



INFLUENCE OF STRATEGIC KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF STATE CORPORATIONS IN MOMBASA COUNTY

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ABSTRACT

The study set to establish the influence of strategic knowledge management on organizational performance of state corporations in Mombasa County. The study was guided by both general and specific objective as follows: to determine the effect of strategic knowledge creation on organizational performance of state corporations in Mombasa County; to investigate the effect of strategic knowledge distribution on organizational performance of state corporations in Mombasa County; to evaluate the effect of strategic knowledge interpretation on organizational performance of state corporations in Mombasa County and to determine the effect of strategic knowledge implementation on organizational performance of state corporations in Mombasa County. To strengthen the conceptual framework, the study used the following theories: Resource based view theory; Knowledge based view theory and Strategic learning theory. The study target population was 219 and sample size was 141. This study adopted a cross-sectional research design. A modified Likert scale questionnaire was developed and divided into three parts. A pilot study was carried out to refine the instrument. The quality and consistency of the study will be further assessed using Cronbach's alpha. Data analysis was performed on a computer using Statistical Package for Social Science (SPSS Version 25) for Windows. Data was presented in form of means, standard deviation, percentages and tables. The study results showed that there was a positive correlation between the independent variables and the dependent variable organizational performance of state corporations in Mombasa County. From the regression results the study showed that three variables namely strategic knowledge creation, strategic knowledge interpretation and strategic knowledge implementation have a significant influence on organizational performance of state corporations in Mombasa County whereas the objective strategic knowledge distribution does not have an effect on organizational performance of state corporations in Mombasa County. The study concluded that strategic knowledge creation, strategic knowledge interpretation and strategic knowledge implementation have an effect on organizational performance of state corporations in Mombasa County. The study further, recommended that: The state corporations in Mombasa County to develop and adopt more solid knowledge acquisition initiatives. This would by far impact on human capital development in the organizations what further enhance the organizational performance; the state corporations in Mombasa County to consider doing knowledge mapping and to introduce cross-functional working relations between the employees of the organization to ensure knowledge acquired is converted and put into proper use; that state corporations in Mombasa County to consider introducing more formal channels of knowledge sharing within the organization and

across the departments such that the employees are able to freely use both new and existing knowledge to solve new or existing problems in the organization.

Key words: Strategic, organization, management, performance

1. INTRODUCTION

Globalization, rapid technological developments and dynamic business environment have contributed to uncertainty and unpredictability in all sectors which have emphasized the importance of the ability of an organization to adapt to unexpected changes. Therefore, dynamism is important for organizations to tailor their operations and their capability to cope with changes in the operating environment in order to enhance their effectiveness in business. Organizations with adaptability as one of their main characteristics can survive and prosper in today's environment. Beneficial impacts of dynamism are increasingly acknowledged and support that is more empirical emerges on the link between dynamic capabilities and firm effectiveness (Sharifi & Zhang, 2019). The aspect of viewing knowledge as a means to improve company's competitive ability inevitably endows KM with a "strategic" attribute; KM is posited to help firms remain viable in turbulent environment. To cope with changes in business environment, organizations are embracing the concept of strategic knowledge management (SKM) as a process of gathering, managing and sharing employees' knowledge capital throughout the organization to ensure organizational effectiveness.

According to Kelleher and Levene (2018), knowledge sharing throughout the organization enhances existing business processes, introduces more efficient business processes and removes redundant processes. It is a discipline that promotes a collaborative approach to the creation, capture, organization access and use of an enterprise's knowledge assets. KM has therefore become a mainstream priority for companies of all sizes and a complement to the organization's business activities. With new economy increasingly becoming a more knowledge-based economy, knowledge is becoming the most important asset for organizational success (Kelleher & Levene, 2018). Many organizations have benefited immensely from adoption of KM techniques. Gray (2017) indicated that through successful knowledge capturing, sharing, and creation, firms can improve organizational effectiveness therefore enhancing the performance and creating more possibilities to gain performances. In knowledge management, an organization's competitive advantages depend on the organization ability to learn faster than its competitors to ensure effectiveness in its operation do. Sunassee and Sewry (2018) noted that there is indisputable need for knowledge management practices in the workplace to enable managers to promote knowledge sharing, acquisition and retention of intellectual capital.

