its performance. Elements of performance like operational quality, customer relationship and product leadership were improved by KM practices. Gold and Malhotra (2001) empirically modelled and uncovered key aspects

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of effective KM.This is achieved by employing an infrastructure made up of technology, structure, and culture together with an architecture of acquisition, conversion, application, and protection. A combination of these leads to successful KM.

2.3.2 Knowledge Acquisition

Knowledge acquisition is the organisations ability to recognise, obtain and amass knowledge (Tubigi, Alshawi&Alalwany, 2013). The knowledge so identified can be from internal and external sources to the organisation (Koh, Ryan &Prybutok, 2005). The acquisition of knowledge encompasses finding and capturing existing knowledge and also generating new knowledge (Idris, Bhadmus&Kabir, 2017). Knowledge is acquired internally through mentorship programmes within the organisation and externally through education and knowledge obtained from previous employers. The knowledge which new employees bring to the organization, can be converted for the benefit of the organization. Knowledge can be acquired from different sources and it does not matter how it is obtained (Koh*et al*., 2005). Hsu, Lawson and Liang (2007) as quoted by Kangogo and Gachunga (2015) argue that the internet has brought about a transition from the traditional way of carrying on business to a more informed knowledge era which is enabled by the grand and abundant information available in the internet. Modes of communication provide the supporting environment to enhance the knowledge acquisition process. According to Kangogo and Gachunga (2015) knowledge is acquired through education, seminars, workshops, conferences, on the job trainings and mentoring programmes.

Several elements have to be present for an organisation to acquire knowledge externally. There has to be the external source of knowledge; the organisation has to recognise, assess and appreciate the value of the knowledge thereby creating a need for it and there has to be continuous interaction and willingness to share the information by all concerned parties. To sum it up there has to be an efficient knowledge exchange and transfer system (Yli-Renko, Autio&Sapienza, 2001)

2.3.3 Knowledge Repository

Knowledge storage/repository is how filtered knowledge is classified, organised and added into an Organisations memory (Cong & Pandya, 2003). It is a means of providing a

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collective store for knowledge repository like an archive for files. The storage of knowledge entails both manual storage and storage that is aided by IT tools. Stored knowledge should be easy to retrieve and made available for use by the individuals in the Organisation.

Knowledge storage and codification is important for its efficient use and re-use. It means that the knowledge is available when needed. This is helpful in ensuring that the knowledge in question belongs to the organization rather than the initial knower (Nemati, 2002). Knowledge repository is important for the preservation of knowledge. Mosoti and Masheka (2010) indicate that unless knowledge is captured and stored, people leaving the organisation take with them valuable knowledge. Knowledge repository, besides creating an organisations' storage for explicit knowledge, improves the knowledge sharing capability of the organisation (Lai & Chu, 2000). Wahid *et al.* (2010) argue that the knowledge stored in archives and databases should be clearly indexed and mapped to ensure easy reference and retrieval.

Before knowledge is put into the organisations repository, it is important to have it verified. Knowledge verification is the process of taking the information through a series of tests and assessments so that errors and falsehoods can be removed. This will ensure that the information is correct, reliable and valid and therefore worth of being put into the organisations repository (Alharawi, Talet, Alryalat&Hadi, 2008). It is also important to organise the knowledge well during its storage so as to make its retrieval easy and fast. This can be achieved through coding it. The captured knowledge can then be organised and stored in the repository in use in the organisation. (Gichuhi, 2014)

2.3.4 Knowledge Sharing

Knowledge sharing is an exercise by which knowledge is classified and retrieved from an Organisation memory and made available for the Knowledge users in the Organisation (Cong & Pandya, 2003). It is the ability and willingness to distribute knowledge that is possessed. Cummings and Teng (2003) suggest that successful knowledge sharing is dependent on the level of involvement of the parties. The greater the involvement of the parties, the more likely it is that the recipient will be able to internalise the knowledge. Knowledge transfer and sharing is a continuous learning processes and not a mere

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communication processes. Ideas for development and innovation that have succeeded in one organisation need to be made applicable in the recipient organisations for them to be successfully implemented (Cummings &Teng, 2003).

When knowledge is shared in the organization, it is distributed in the organisation and benefits the organisation more. Knowledge is the only organisation asset which appreciates when shared. This is because sharing amplifies it and modifies it positively to benefit the organisation (Alfolayan, White & Mason-Jones, 2016). Knowledge sharing can be done formally or informally. Formal sharing is done through official channels in the organisation like meetings while informal sharing takes place without any prior arrangements for instance during tea breaks. There is an implied ethical duty on the individuals who possess knowledge in the organisation to share it with other employees. However, deliberate management intervention can improve the sharing of knowledge in the organisation (Koh*et al*, 2005).

According to Cyr and Choo (2010) knowledge sharing is influenced by several factors which are the culture of the organisation, the attitudes of the people in the organisation towards knowledge sharing, the values the people in the organisation possess that could make them want to or not want to share knowledge and the technology available for knowledge sharing in the organisation. Individuals must have an inherent desire to share knowledge and they must also be capable of receiving and requesting knowledge possessed by others (Kamasak&Bulutlar, 2010). A major obstacle to the sharing of knowledge in the organisation is the absence of trust amongst employees (Fong & Choi, 2009). This implies that where there is an environment of trust amongst employees, knowledge will be freely shared.

It is important to bring together the intellectual resources in an organisation in form of knowledge and avail them to all the departments across the organisation. A sharing culture and the availability of technology are important in distributing knowledge throughout the organisation. The availability of technology in itself does not promote the sharing of knowledge but it is a combination of this together with structure and social processes that does. Social processes can be formal and controlled for instance meetings and could also be informal and haphazard for instance during tea breaks therefore it is important for

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Organisations to come up with strategies to encourage haphazard exchanges of knowledge (Davenport &Prusak, 1998).

