

**INFLUENCE OF KNOWLEDGE MANAGEMENT STRATEGIES ON
PERFORMANCE OF SELECTED HUMANITARIAN ORGANIZATIONS IN
MARSABIT COUNTY, KENYA**

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**A Thesis Submitted to the School of Business and Economics in Partial Fulfillment
for the Conferment of the Degree of Masters of Business Administration of Kenya
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DECLARATION AND RECOMMENDATION

Declaration

This thesis is entirely my work and has not been submitted elsewhere for credit toward a degree or any other honor.

Signature

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Recommendation by the supervisors

We confirm that the work reported in this proposal has been carried out by the candidate under our supervision.

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DEDICATION

This research is dedicated to my beloved mother, Madina Shariff, and my entire family. To my mother, your unwavering support, boundless love, and constant encouragement have been the foundation of my journey. From my earliest days, you instilled in me the values of perseverance, hard work, and curiosity, always reminding me to reach for my highest potential. Your sacrifices, both seen and unseen, have shaped the person I am today.

To my family, your collective strength, love, and encouragement have been a constant source of support. Through every challenge and triumph, your belief in me has remained steadfast, inspiring me to push forward even when the road seemed difficult.

This dedication is a small token of my immense gratitude and love for all of you, who have been my foundation throughout this journey.

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ABSTRACT

The use of knowledge management to improve organizational performance is becoming increasingly viable, particularly in light of the quick advancement of technology. Building capacities for improved disaster response as well as preventing humanitarian crises are two important roles that knowledge management may play. It can also enhance communication and collaboration during emergencies. This research assessed the impact of knowledge management strategies on the activities of specific humanitarian organizations operating in Marsabit County, Kenya. The study was guided by the following objectives: to determine the effects of knowledge storage on specific humanitarian organizations operating in Marsabit County, Kenya; to ascertain the effects of knowledge acquisition, dissemination, and utilization on performance; and to assess the effects of knowledge storage on performance. The study drew on Human Capital Theory, Knowledge-Based View Theory, and Dynamic Capabilities theory. A descriptive research design was used, and the target population consisted of 386 employees working in the selected humanitarian organizations in Marsabit County. The participant pool, consisting of 112 respondents, was established utilizing the Yamane formula. Direct data was gathered via questionnaires, implemented through the drop-off/pick-up technique to engage with the respondents. The accumulated data was translated into a numerical format to facilitate analysis with the assistance of SPSS software. Utilized methodologies encompassed descriptive statistics, featuring average and standard deviation, and inferential statistical techniques like correlation analysis and multiple linear regression. Many tables and graphic representations are used to display the results, which are then followed by a thorough analysis of the data. The study discovered that staff members learned how to perform their jobs by learning new ideas and information creation techniques, and that humanitarian organizations encouraged functional heads to support the acquisition of new knowledge. Additionally, respondents stated that humanitarian organizations planned seminars to share knowledge about contemporary workplace practices, and staff members received training on various tasks related to different jobs in order to disseminate knowledge. Humanitarian organizations used the knowledge acquired to better staff management at work, used the knowledge collected to improve internal processes, and gained insight into conducting work operations. The work processes of the service board were stored in an appropriate manner had enough data processor for data storage and access.

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ABBREVIATIONS AND ACRONYMS

HODI	Horn of Africa Development Initiative
IAWG	Inter-Agency Working Group
KBV	knowledge-based view
KM	Knowledge management
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
PACIDA	Initiative and Development Assistance
RBV	Resource-based view
SPSS	Statistical Package for Social Sciences
UN	United Nations

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of Knowledge Management can be elucidated as encompassing a multifaceted set of activities involving the cultivation, organization, and dissemination of precious information, specialized skills, and profound understanding. These endeavors extend their reach, facilitating effective knowledge exchange within and across communities of individuals, specifically tailored to businesses with akin requirements and objectives (Nair & Munusami, 2020). Knowledge management, according to Gonzalez and Martins (2017) is the development of organizational principles, practices, instruments, and guidelines that promote information sharing among individuals as well as the retrieval, processing, and application of that knowledge to improve organizational performance.