2. RESEARCH PROBLEM

The world keeps on changing. Organizations are exposed to a rapid succession of changes influenced by technology, science, and politics. Markets are changing, and international competition is increasing. Old rules disappear and new ones come into force. Customers are becoming increasingly demanding when it comes to flexibility, speed and quality. It's not easy to keep up with all the developments, let alone to take the lead (Cong & Pandya, 2018). Therefore, it is for this reason that many organizations feel obliged to make changes in the way they run their business just to keep up. Terms such as Business Process Re-engineering (BPR), process rationalization, Total Quality Management (TQM) and 'the learning organization' have become commonplace. More and more frequently, people are concluding that it is the optimal generation and application of knowledge that is the key to success. Organizations have to fit in to a constantly changing environment and they need knowledge that can be rapidly accessed and

applied to enable the organization cope with the demands of the dynamic business environment. This must be facilitated by the factors that enhance the practice of sharing of knowledge within an organization.

Ndugo (2018) views knowledge management as a discipline that seeks to improve the performance of individuals and organizations by maintaining and leveraging the present and future value of knowledge assets. Knowledge management systems encompass both human and automated activities and their associated artifacts. Any organization manages its knowledge, its expertise, eliciting the documents, procedures, etc., disseminating them for example, via training, organizing exchanges of any form with their collaborators. What is new is the strategic dimension of knowledge, as a resource of competitiveness and performance. State corporations must have a knowledge management infrastructure in place that helps them deliver satisfactory service to the customers, so that they secure repeat business for the establishment. With the infrastructure, some factors enable the employees and managers of the establishments to utilize it effectively in order to reap the benefits of a performing organization. State corporations' managers may not understand some of these factors and the key roles they play within an organization. For instance, the managers of state corporations may be interested in capturing the knowledge possessed by some of its employees. They may not do this well so as to preserve the knowledge for future needs in case the current employee left the organization.

Failure by Government Institutions to adopt knowledge management practices poses challenges in preservation of institutional memory due to frequent transfer of knowledge workers. Ineffective implementation of knowledge management practices leads to inadequate capacity to sustain Government projects which impacts negatively on the economic growth of the country. To survive in the turbulent business environment, state corporations' need to leverage on strategic knowledge management initiatives which would improve their performance in the long run. The need to understand the influence of strategic knowledge management on organizational performance of state corporations in terms of creation, distribution, interpretation and implementation is of essence to state corporations. Thus, this study seeks to find out the extent to which the strategic knowledge management on organizational performance of state corporations in Mombasa County.

3. GENERAL OBJECTIVE

The general objective of this study was to examine the influence of strategic knowledge management on organizational performance of state corporations in Mombasa County.

3.1 Specific Objectives

1. To determine the effect of strategic knowledge creation on organizational performance of state corporations in Mombasa County.
2. To evaluate the effect of strategic knowledge distribution on organizational performance of state corporations in Mombasa County.
3. To investigate the effect of strategic knowledge interpretation on organizational performance of state corporations in Mombasa County.
4. To examine the effect of strategic knowledge implementation on organizational performance of state corporations in Mombasa County.

4. REVIEW OF LITERATURE

4.1 Theoretical Framework

Theories are formulated to explain, predict, and understand phenomena and, in many cases to challenge and extend existing knowledge within the limits of the critical bounding assumptions. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. A theoretical framework consists of concepts, together with their definitions, and existing theory/theories that are used for the particular study Sekaran, (2015). Three theories (i.e., Resource based view theory, Knowledge based view theory and Strategic learning theory).

4.1.1 Resource Based View Theory

The RBV of the firm focuses specifically on the inside of the firm (i.e., its resources and capabilities) to explain the profit and value of the organization in the early 80s. Resources can be tangible as well as intangible. Tangible resources include financial resources, human resources, and physical resources like buildings and the intangible resources are knowledge which includes brand reputation, trademarks, intellectual property as well as technology such as software. While the static knowledge-based resource is important in explaining how existing knowledge can be exploited and replicated to affect certain organizational outcome, the dynamic perspective on knowledge that emphasizing how new knowledge leads to generation of novel organizational outcomes (Bontis, 2018).