2.3.5 Knowledge Evaluation and Interpretation

Knowledge evaluation is the process of assessingorganisational knowledge to see if it meets the objectives it was meant to. This process is also used to ascertain if any new knowledge was created (Lai & Chu, 2000). According to Cong and Pandya (2003) knowledge should be reviewed and updated periodically. This is so as to ensure that it remains relevant to the needs of the organisation. Stollberg*et al*. (2004) use the term Knowledge maintenance and indicate that the knowledge possessed by an organisation should be kept in an up-to-date condition. Knowledge should be validated and updated to ensure that it is current and relevant. Tubigi*et al*. (2013) acknowledge that different terms are used to refer to the same process. They use the term knowledge translation and indicate that it includes appraising and modifying the knowledge to convert it into a form that best suits a particular scenario and one that is understood by all involved. The KM process as a whole should be examined to identify areas of strength, weakness and areas that need improvement (Lai & Chu, 2000)

Once knowledge has been acquired, there is need to have it interpreted and evaluated so as to ensure it is properly understood throughout the organisation. Knowledge interpretation is the process in which an organizationanalyses knowledge that it has acquired with the intention of getting a better understanding and grasp of it (Flores, Escudero& Carrillo, 2013). Interpretation of information should be done both manually and electronically (Skerlavaj, Dimovski&Desouza, 2010). According to Wahid et al. (2010), the process of analysing existing knowledge should be continuous in order to identify any gaps that need filling. The interpretation of knowledge is affected by several factors which include; individual wealth of knowledge, modes and methods used for communication, learning and unlearning which means destroying and discarding irrelevant information (Jashapara, 2011).

In the MOLPP there is need to constantly appraise information in land records to ensure it remains relevant. For instance once a transfer and consequent change in ownership in land

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has been effected, it is important to update this information so that the proper position can be reflected. This will eradicate instances where fraudulent land owners and other fraudsters attempt to sell a single parcel more than once.

2.4 Summary of Empirical Review and Study Gaps

Table 2.1 below shows some of the studies on KM and organisational performance that were reviewed in this study.

Table 2.1: Research Gaps

Author	Year	Title	Main Findings	Gaps	How gaps were addressed
Kangogo and Gachunga	2015	Influence of KM Processes in enhancing service delivery in the Banking Sector in Kenya	Knowledge Acquisition and Knowledge Sharing enhanced service delivery in the Banking Sector in Kenya	Study confined to the banking sector. Study was also inclined on service delivery as an element of organisational performance and not on organisational performance in general.	Current study was carried out in MOLPP, a public Institution. The study looked at the effects of KM practices on the organisations performance as a whole.
Gichuhi	2014	Determinants of effective KM practices in selected university libraries in Nairobi and Kiambu	Practices were more for information management than KM. The identification, capture and acquisition of tacit knowledge was informal and unsystematic.	Used descriptive research design	This study used a mixed research design of cross-sectional and explanatory research designs
Author	**Year**	**Title**	**Main Findings**	**Gaps**	**How gaps were addressed**

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Ahmed, Fiaz&Shoaib	2016	Impact of KM Practices on Organizational Performance: an Empirical study of Banking Sector in Pakistan	KM activities knowledge acquisition, knowledge conversion, knowledge application and knowledge protection result in improved organizational performance	Study carried out in Pakistan Confined to the banking sector	Current study is on the effects of KM practices on the organisational performance of the MOLPP in Kenya
Mungai	2014	Tacit KM in Public Institutions in Kenya: A case of KIPPRA	Continued use of tacit knowledge ensures innovation and competitive advantage	Only looked at tacit knowledge Qualitative research method was used Interviews and observation were used to collect data The study employed the use of narratives for data presentation	This study looked at knowledge in general Used both Quantitative and Qualitative research methods Data collected through a questionnaire Used tables and figures in addition to narratives for data presentation
Rono	2011	KM practices by commercial banks in Kenya	Most banks had not put in place a formal KM strategy and they also did not havea special unit for KM	Looked at commercial banks in Kenya Descriptive survey design	This study was carried out in MOLPP a public Institution. It used a mixed research design of cross-sectional and explanatory research designs

Author	**Year**	**Title**	**Main Findings**	**Gaps**	**How gaps were addressed**
Cheruiyot, Jagongo& Owino	2012	Institutionalization of KM in manufacturing enterprises in Kenya: A case of selected enterprises	That although organizational practices and information technologies are equally important, when a comprehensive view is taken in institutionalizati	Study carried out in the manufacturing industry Cross-sectional descriptive survey design used Stratified random sampling used.	This study was carried out in MOLPP a public Institution. It used a mixed research design of cross-sectional and explanatory research designs. Used proportionate stratified sampling to ensure proportionate representation for the different strata

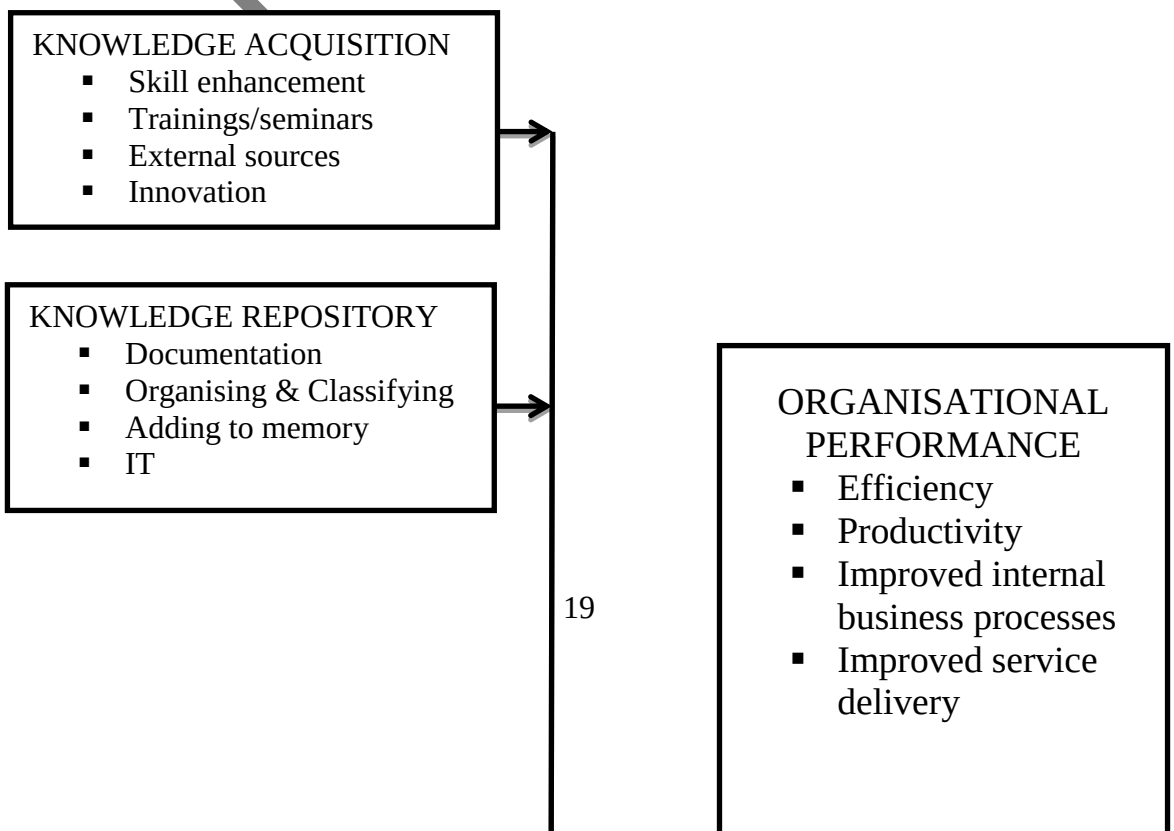
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	on of KM, organizational practices are considered first and information technology infrastructures second.