Accordingly, if knowledge and its creation process is so important a determinant of organizational performance, then knowledge creation strategies are a key area of strategic choice for the organization. An organization's strategic context helps to identify knowledge creation initiatives that strengthen its competitive position, support its mission, and create value. The organization that knows more about its customers, services, technologies, markets, and their linkages should perform better (DeNisi, Hitt, & Jackson, 2018). However, the link between knowledge creation and business strategy has been widely ignored in organizational learning research. Through the use of dynamic capabilities, organizations can integrate, build and reconfigure their internal and external capacities to face fast changing environments. Organizational capabilities emerge over time through a process of organizational learning. The learning organization is a firm that purports to have established organizational learning capabilities. Organizational learning capabilities are considered to be the most strategically important ones to create and sustain competitive advantage (DeNisi, *et al.*, 2018)

4.1.2 Knowledge Based View Theory

The pertinent hypothesis that helps fundamentally towards acknowledging understanding the connection between learning the executives and hierarchical execution in transportation organizations in Mombasa County is the KBV theory. Information goes about as a reason for making firm-level abilities and is seen as the deliberately most vital asset (Makori, 2015). KBV is an off shot of RBV theory and has profound root in key administration. (Mbahalati, 2017) likewise seen that directors can upgrade association ability to create productivity by refreshing or progressing in information. (Makori, 2015). That is, KBV fights that authoritative information is the essential asset for making and supporting upper hand (Kim, Lee, Chung and Bensabat, 2017). The capacity of association to make esteem isn't put together accordingly with respect to its physical or money related recourses as on its arrangement of elusive learning-based abilities (Kim *et al.*, 2017). Therefore, the aggressive accomplishment of an association is administered by its abilities to grow new information resources for make center capabilities (Kim *et al.*, 2017). In

spite of the fact that there are numerous ways to deal with KBV, the most feasible is the gathering of particular capacities and center skills by associations through the collection of experience, enunciation of information and in conclusion codification (Kim *et al.*, 2017). This methodology should be possible through the KM procedures of making, securing, putting away, sharing and conveying learning Wang *et al.*, (2014). KBV hypothesis was the most suitable system for this investigation since it tended to learning creation as it works with authoritative changes in a dynamic domain (Von Krogh, 2012; Von Krogh, Nonaka, and Rechsteiner, 2017. In that capacity, shipping organizations in Mombasa County utilize the learning - based view hypothesis to increase authoritative execution through producing and applying different sorts of information.

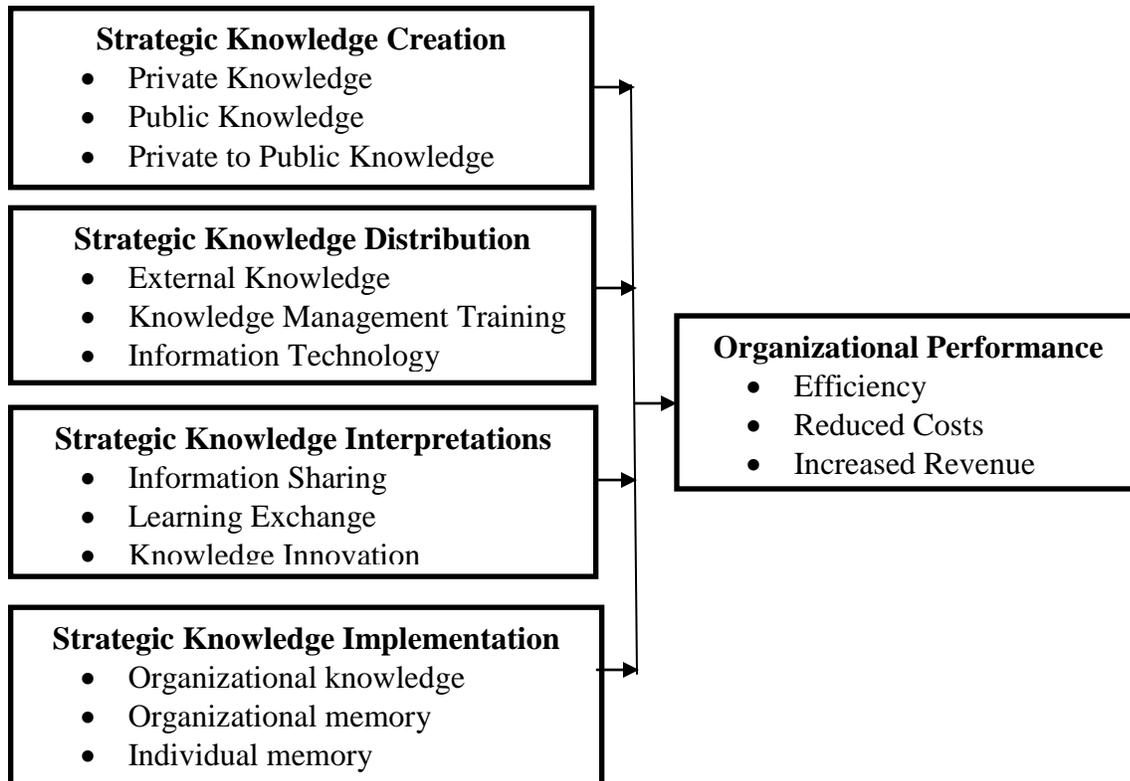
4.1.3 Strategic Learning Theory

Organizational learning theory argues that, in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals (Chang & Chuang, 2017). However, for learning to occur, the firm must make a conscious decision to change actions in response to a change in circumstances, consciously link action to outcome, and remember the outcome. Organizational learning has many similarities to psychology and cognitive research because the initial learning takes place at the individual level: however, it does not become organizational learning until the information is shared, stored in organizational memory in such a way that it may be transmitted and accessed, and used for organizational goals (Cha, Pingry, & Thatcher, 2018). Organizations seek to use a range of authoritative sources, including knowledge held by individual and within knowledge systems maintained by the organization. Explicit knowledge can be documented, categorized, transmitted to others as information, and illustrated to others through demonstrations, explanations and other forms of sharing. However, tacit knowledge is difficult to duplicate, replace or interpret, as it is grounded in a blend of experience, research and induction which may have been refined over many years (Debowski, 2018). A learning organization proactively creates, acquires, and transfers knowledge (Kinicki & Kreitner, 2019). New ideas are a prerequisite for a learning organization; indeed, it's on the basis of new knowledge and insights that the organization changes its behavior.

Learning organization as stated by Janz and Prasarnphanich, (2017) states that, organizations should reconsider their goals and actions so as to become competitive in a changing environment hence achieve their set goals. In spite of this a company has to 13 make a sound decision for learning to occur by changing actions in accordance to the changing situation. Hence one has to link the action to the result and remember the result. It is similar to psychology and cognitive research to a very great extent because learning begins at a discrete level. But once information is shared, stored in a way that is transmittable and accessible and used as a goal by the organization as stated by (Cha, *et al.*, 2018), then does it become learning organization and once the information is shared then does it become organizational learning.

4.2 Conceptual Framework

A conceptual framework is a graphical representation of the theorized interrelationships of the variables of a study Kothari and Gang, (2014). The conceptualization of variables in any academic study is important because it forms the basis for testing hypothesis and coming up with generalizations in the findings of the study (Sekaran, 2015). The independent variables of this study included strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretations and strategic knowledge implementation while organizational performance represented the dependent variable.



Independent Variables

Dependent Variables

Figure 1 Conceptual Framework

4.3 Review of Study Variables

4.3.1 Strategic Knowledge Creation

Organizational knowledge creation is “the capability of a company as a whole to create new knowledge, disseminate it throughout the organizational and embody it in products, services, and systems” (Nonaka & Takeuchi, 2018). While the static knowledge- based resource is important in explaining how existing knowledge can be exploited and replicated to affect certain organizational outcome, the dynamic perspective on knowledge that emphasizing how new knowledge leads to generation of novel organizational outcomes is also evoked by knowledge management researchers (Kogut & Zander, 2018; Nonaka & Takeuchi, 2018). Accordingly, if knowledge and its creation process is so important a determinant of organizational performance, then knowledge creation strategies are likely to be a key area of strategic choice for the organization. An organization’s strategic context helps to identify knowledge creation initiatives that strengthen its competitive position, support its mission, and create value. The organization that knows more about its customers, services, technologies, markets, and their linkages should perform better. However, the link between knowledge creation and business strategy has been widely ignored in organizational learning research. Thus, many executives are stressed to articulate the relationship between their firm’s competitive strategy and its intellectual resources and capabilities.