2.5 Conceptual Framework

A Conceptual Framework is a diagrammatic representation of the variables adopted in a study in order to attain the research objectives (Mugenda and Mugenda, 2003. In this study the researcher used the independent variables knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation. These were relied on so as to determine their effect on the dependent variable organisational performance. The model that conceptualised the relationship between the independent variables and the dependent variable is shown in figure 2.1 below.

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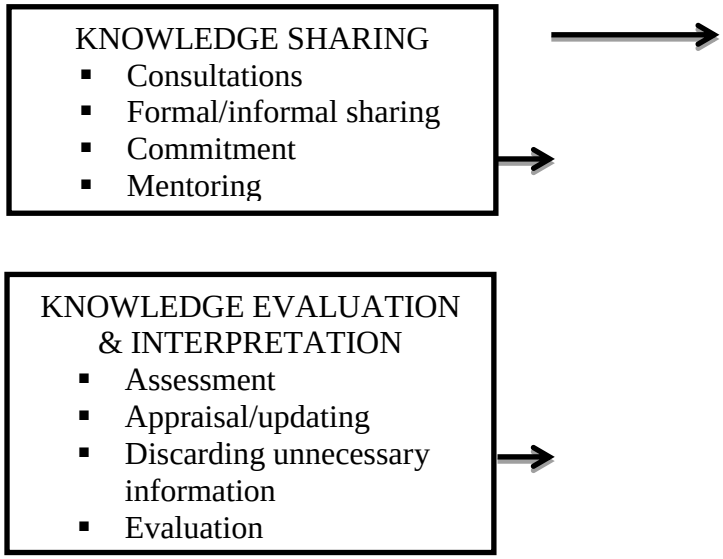


Figure 2.1: Conceptual Framework

Source: Author (2017)

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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.

Knowledge sharing entails the classification and retrieval of Knowledge from the organisation memory, the willingness on the part of the parties to transmit the knowledge,

the commitment and involvement of all parties concerned, communities of practice and buddy training and technology which is important because it facilitates the transfer (Cyr &Choo, 2010)

Knowledge evaluation and interpretation is measured by frequent assessment and appraisal of the knowledge, unlearning or discarding of unuseful information and technology which facilitates the evaluation and interpretation (Jashapara, 2011)

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.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, a description of the methodology used to achieve the specific objectives is given.Kothari (2004) observes that methodology in research means a systematic, theoretical analysis of the processes and procedures applied to a field of study. Concepts such as research design, the study population, sample size determination and technique, data collectinginstrument and procedure,data analysisand ethical considerations in the study will be discussed.

3.2 Research Design

This research used a mixed research design of explanatory and cross-sectionalresearch designs. Explanatory research design seeks to establish causal relationships between the study variables. It seeks to establish why and how there is a correlation between variables (Ranjit, 2005). A cross-sectional design is important in obtaining an overall 'picture' as it stands and establishing a phenomenon as it is at the time of the study (Ranjit, 2005). Cross-sectional design allows for data collection in an economical way (Saunders, Lewis &Thornhill, 2009)

3.3 Study Population

The population for this research were employees from the MOLPP, Headquarters, who are 1345 in number. They were identified becausethey are the people who had the direct responsibility of executing the daily activities of the organisation. They are tasked with the responsibility of bringing the objectives of the Organisation to fruition. They are possessed of the knowledge that is necessary to achieve this and it was felt that only they could make an invaluable contribution to this study.

3.4 Sample Size Determination and Technique

According to Mugenda and Mugenda (2003) a sample size of at least 10% of the study population is considered to be illustrative of the population. The target population in this

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research comprised 1345 employees and the sample derived from this was 135 employees who are 10% of the target population.

Stratified sampling procedure was employed. According to Wanjohi (2014) stratified sampling procedure is the most effective method when one wants to get a representative sample because it enables the researcher to attain higher levels of sampling precision. Proportionate stratified sampling was employed in obtaining a total sample of employees from the various levels to participate in the research. Table 3.1 below gives a detailed account of the sample size per category. Employees in the different strata have different responsibilities and perform different duties. Top level management is responsible for controlling and overseeing the whole organisation and making policy decisions. Middle level managers are responsible for executing organisation plans in line with the organisations goals objectives and policies. Low level managers are in charge of controlling and directing activities in the organisation. They provide guidance to those in lower levels and inspire them to perform better. They have been stratified to ensure effective representation.

Table 3.1: Categories of Employees

Category	Number	Sample Size
Top Level Managers	8	1
Middle Level Managers	150	15
Lower Level Managers	187	19
Other Staff	1000	100
Total	**1345**	**135**

Source: MOLPP (2017)

3.5 Data Collection Instrument

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The tool used for gathering data in this research was questionnaire. A questionnaire is a document that contains queries which the respondents have to answer. This instrument was selected because of its potential to reach many respondents at the same time, respondents are given sufficient time to fill in their answers and also because it offers a sense of confidentiality for the respondents.

The questionnaire was made up of two parts. The first comprised six demographic items which were gender, age, level of education, department, job designation and length of service. The second part comprised four close ended questions which were measured with a 5 point likert scale and one open ended question for each of the variables.The questionnaires were self-administered. They were distributed to the respondents and a period of one week given before they were collected back.

3.5.1 Validity

Validity is an attribute of measurement that assesses if a test gauges what it was intended to gauge. Any variances in the measurement tool are reflective of real variances in the respondents (Cooper & Schindler, 2003).

Content validity was ensured by carrying out a pilot study with 10 respondents to test if there were challenges in understanding the elements of the questionnaire and to assess the time that would be used in filling it up with a view of getting an indication of how the instrument would fare in the field. The result indicated that the greater part of the questionnaire was easy to understand as it was returned within the stipulated time with most of the questions answered. From the responses for some of the questions, some terms were found to be ambiguous. Amendments were made accordingly to remove the ambiguous terms.