Organizations possess various resources, but knowledge-based resource is one of the key resources that are central to competitive advantage (Barney, 2017; Prahalad & Hamel, 2017). Firms gradually more depend on creating and building knowledge as a necessary condition to survive in their respective competitive marketplace (Yang, Fang, & Lin, 2017). Therefore, in organizational setting, rapid imitation by competitors and quickly changing environmental demands make it necessary for even leading firms to continually build new knowledge. In practical implications about knowledge creation, Leonard-Barton (2017) argue that organizations create new knowledge not only within their boundaries, but also from outside for the impact of new idea in order to encourage inventive serendipity, to prevent rigidity, and to check their technological developments against those of competitors.

4.3.2 Strategic Knowledge Distribution

Knowledge distribution refers to the process by which new information from different sources are shared and eventually can drive the creation of new knowledge, understanding and information (Huber 2014). However, according Lee and Yang (2017), this sharing process requires the organization to mobilize in order to create a “sharing environment”: “The most effective way to disseminate knowledge and best practices is through systematic transfer. This is, to create a knowledge sharing environment. The mere fact that the organization has possession of knowledge is insufficient. The organization should ensure the flow of knowledge in order to enable the learning process between individuals, resulting in improved performance (Yang, Fang, & Lin, 2017). Janz and Prasarnphanich (2017) identify four ways to transfer knowledge. The first, called self-learning, refers to the knowledge acquired by manual reports of the firm containing relevant information. The second form refers to changes that occur due to contact of individuals of the firm, in a social life perspective. The performative relations are the third mode of knowledge transfer and include the specific knowledge exchanges in a group, coming from communities of practice which dominate specific knowledge and a common language (Ekawati, 2018). Finally, the fourth form of distribution of knowledge is based on exchanges that an organization performs with other companies, i.e., external knowledge that the organization acquires. Therefore, the forms of interaction and distribution of knowledge consider their tacit and explicit state. Self-learning is basically based on the distribution via explicit knowledge. However, other forms highlighted by Levine and Prietula refer to tacit and explicit knowledge exchanges.

Knowledge sharing - Knowledge sharing is the means by which organization obtains access to its own and other organizations’ knowledge. Experience and research suggest that successful knowledge sharing involves extended learning processes rather than simple communication processes, as ideas related to development and innovation need to be made locally applicable with the adaptation being done by the ‘incumbent organizations’ for the ideas to be successfully implemented (Nonaka & Takeuchi, *The Knowledge-Creating Company*, 2018). When knowledge is shared in the organization to achieve an organizational goal, the knowledge is distributed. Sharing of knowledge takes place in two ways for example formal and informal. Formal sharing takes place through official channels like meetings, discussions, e-mail, web-postings and memos, while informal sharing takes place inside or outside the office, for instance, during breaks and time out. Deliberate management attempts can improve the knowledge sharing functions in the organization. These measures could include community of practice, quality circles and buddy training (Omotayo, 2018).

4.3.3 Strategic Knowledge Interpretation

Information sharing, additionally called learning exchange or learning dissemination, alludes to the procedure by which learning is exchanged starting with one individual then onto the next, from people to gatherings, or starting with one gathering then onto the next gathering (Akhavan & Jafari, 2018). In any case, the exchange of information is more typical than the together making of learning in light of the fact that the procedure of learning creation in recently created items, innovations and generation schedules is commonly additional tedious than the exchange of effectively existing learning (Murianki, 2018). Learning is basic to people and associations (Nesbitt and Barton, 2018); in any case, information exchange is troublesome inside enterprises that attention on tasks (Bosch-Sijtsema and Henriksson, 2017; Ding, Liu, and Song, 2017). Be that as it may, through the cooperative activities of hierarchical pioneers, information sharing can happen (Becker, Van der Voordt, & Dewulf, 2018). Information sharing is critical for the accomplishment of a feasible aggressive esteem (Abzari, Shahin, & Abasaltian, 2016). Learning sharing is vital for associations since it is the demonstration of going along learning starting with one individual then onto the next to pick up a superior comprehension of the data (Wang, Noe, and Wang, 2017). Another methodology for information sharing is an undertaking preparing framework, which exchanges the learning from mentors down to students (Zhao, Qi, & DePablos, 2018). Through the best possible preparing, individuals can execute learning exchange all through their organizations (Zhao *et al.*, 2018).

When the learning is caught and arranged in an association, it should be shared or exchanged. (Mahopatra, Agrawal, & Satpathy, 2018). The gatherings ought to be persuaded that adjustment in mindset is important for both the gatherings (the gatherings being the worker and the organization). The workers ought to be informed that sharing their insight could never influence their position rather it would procure a great deal of regard inside friends. (Mahopatra *et al.*, 2018) Some apparatuses for sharing or exchanging incorporate groupware and coordinated effort, Wikis and Networking advances while strategy are make sharing an exhibition objective. This can be a viable system to tempt the worker into sharing their insight. Observing is actually hard, so depend on execution the executives, objectives and destinations. This likewise demonstrates the trust that directors have workers, and this additionally fabricates trust in the association which will significantly additionally support representatives to share their insight. (Mahopatra *et al.*, 2018).

4.3.4 Strategic Knowledge Implementation

According to Salisbury (2018), organizations can get onto a new track or out of the status quo by making transforming commitments which are made by selecting an anchor in form of knowledge management which in this case is a valuable resource and a benchmark in Mombasa County's blue print – Vision 2030 under innovation, science and technology. According to Sunassee and Sewrey (2018), a knowledge management implementation strategy must be a function of the business strategy otherwise it will fail to accomplish goals that are tangible to the organization. Chen, Jiao and Zhao (2016) further says that the underlying principles of knowledge management implementation are directed at facilitating collaboration, increasing operational efficiencies, protecting organization's intellectual capital, and avoiding high rate of attrition. Major benefits of knowledge management implementation in a health set up, according to Chen *et al.*, (2016) is to improve quality of care and services, reduction of health care costs and improvement in the coordination of information amongst facilities. However, the author states that implementation of knowledge management practice in healthcare industry is complex and known to become either successful or failure.

According to Senky (2018) implementation of knowledge management practices in healthcare delivery organizations is dependent on culture, human resources management for health and IT infrastructure that will facilitate sharing, transfer and easy secure storage. Moseti and Masheka (2018) findings confirm this and states that the challenges faced by organizations are how to create and implement knowledge management practices through synergy with other enablers such as organization culture, strategy and leadership using IT infrastructure and leadership dimensions within an organization. This is further confirmed by Grossman (2018) who note that healthcare benefits are dependent on the levels of knowledge management infrastructure that includes structure, technology and human capability. According to Adenfelt and Lagerstrom (2018) the enabling factors that allow knowledge management practice to take place are divided into two perspectives with the first being the social perspective which encompasses; organization culture, organization structure and individual teams. The second perspective encompasses information technology According to Bellinger (2017) and Reinhardt, *et al.*, (2017) the IT dimension of knowledge management while important is not essentially the only one. Knowledge resides in peoples' minds relationships and experiences therefore the human dimension is crucial in marshalling the organization's assets. Shortell and Kaluzny (2018) argue that in healthcare delivery, the primary loyalty of professionals belongs to their profession rather than to the organization.

4.3.5 Organizational Performance

Execution estimation joins quantitative (objective) just as subjective (emotional) measures. Quantitative estimates center around final products, for example, deals turnover and rate of profitability while subjective estimates center around the procedure by which final products are accomplished, for example, item or administration quality, consumer loyalty, worker fulfillment and responsibility (Ambula, Kariuki, & Wasike, 2018). Firm execution is an association's capacity to (a) increment piece of the overall industry, (b) work proficiently, and (c) improve administrations, items, or deals, inventive practices, and by and large benefit shares (Chang and Chuang, 2017; Wang and Wang, 2017; Damanpour and Aravind, 2018). Implicit learning held by representatives is the company's human capital of information the board (Chang & Chuang, 2017).

Conversely, Senky (2018) found that learning associations and information creation on firm execution, explicitly, the budgetary viewpoints were not factually critical. Cong and Pandya, (2018) contrasted two associations with discover parts of authoritative culture that impacted firm execution. Omotayo (2018) has clarified that an organization's exhibition identifies with productivity, adequacy, and budgetary steadiness just as significance of the firm. The capacity of an association to accomplish its objectives by utilizing assets productively and viably is Organizational execution. Adequacy implies giving an item or an administration that addresses clients' issues while productivity is about how the association utilizes assets to accomplish hierarchical destinations. Ekawati (2018), acknowledges that corporate execution estimates the profitability of the association, authoritative viability and industry rating. The body electorate approach sees the association as existing to profit various constituents both inward and outside to the association. Its center is to satisfy constituents needs (Akhavan and Jafari, 2018). Authoritative execution is anything but a basic wonder; rather, it is a perplexing and multidimensional idea (Bentes, *et al.*, 2017). Different models have been utilized to deal with the authoritative movement and execution, including all out-generation examination, Analytical Hierarchical Process (AHP), proportion investigation, Delphi examination, Data Envelopment Analysis (DEA), Six Sigma, Total Quality Management (TQM), and Balanced Scorecard (BSC)