Construct validity was used to assess the extent to which the results from the use of a measure fit the theoretical concept in which the test is based. This was ensured by reviewing other related literature which was used as a guide to come up with the data collection instrument. The research instrument was given to two research supervisors who checked the content coverage based on the study parameters with the aim of validating the instrument.

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3.5.2 Reliability

Reliability means the consistency, stability and dependability of data collected (Cooper & Schindler, 2008). Reliability was computed with the help of SPSS using Cronbach's alpha and presented in Table 3.2 below.

Table 3.2 Reliability Test

Factors	Number of items	Cronbach's Alpha	Comment
Organisational performance	4	0.869	Reliable
Knowledge acquisition	4	0.808	Reliable
Knowledge repository	4	0.604	Reliable
Knowledge sharing	4	0.682	Reliable
Knowledge evaluation and interpretation	4	0.527	Reliable
Overall	20	0.906	Reliable

Source: Pilot data (2017)

Organisational performance had a reliability of 0.869, knowledge acquisition 0.808, knowledge repository 0.604, knowledge sharing 0.682 and knowledge evaluation and interpretation 0.527. Overall, the variables attained an alpha of 0.906. According to Cooper & Schindler (2010) Cronbach's alpha of 0.5 is acceptable meaning the questionnaire was highly reliable.

3.6 Data Collection Procedure

This research depended on primary data that was obtained using semi-structured questionnaires. The choice of questionnaires as a tool was based on the fact that questionnaires are easy to understand and use for the respondents (Burns and Ryman, 2008). They also offer a high rate of response as it is less tasking than other tools such as focus groups, respondents are also able to fill them in at their own convenience. A 5-point likert scale was utilised that consisted an array of choices from strongly agree to strongly disagree. This ensured that the most accurate responses were captured. The questionnaire was divided into two main segments. The first part of the questionnaire

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sought to obtain general information about respondents. The second part consisted of questions based on the variables.

3.7 Data Analysisand Presentation

The analysis of data is a process that involves the scrutinizing, cleaning, inspecting, modelling and transforming of collected data with the objective of identifying helpful information (Cooper and Schindler, 2008). Both quantitative and qualitative data was collected for analysis in this research.

The quantitative data collected in this research was categorized according to variables from each question in the questionnaire. It was then taken through the process of data cleaning where ambiguous and unclear elements were removed. The collected data was then edited and coded where it was assigned numerals translating it into values suitable for entry into and compatible with the Statistical Package for Social Sciences (SPSS) version 21. SPSS was then used for data analysis. The core purpose of the data analysis was to consolidate observations in a manner that made it possible to deduce solutions to the research questions. Tables and figures were used to summarise the coded data. The data was summarised to enhance presentation using descriptive statistics specifically percentages, mean and standard deviation which were generated using computer packages SPSS version 21.

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:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where Y= Enhancing organisational Performance in the MOLPP, Kenya;

β_0 = Constant Term;

β_1, β_2, β_3, β_4= Beta coefficients;

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X_1= Knowledge acquisition; X_2= Knowledge repository; X_3= Knowledge sharing and X_4= Knowledge evaluation and interpretation

And ε = Error term.

In analysing quantitative data, content analysis was used. The researcher went through the responses from the respondents and summarised them using Microsoft Word. Key words and phrases were then identified. The data was then grouped into categories based on the key terms identified. The collated data was then further scrutinised by focusing on similarities and differences in the responses. Similar data categories were then brought together to establish broader categories. The information obtained was interpreted through assembling it together into a narrative form to convey the findings as per the research questions.

3.8 Ethical Considerations

Ethical considerations in research mean a code of conduct observed by researchers or that guides them in the research process to ensure that respondents and participants are not put in any kind of harm or disadvantaged in any way. This is achieved through anticipating potential harm and working to eliminate it (Creswell, 2009; Mugenda&Mugenda, 1999)

In this study, the rights of the respondents were upheld. This was done through ensuring that they participate voluntarily in the study. The researcher introduced the research and the purpose for which the study was carried out was explained leaving the respondents to decide whether or not to participate. The consent of the respondents was also sought before they participated. According to Trochim (2006) participants in a research should be informed what the study is about in order for them to decide whether or not to participate in it.

The researcher also assured the respondents of confidentiality during the whole process. This was achieved by promising them that any information obtained from them would be used only for academic reasons. The principle of anonymity was adhered to through ensuring that the respondents remain unknown and unidentified throughout the study. This was achieved through ensuring that the respondents did not provide their names in the questionnaire and no information of a personal nature was enquired.

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The researcher also ensured that integrity was upheld throughout the research process through ensuring that credit was not taken for the work of others. Other authors were acknowledged whenever the researcher borrowed from their work in the references section.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter, the findings of the study based on the study objectives are presented. First, an analysis of the response rate and the demographic characteristics of the respondents is made. The study variables are then discussed in turn and analysed. The data collected was quantitatively and qualitatively analysed and presented.

4.2 Descriptive Statistics

4.2.1 Response Rate

Table 4.1 below presents the response rate for the study.

Table 4.1: Response Rate

	Target	**Responses**	**Response rate**
Top level managers	1	1	100%
Middle level managers	15	11	73.3%
Lower level managers	19	18	94.7%
Other staff	100	66	66%
Total	**135**	**96**	**71.1%**

Source: Survey data, 2017

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 71.1percent in this study was adequate for drawing conclusions on the study objectives.

4.2.2 Demographic Characteristics of the Respondents

The researcher sought to find out some peculiar characteristics about the respondents which were important for the study. The gender of the respondents, their age, their level of education, the department in which they work and the time they have worked in the MOLPP were enquired. Table 4.2below presents the findings of these demographic characteristics.

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Table 4.2: Demographic Characteristics

		Frequency	Percentage
Gender	Male	60	62.5
	Female	36	37.5
	Total	**96**	**100**
Age bracket	18-30	11	11.5
	31-40	49	51.0
	41-50	30	31.3
	Above 50	6	6.3
	Total	**96**	**100**
Level of Education	High school	9	9.4
	Diploma	41	42.7
	Bachelors	28	29.2
	Postgraduate	18	18.8
	Total	**96**	**100**
Department	Physical planning	7	7.3
	Survey	37	38.5
	Valuation	9	9.4
	Land administration	19	19.8
	Land registration	24	25.0
	Total	**96**	**100**
Length of service	Less than 5	17	17.7
	5-10	49	51.0
	10-15	15	15.6
	15-20	8	8.3
	Above 20	7	7.3
	Total	**96**	**100**

Source: Survey data, 2017

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The first demographic factor analysed responses on the gender of the respondents. This information was relevant to the study as it enabled the researcher to ascertain whether a respondent was male or female. It was also important as it gave an overall picture of the gender representation in the MOLPP. The findings revealed that 62.5% of the total respondents were male whereas 37.5% were female. The study findings might therefore be biased towards the male gender.