(Wu, 2018). Because of the wasteful aspects of money related proportions of execution, the BSC which has a more partner-based view was created to assess corporate execution from four viewpoints specifically budgetary, inner business procedures, clients and learning and development (Pulic, 2017).

5. RESEARCH METHODOLOGY

This research adopted a cross-sectional research design to address the formulated hypotheses. Stratified random sampling technique was used to select a sample size of 141 respondents from the target population of 219 respondents from various state corporations in Mombasa County. The study selected senior managers, line managers and supervisors who formed the 141 respondents. Primary data was collected by use of self-administered structured questionnaires which were distributed through the drop and pick method. Secondary data collected from various state corporations websites, in annual and published financial statements, in national newspapers, during annual general meetings and in-house magazines, important business disclosures in journals, manuals and the various firm’s documents were used to cross validate the primary data information collected.

6. DATA ANALYSIS AND RESULTS

6.1 Correlation Analysis

Table 2 Pearson Correlation

	OP	SKC	SKD	SKIn	SKIm
Organizational Performance	1				
	114				
Strategic Knowledge Creation	.514**	1			
	.000				
	114	114			
Strategic Knowledge Distribution	.339**	.862**	1		
	.000	.000			
	114	114	114		
Strategic Knowledge Interpretation	.012**	.306**	.463**	1	
	.000	.000	.000		
	114	114	114	114	
Strategic Knowledge Implementation	.615**	.411**	.211**	.380**	1
	.000	.000	.004	.000	
	114	114	114	114	114

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

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

KEY:OP=Organizational Performance, SKC=Strategic Knowledge Creation, SKD=Strategic Knowledge Distribution, SKIn =Strategic Knowledge Interpretation, SKIm=Strategic Knowledge Implementation

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Organizational Performance) and the independent variables (strategic

knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari & Gang, 2014).

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation. This is as shown in Table 2 above. According to the findings, it was clear that there was a positive correlation between the independent variables, strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation and the dependent variable organizational performance. The analysis indicates the coefficient of correlation, r equal to 0.514, 0.339, 0.012 and 0.615 for strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation respectively. This indicates positive relationship between the independent variable namely strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation and the dependent variable organizational performance (Kombo *et al.*, 2019)

6.2 Coefficient of Determination (R^2)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation), and the dependent variable (Organizational Performance).

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.482	.470	2.32352
a. Predictors: (Constant), Strategic Knowledge Implementation, Strategic Knowledge Distribution, Strategic Knowledge Interpretation, Strategic Knowledge Creation				
b. Dependent Variable: Organizational Performance				

The model explains 48.2% of the variance (R Square = 0.470) on Organizational Performance. Clearly, there are factors other than the four proposed in this model which can be used to predict organizational performance. However, this is still a good model as Bryman and Bell, (2018) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research. This means that 48.2% of the relationship is explained by the identified four factors namely strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation. The rest 51.8% is explained by other factors in the organizational performance of the state corporations in Mombasa County not studied in this research. In summary the four factors studied namely, strategic knowledge creation, strategic knowledge distribution, strategic knowledge interpretation and strategic knowledge implementation or determine 48.2% of the relationship while the rest 51.8% is explained or determined by other factors (Kinyua, 2019).

6.3 Analysis of Variance

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model was as per Table 4 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting factors of organizational performance. Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 25.345, p = 0.000$.

Table 4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	893.776	4	223.444	25.345	.000 ^b
	Residual	960.978	109	8.816		
	Total	1854.754	113			

a. Dependent Variable: Organizational Performance
 b. Predictors: (Constant), Strategic Knowledge Implementation, Strategic Knowledge Distribution, Strategic Knowledge Interpretation, Strategic Knowledge Creation

6.4 Regression Analysis

Multiple regression analysis was conducted as shown in Table 5 to determine the relationship between organizational performance of state corporations in Mombasa County and the four variables investigated in this study.