The second demographic factor analysed the ages of the respondents. The researcher enquired about the ages of the respondents by use of age brackets. The findings revealed that 11.5% of the people who responded were between the ages of 18 and 30 years, 51.0% were between 31 and 40 years, 31.3% were between 41 and 50 years of age while the remaining 6.3 % were over fifty years of age. These results indicate that the majority of the employees at MOLPP are between thirty and forty years of age. This age bracket consists of middle aged people who have a longer work life and signifies a future for the organisation because they are able to carry the vision of the organisation further for a longer period.

In demographic factor 3, the researcher enquired on the educational qualifications of those who responded to the questionnaire. This information was important as it enabled the researcher ascertain whether the respondents and by extension the employees of the MOLPP were educated or illiterate. The findings on academic qualifications are presented in table 4.2 above. They reveal that 9.4% of the respondents have a high school certificate; 42.7% have a diploma, 29.2% have an undergraduate Degree and 18.8% possess post graduate qualifications. The findings reveal that most of the respondents in the study are moderately educated and were therefore in a position to comprehend and make informed choices in responding to the items in the questionnaire.

Demographic factor 4 examined departmental representation of the respondents. The information is important as it allowed the researcher to establish whether the sample was representative of the target population. Data on departmental representation is statistically shown in table 4.2 above. 7.3 % of the respondents were from the department of physical planning; 38.5% were from the survey department, 9.4% from the valuation department,

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19.8% from the land administration department and 25.0% from the land registration department. The findings indicate that although some departments had more representation than others and therefore the findings might be biased towards them, the sample sufficiently represents the target population because there were responses from all the targeted departments.

The researcher enquired as to the length of time the respondents had worked for MOLPP. This was to determine the extent to which the respondents are knowledgeable about the operations of the MOLPP and if they were in a position to give credible information. The results revealed that 17.7% of the respondents have worked with the MOLPP for less than 5 years, 51.0% for between 5-10 years,15.6% for between 10-15 years,8.3% for between 15-20 years and 7.3% for over 20 years. According to the findings, the category that had the highest number of respondents was the one that had worked for MOLPP for between five and ten years comprising 51percent of the sample. Most of the respondents have worked for the MOLPP for more than 5 years with the exception of 17.7percent who had worked for less than five years. From the information gathered it was evident that the respondents were capable of assessing and giving credible information relating to the effect of KM practices on the performance of the MOLPP.

4.3Organizational 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 4.3 below.

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Table 4.3: 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 table 4.3 above show that on average efficiency, individual productivity, internal business processes and ability to serve customers have 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 KM 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.

4.4Knowledge 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 are shown in Table 4.4 below.

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Table 4.4: 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 MOLPP encourages people to learn from experience and be innovative in the performance of their duties. The results in table 4.4 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 MOLPP 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 MOLPP. These results are similar to those inKangogo and Gachunga (2015) where it was found

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that knowledge acquisition is an important factor that enhances service delivery. This study was carried out in the Kenyan banking sector.

4.5Knowledge 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 are tabulated and shown in Table 4.6 below.

Table4.5: 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 table 4.5 above show an overall mean of 4.1953 which shows that there is in place a good knowledge storage system in the organisation.

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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 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 KM practices as it determines how knowledge is obtained, stored, distributed and used.

4.6Knowledge Sharing

The researcher queried the respondents on the sharing 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 are tabulated andshown in Table 4.6 below.

Table4.6Knowledge Sharing

	Mean	Std. Deviation
We consult each other and ask for each other's opinions in the performance of our duties	4.4688	.80725
In my Organisation, information is shared between departments	4.3750	.89736
In my Organisation, we share knowledge at formal and informal meetings e.g. tea break, lunch etc.	3.6458	1.12371
I consider the knowledge I possess as an organizational as opposed to a personal asset	3.6250	1.28350
Knowledge sharing	**4.0286**	**.74769**

Source: Survey data, 2017

Findings on knowledge sharing show respondents agreed that they consult and ask for each other's opinion in the performance of their duties (mean=4.4688), they also agreed

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that information is shared between departments (mean=4.3750). The respondents were however neutral when asked if information is shared at formal and informal meetings (mean=3.6458) and they also remained neutral when asked if they consider the knowledge they possess as an organisation as opposed to individual asset (mean=3.6250).Generally findings on knowledge sharing was (mean=4.0286) which signifies that knowledge sharing enhances the performance of the MOLPP. This is in tandem with Kangogo and Gachunga (2015) where it was found that knowledge sharing is an important element which enhanced service delivery in organisations. The study was carried out in the banking industry in Kenya.

4.7Knowledge Evaluation and Interpretation

The researcher queried the respondents on the evaluation and interpretation 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 are shown in Table 4.7 below.

Table 4.7 Knowledge Evaluation and Interpretation

	Mean	**Std. Deviation**
We discard information that is no longer needed in my department	3.5521	1.05501
We update the information and knowledge within the department from time to time	4.2604	.90896
We critically examine new knowledge to make sense out of it before applying it for instance Acts of Parliament	4.1250	.88556
We apply different information and knowledge to different situations as opposed to applying it uniformly in all situations	3.8438	1.10813
Knowledge evaluation and interpretation	**3.5911**	**.63154**

Source: Survey data, 2017

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Knowledge evaluation and interpretation at the MOLPP was interrogated from the respondents. The respondents were neutralon the issue whether information that is no longer needed in the organisation was discarded (mean=3.5521) although they agreed that information from the various departments was updated from time to time (mean=4.2604). These findings are in tandem withStollberg*et al.*, (2004) who found that a problem arises when the change i.e. the update or deletion might lead to an inconsistency that could affect the functionality of the system. The respondents agreed that new knowledge such as Acts of Parliament is critically examined to make sense out of it before it is applied and put to use in the MOLPP (mean=4.1250). The respondents were neutral when an enquiry was made as to whether they apply different information and knowledge to different situations as opposed to applying it uniformly in all situations (mean=3.8438). Generally knowledge evaluation and interpretation was neutral at (mean=3.5911).

4.8Multiple Regression

A Multiple linear regression model was employed to give a forecast of organisational performance. The forecast was donebased on the effect of the independent variables; Knowledge acquisition, Knowledge repository, Knowledge sharing and Knowledge evaluation and interpretation 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 anovamodel and the regression coefficients model as shown in tables 4.8, 4.9 and 4.10 below.

Table4.8:ModelSummary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.785[a]	0.616	0.599	0.4745

a. Predictors: (Constant), Knowledge evaluation, Knowledge repository, Knowledge acquisition, Knowledge sharing

b. Dependent Variable: Organizational performance

Source:(SurveyData,2017)

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The summary model (table 4.8) shows a positive linear relationship between knowledge management practices and the organisations performance (R=0.785). The findings for adjusted R^2 of 0.599 means that 59.9 per cent variance in the performance of the MOLPP can be attributed to the knowledge management practices that are the independent variables in the study while the remaining 40.1 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.

Table4.9:AnovaModel

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.876	4	8.219	36.504	0.000[a]
	Residual	20.489	91	0.225		
	Total	53.365	95			

a. Predictors: (Constant), Knowledge evaluation, Knowledge repository, Knowledge acquisition, Knowledge sharing

b. Dependent Variable: Organizational performance

Source:(SurveyData,2017)

The ANOVA model in table 4.9 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 36.504 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, knowledge repository, knowledge sharing and knowledge evaluation and interpretation affect the performance of the MOLPP.

Table 4.10 Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.363	0.347		1.045	0.299

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Knowledge acquisition	0.276	0.076	0.294	3.641	0.000
Knowledge repository	0.175	0.095	0.167	1.852	0.047
Knowledge sharing	0.365	0.098	0.364	3.738	0.000
Knowledge evaluation	0.167	0.090	0.141	1.863	0.066

a. Dependent Variable: Organizational performance

Source:(SurveyData,2017)

The model for the study was:

$Y= 0.363 + 0.276X_1 + 0.175X_2 + 0.365X_3 + 0.167X_4$

This equation has shown that taking all other factors into consideration (knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation) constant at zero, the performance of the MOLPP was 0.363. The findings reveal that all the other independent variables remaining at zero, a unit increase in knowledge acquisition would lead to a 0.276 increase in the scores of the performance of the MOLPP and a unit increase in knowledge repository would result in a 0.175 increase in the performance of the MOLPP. Likewise, a unit increase in knowledge sharing would consequently mean a 0.365 increase in the performance of the MOLPP and a unit increase in knowledge evaluation and interpretation would result in a 0.167 increase in the performance of the MOLPP. Knowledge sharing possessed the biggest influence on the performance of the organization followed by knowledge acquisition. Knowledge repository came in next while knowledge evaluation and interpretation had the least effect on the performance of the MOLPP. As regards the significance of the variables which was tested at 5% significance level and 95% level of confidence, knowledge acquisition and knowledge sharing were significant (p=0.000),knowledge repository was also significant (p=0.047) while knowledge evaluation and interpretation was not significant (p=0.066). Earl (2011) which set out to propose taxonomy of strategies for KM found that a knowledge infrastructure which includes structure, culture and technology together with

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knowledge processes/practices are necessary organizational capabilities and must exist for effective KM to take place.

4.9 Qualitative Data Analysis

In analysing qualitative data that was collected in the study, the researcher first identified key words and phrases used by the respondents. The key words and phrases were then used to arrive at themes which are presented in table 4.11 below.

Table 4.11: Qualitative Analysis

Statements by Respondents	Theme
Knowledge is acquired through trainings, seminars and furthering of education	Training
Knowledge is acquired through mentorship and interactions with experienced staff	Mentorship
Staff interactions and teamwork	Teamwork
Knowledge is shared in meetings and formal events	Meetings and formal interactions
Knowledge evaluation is done through appraisal and updating of records	Updating of records
Knowledge is stored manually and in computers/servers Improving data storage	Information Technology

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4.9.1 Training

Most of the respondents were of the opinion that training played a big part in enhancing the performance of the MOLPP. This is because it was indicated as one of the forms through which knowledge was acquired. It was also indicated by most of the respondents as one of the avenues through which knowledge is shared in the organisation. Some of the respondents however indicated that furthering of studies was through personal initiative

and there was little support if any offered by the organisation. Training took the form of induction of new employees, on-the-job training, education, seminars and workshops that were held from time to time. These findings are in agreement with Kangogo and Gachunga (2015). Rono (2011) hailed on-the-job training as the most relevant mode of sharing and distributing knowledge.Rukungu (2015) indicated that training significantly improves employee performance and especially where the employees contribute in the decision making process in the organisation.

4.9.2 Mentorship

The respondents indicated that knowledge is acquired and shared in the organisation through formal and informal mentoring practices where new and less experienced staff are attached to more experienced and knowledgeable staff who guide them in their daily assignments. This was a view that was held by most of the respondents who felt that mentorship enhanced the performance of the organisation. These findings are in tandem with Mpofu (2011) which focused on KM practices in Malawi.The study established that mentoring practices and apprenticeships encouraged experienced staff to pass knowledge to new, amateur and less experienced employees and worked in enhancing the performance of the organisation. This is so especially with respect to tacit knowledge which is individualistic in nature and impossible to remove from the minds of its possessors. Mentorship programmes create an environment of trust and enables knowledge to be passed down to the less knowledgeable staff.

4.9.3 Teamwork

This was indicated as one of the means through which knowledge was acquired in the organisation. It was also highlighted as an avenue for knowledge sharing and distribution in the MOLPP. The respondents also used terms such as formal interactions and consultations with each other and with the bosses which the researcher inferred to mean teamwork. Rono (2011) found that teamwork was a leading mode of knowledge development. Phipps, Prieto and Ndinguri (2013) found that employee involvement through activities like team work and knowledge sharing promotes and enhances productivity.

4.9.4 Meetings and Formal Interactions

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Some of the respondents were of the opinion that in the organisation, knowledge was transferred and exchanged during formal interaction sessions like meetings. Others also indicated that memos and circulars were used to pass on work related information from their superiors. This denoted a top down form of information passing which is characteristic of bureaucratic organisations such as the MOLPP. These findings were consistent with Wamitu (2015) where it was found that in the Public sector, a conducive environment for knowledge sharing does not exist.