Table 5 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.416	2.082		14.608	.000
	Strategic Knowledge Creation	.284	.079	.433	3.602	.000
	Strategic Knowledge Distribution	.153	.078	.229	1.955	.030
	Strategic Knowledge Interpretation	.181	.077	.172	2.347	.020
	Strategic Knowledge Implementation	.414	.055	.551	7.540	.000

a. Dependent Variable: Organizational Performance

The regression equation was:

$$Y = 30.416 + 0.284 X_1 + 0.153X_2 + 0.181X_3 + 0.414X_4..... \text{Equation 1}$$

Where;

Y = the dependent variable (Organizational Performance)

X₁ = Strategic Knowledge Creation

X₂ = Strategic Knowledge Distribution

X₃ = Strategic Knowledge Interpretation

X₄ = Strategic Knowledge Implementation

The regression equation below established that taking all factors into account (Organizational Performance of the State Corporations in Mombasa County) constant at zero Organizational Performance of the state corporations in Mombasa County, Mombasa County will be 30.416. The findings presented also showed that taking all other independent variables at zero, a unit increase in strategic knowledge creation would lead to 0.284 increase in the scores of organizational performance of the state corporations in Mombasa County; a unit increase in strategic knowledge distribution would lead to a 0.153 increase in the organizational performance of the state corporations in Mombasa County; a unit increase in strategic knowledge interpretation would lead to 0.181 increase the scores of organizational performance of the state corporations in Mombasa County and a unit increase in strategic knowledge implementation would lead to 0.414 increase the scores of organizational performance of the state corporations in Mombasa County.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

From the regression table t values was 3.602 which was above the threshold of 2.0 and therefore the findings rejected the null hypothesis that strategic knowledge creation has no effect on organizational performance of state corporations in Mombasa County. The study therefore concludes that strategic knowledge creation has an influence on organizational performance of state corporations in Mombasa County. From the regression table t values was 1.955 which was below the threshold of 2.0 and therefore the findings accepted the null hypothesis that strategic knowledge distribution has no effect on organizational performance of state corporations in Mombasa County. The study therefore concludes that strategic knowledge distribution has no influence on organizational performance of state corporations in Mombasa County.

From the regression table t values was 2.347 which was above the threshold of 2.0 and therefore the findings rejected the null hypothesis that strategic knowledge interpretation has no effect on organizational performance of state corporations in Mombasa County. The study therefore concludes that strategic knowledge interpretation has an influence on organizational performance of state corporations in Mombasa County. From the regression table t values was 7.540 which was above the threshold of 2.0 and therefore the findings rejected the null hypothesis that strategic knowledge implementation has no effect on organizational performance of state corporations in Mombasa County. The study therefore concludes that strategic knowledge implementation has an influence on organizational performance of state corporations in Mombasa County.

7.2 Recommendation

From the study findings the following are the recommendations:

1. That Managers of state corporations in Mombasa County should understand and develop a better way of implementing an overall KM which is composed of acquisition, conversion, protection, and processes. These correlated and complementary capabilities should not be considered in isolation but rather should be integrated and combined to leverage, exploit and sustain a performance of state corporations in Mombasa County. The managers of state corporations in Mombasa County should improve knowledge acquisition in their organization.
2. They should apply intellectual capital development and Knowledge dissemination to a higher extent since it has a high influence on organization performance. The managers of

state corporations in Mombasa County should coordinate and synchronize internalization, externalization, and socialization in the organization in order to establish their significant effect on the performance of the organization.

3. On knowledge distribution, the study recommends that seniors in State Corporation's institution should clearly support the role of knowledge in corporate success, make sure that their employees understand this issue and more importantly, encourage them to participate in on-the-job training and learning, as well as in capturing and transferring knowledge.
4. State corporation managers must build up an organizational design which enables the creation of new knowledge, knowledge exchange and transfer across functional boundaries. At the same time, knowledge needs to be frequently examined for errors and mistakes.
5. State corporation managers also need to take advantage of the technological capability to support knowledge application processes. In particular, organizations should use technology to map the location of specific types of knowledge, thereby facilitating the application and sharing of knowledge.

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