4.9.5 Updating of records

The respondents indicated that the records held by the organisation are updated from time to time. This is important as it will ensure that the information is current and therefore not misleading. Most of the respondents also indicated that the organisation does not discard information that is not relevant or that which is no longer necessary. Some respondents indicated that some information was destroyed especially records that related to fake and forged documents. This indicated a balance in trying to maintain every record but at the same time safeguarding the interests of landowners and the public. This is indicative of KM and is in agreement with Ahmed *et al*, (2015) who found that in the absence of KM, important information held by the organisation can be lost.

4.9.6 Information Technology

The respondents indicated that in the organisation, knowledge was stored both manually and through the use of Information Technology. It was also established that digitisation was ongoing and fourteen Land Registries had been digitised fully. Information technology was also used as a medium of communication for knowledge sharing within the organisation. This study concurred that Information Technology contributed in enhancing the organisationalperformance of the organisation (Rasula*et al*, 2012 ;Al-Qarioti, 2015)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

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In this chapter,a summary ofthe major findings of the study is given and the conclusionsarrived at explained.The contributions of the study to knowledge, the policy recommendations and areas for further research are also laid out.

5.2 Summary

Land is one of the factors of production and is critical for the economic, social and political development of a country. It is therefore important to ensure efficient and sustainable management of land as a natural resource. The MOLPP as the body charged with this responsibility can only achieve its mandate if it achieves and maintains optimal performance. This study sought to determine the effect of KM practices on the performance of the MOLPP. The specific objectives were to establish the effect of Knowledge acquisition on the organisational performance of the MOLPP, to establish the effect of Knowledge repository on the organisational performance of the MOLPP, to assess the effect of Knowledge sharing on the performance of the MOLPP and to assess the effect of Knowledge evaluation and interpretation on the performance of the MOLPP.

This was achieved through the adoption of descriptive and explanatory designs. Primary data was collected using a semi- structured questionnaire. Descriptive statistics such as percentages, mean and standard deviation were used to explain the characteristics of data. Inferential statistics specifically multiple regression was used to test the relationship between knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation and the performance of the MOLPP. Multiple regression was used to assess the effect of knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation on the organisations performance. The study indicated that there was an increase in efficiency in the organisation, individual productivity had improved, internal business processes and service to members of the public had also improved. These can all be attributed to KM practices in the organisation.

There were more male than female respondents in the study. The respondents were representative of the study population and it was therefore concluded that there were more men than women in the MOLPP. Most of the respondents were between the ages of 31 and 40 years. The study further established that most of the respondents were moderately educated. Undergraduate degree holders comprised the majority of the respondents followed by

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diploma holders confirming that there were moderate literacy levels amongst the employees in the MOLPP. Most of the respondents were from the survey department.

Findings on length of service affirmed that majority of respondents have worked with the MOLPP for between 5 and 10 years. This signifies that they have considerable experience in their respective positions and could be relied on to give credible information about the KM practices at the MOLPP and their effect on the organisations performance.

The first objective was to establish the effect of knowledge acquisition on organisational performance at the MOLPP. According to the study findings, a good extent of the knowledge the employees possess is acquired from external sources. The organisation also encourages its employees to learn from experience and be innovative in the performance of their duties.

The second objective aimed at determining the effect of knowledge repository on organisational performance at MOLPP. The respondents indicated that files were stored in manual files and also through IT tools. Although manual filing was more predominant, there was a transition from the traditional manual filing systems to IT and both systems of filing were in use. The respondents indicated that it was easy to retrieve documents and files indicating that there is a good filing system in the organisation.

The third objective sought to establish the effect of knowledge sharing on organisational performance at MOLPP. The study findings showed that knowledge is shared through the respondents consulting each other and asking for each other's opinions in the performance of their duties. There however are limits on the knowledge that is shared by the employees. This is clear from the fact that some of the respondents consider the knowledge they possess as personal as opposed to organisational assets.

Objective four aimed at investigating the effect of knowledge evaluation and interpretation on the organisational performance of the MOLPP. The study findings reveal that information in the MOLPP is updated from time to time thereby ensuring that it is current and relevant. New knowledge is also critically examined before it is put to

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use in the MOLPP. The study also reveals that information that is no longer needed is not discarded. This could suggest an overload on the filing systems and a possible delay in the retrieval of information.

5.3 Conclusion

Optimal Organizational performance is the main goal for any organisation. In the current study, the researcher investigated how KM practices affected the organisational performance measured through efficiency, enhanced productivity, improved internal business processes and improved service delivery in the MOLPP. The following conclusions were arrived at following the findings of the study. With respect to the first objective which sought to establish the effect of knowledge acquisition on the performance of the MOLPP, it was found that knowledge acquisition was significant in enhancing the performance of the MOLPP. 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 MOLPP. The study established that in the MOLPP knowledge is stored in both manual form and through the use of IT tools. The MOLPP 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.

The third objective aimed at determining the effect of knowledge sharing on the performance of the MOLPP. The study found out that knowledge sharing was significant in enhancing the performance of the MOLPP. The organisation should therefore encourage its employees to share the knowledge they possess with each other. Experienced employees should especially be encouraged to pass on the tacit knowledge they hold so that it can benefit other employees and the organisation as a whole.

The study findings, with respect to the fourthobjective which sought to establish the effectof knowledge evaluation and interpretation on the performance of the MOLPP, reveal that knowledge evaluation and interpretation was significant in enhancing the performance of the MOLPP. In the organisation, information is updated from time to time

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thereby ensuring that it is current and relevant. New knowledge is also critically examined before it is put to use in the MOLPP. The study also reveals that information that is no longer needed is not discarded. This could suggest an overload on the filing systems and a possible delay in the retrieval of information. To enhance performance, the organisation should ensure that irrelevant and out-dated information is discarded or archived.

In general, the study findings indicate that knowledge acquisition, knowledge repository, knowledge sharing and knowledge evaluation and interpretation enhance the performance of organisations.

5.4 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 management should be committed in creating a strong and positive culture that will result in improved performance. They should encourage and promote an organisational culture which supports knowledge sharing among employees in the organisation in both formal and informal settings. This will ensure that employees do not view the knowledge they possess as personal tools but as organisational assets to benefit the organisation as a whole. This can be achieved through trainings team building sessions to bring about a change of mind and create a team mentality and to encourage organisational learning.

The study has revealed that employees are neutral as to whether they apply different information and knowledge to different situations as opposed to applying it uniformly to all situations. The MOLPP should encourage employees to look at various situations independently and take different courses of action taking the different situations into mind.

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It has been realised that KM practices play a big part in improving the performance of the MOLPP. The staff are the custodians of this knowledge and are therefore tasked with bringing the vision of the organisation to fruition. The researcher recommends that organisations should come up with a formulated reward system for sharing and distributing knowledge in the organisation. This will go a long way in removing the perception that knowledge possessed is a personal rather than organisational asset and willencouraging employees to pass on the knowledge they possess to other employees.

The top management needs to take advantage of technology in the KM 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 MOLPP 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 KM practices are a big factor in enhancing the performance of the MOLPP and to this end; the researcher recommends the creation of an office to take charge of KM. The role of the officer in charge of this office will be the formulation of KM strategy and handling KM operations. This will positively enhance the productivity, efficiency, internal business processes and customer service at the organisation.

This will positively enhance the performance of the organisation.

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5.5Recommendation for Further Research

The researcher recommends that a study be carried out in several organisations. Although this study has established that KM practices have a positive effect on organisational performance the study focused only on the MOLPP which is a Governmental Institution therefore it would be difficult to generalise the results to other 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. 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 KM practices on the organisation over a specified period of time.

It is also recommended that a comparative study with a private sector institution should be carried out. This will provide for a comparison between effects of KM practices on the performance of a Government institution against that of a private sector institution.

5.6 Contributions of the Study to Knowledge

This study focused on the effect of KM practices on the performance of the MOLPP which is a non-profit making Government institution. The institution is also mainly involved in the provision of services to the members of the public. This study will add to the global repository on knowledge management practices and performance of organisations. The research variables will especially be of help to other researchers and scholars as they will assist them identify the most influential variable to the performance of the MOLPP and by extension other similar organisations. The findings of this study would also be beneficial to the management of the MOLPP and will help in understanding knowledge management practices and how they influence the performance of the organisation. Previous studies on knowledge management practices and the performance of organisations have been carried out in other countries but this study has beendone in Kenya. The fact that this research was carried out in a Government institution means that the findings can be generalised to other Government institutions, to non-profit making organisations and also to organisations in the service industry.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

Ann W. Mararia,

P.O Box 1517-00217,

Limuru, Kenya.

cikumar@gmail.com

Dear Respondent,

I am a student of the St Pauls University pursuing a Master of Business Administration Degree in Strategic Management and Leadership. I am conducting academic research on Knowledge Management Practices and Performance of Ministry of Lands And Physical Planning In Kenya. I'm writing to invite you to participate in the research by filling in the questionnaire.

The questionnaire should take about 30 minutes to complete. Your participation is entirely voluntary and the questionnaire is completely anonymous.

I wish to assure you that the information you will provide will be treated with utmost confidentiality. Your ability to answer all the questions comprehensively and to the best of your knowledge will be highly appreciated. I look forward to your support.

Thank you.

Yours Sincerely,

Ann W. Mararia

Tel: 0722-283106

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APPENDIX 2: STUDY QUESTIONNAIRE

Please read the questions carefully and feel free to respond to them by selecting the option that best describes your opinion. This questionnaire is meant to assist the researcher collect views on the topic 'Knowledge Management Practices and Performance of the Ministry of Lands and Physical Planning'

SECTION A

INSTRUCTION : ***Tick The Most Appropriate Box In Each Question***

	SOCIO-DEMOGRAPHIC ATTRIBUTES	
1	**Gender**	**Male** **Female**
2	**Age**	**Below 30** **31-40** **41-50** **Above 50**
3	**Highest level of education**	**High School** **Diploma** **Bachelors** **Masters and PHD** **Others (Specify)**
4	**Department**	**Physical Planning** **Survey** **Valuation** **Land Administration** **Land Registration**
5	**Job Designation**	_____
6	**How long have you worked in the Ministry of Lands and Physical Planning?**	**Less than 5** **5-10** **10-15** **15-20** **Above 20**

SECTION B

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INSTRUCTION : Tick The Most Appropriate Box In Each Question

	ORGANISATIONAL PERFORMANCE					
	Scale of 1-5, With "1" Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and "5" Strongly Agree -Tick appropriately	**1**	**2**	**3**	**4**	**5**
7	**Knowledge Management as detailed above i.e. knowledge acquisition, storage, sharing and evaluation and interpretation, has helped improve efficiency in our organisation**					
8	**Knowledge Management has helped improve individual productivity**					
9	**Knowledge Management has helped improve internal business processes in our organisation**					
10	**Knowledge Management has helped us serve customers and members of the public better**					
11. In your opinion, what should be done, as regards Knowledge Management, to enhance performance in y department?_____						

	KNOWLEDGE ACQUISITION					
	Scale of 1-5, With "1" Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and "5" Strongly Agree -Tick	**1**	**2**	**3**	**4**	**5**

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	appropriately					
12	**Employee skill enhancement is encouraged and supported in my organization**					
13	**As employees we obtain a good extent of knowledge from external sources e.g. Acts of Parliament**					
14	**As employees we obtain work related knowledge from formal trainings and seminars**					
15	**My organization encourages people to learn from experience and be innovative in the performance of their duties**					

16. In your own words, describe how knowledge is acquired in your organisation_____

	KNOWLEDGE REPOSITORY					
	Scale of 1-5, With "1" Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and "5" Strongly Agree -Tick appropriately	**1**	**2**	**3**	**4**	**5**
17	**In our work we rely on previously documented knowledge**					
18	**In my department, it is easy to retrieve previous documents and files that we need**					
19	**In my department, documents are stored in manual files**					
20	**In my department, IT tools are used to store knowledge**					

21. How is information stored in your department?

_____

	KNOWLEDGE SHARING					
	Scale of 1-5, With "1" Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and "5" Strongly Agree -Tick appropriately	**1**	**2**	**3**	**4**	**5**

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22	**We consult each other and ask for each other's opinions in the performance of our duties**					
23	**In my Organisation, information is shared between departments**					
24	**In my Organisation, we share knowledge at formal and informal meetings e.g. tea break, lunch etc.**					
25	**I consider the knowledge I possess as an organizational as opposed to a personal asset**					
26. Describe ways in which knowledge is shared in your department_____						
	KNOWLEDGE EVALUATION AND INTERPRETATION					
	Scale of 1-5, With "1" Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and "5" Strongly Agree -Tick appropriately	**1**	**2**	**3**	**4**	**5**
27	**We discard information that is no longer needed in my department**					
28	**We update the information and knowledge within the department from time to time**					
29	**We critically examine new knowledge to make sense out of it before applying it for instance Acts of Parliament**					
30	**We apply different information and knowledge to different situations as opposed to applying it uniformly in all situations**					
31.	**In your own words, describe how knowledge evaluation is carried out in your department_____**					

THANK YOU

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