It is the procedure that links a company's internal and external information in a way that is handy for the correct recipient at the right time. The effective use of distinctive ideas and information inside a company has the potential to provide a long-lasting competitive edge. Gaining a competitive edge may enhance organizational performance (Baah, & Jin, 2019).

Practically speaking, knowledge is made up of fundamental data and insights that enable businesses to effectively serve their customers. Through time, the company develops a distinctive body of expertise that sets it apart from other businesses in the same field. A business must implement appropriate structures that encourage better knowledge

management in order to get the most benefits from the information it has. Sayyadi (2019) argues that information must be kept in a format that makes it accessible anytime it is needed. Organizations have the chance to adapt their operations to the dynamic nature of the business world via knowledge management (Irfan et al., 2022). To have an impact on an organization's overall success, knowledge is essential (Miković et al., 2020). Mehralian, et al. (2018) argue that the importance of knowledge as a resourceful asset in a company's overall operation is comparable to that of organizational capital. This is so because it affects how well and how long a business can survive in a highly competitive market. Public enterprises, in contrast to the private sector, seem to be less likely to use knowledge management concepts, according to numerous research (Balasubramanian et al., 2020).

In Kenya, where knowledge management understanding and implementation are still in their infancy compared to countries in the West and Asia, this is extremely typical (Mutuku et al., 2022). As the success or failure of knowledge management projects may have far-reaching impacts on an organization's performance, it is of paramount importance that these practices be identified and understood by the respective companies (Baah, & Jin, 2019). These practices are the main focus of completing learning administration; they not only promote the formation of information throughout the organization, but also encourage group members to share their knowledge and experiences with one another, allowing for the simultaneous and efficient development of authoritative knowledge (Davis-Floyd & Sargent, 2023).

The Asia-Pacific area is the most vulnerable to natural disasters worldwide. The Asia-Pacific Disaster Report 2017 estimates that in 2016, natural catastrophes in the area had

a total economic impact of \$77 billion, impacted 35 million people, and claimed the lives of 4987 individuals (Nakanishi & Black, 2018). Efforts to better prepare for and respond to disasters should be a top focus. Distinct features such as collective proprietorship, responsive programming, predictable yet adaptable strategies, and holistic learning and accountability emerge as key indicators of success in humanitarian work (Balle, et al., 2019). As a consequence, knowledge management in disaster scenarios has been underscored as one of the four cornerstones of humanitarian effectiveness. Knowledge gathering, sharing, usage, and correct storage are increasingly recognized as ways to improve cooperation in humanitarian efforts. Yet, the humanitarian sector continues to pay little attention to institutional memory and knowledge management. The assertion that the sector is increasingly embracing professionalism has been put forth for a while (Balle et al., 2019). However, it appears this evolution does not fully encompass the aspect of knowledge management or the establishment of institutional memory within the field.

Due to the rising awareness of knowledge as a source of organizational success and sustainability, strategic knowledge management and organizational performance have garnered a lot of attention in developing nations. In Ethiopia, knowledge management often takes place face-to-face, according to Seifu et al. (2019). While IT-based KM is still in its infancy stage, the few previous initiatives to enhance knowledge exchange, such as the WoredaNet program by the Government of Ethiopia, were not as effective. Moreover, Ethiopia pays little to no attention to systems and methodologies for knowledge development and exchange. Knowledge management (KM) in an organization characterizes the organization's technological preparedness, according to research by Tarekegn (2017) on KM practices in development and humanitarian relief

organizations in Ethiopia. Facilitators are crucial for developing a successful KM project in an assistance organization, as are the design of KM principles, policy, and strategy within an organization and the utilization of KM inside an organization. According to research, employees and knowledge workers in these companies are highly engaged in knowledge sharing when it's necessary to increase productivity. The research also reveals that there aren't enough people aware of the needs of their coworkers, enough time, or enough resources to make knowledge sharing a priority in the workplace.

Studies on the impact of knowledge acquisition, transformation, and application on business performance have been undertaken in Kenya. There is little empirical evidence on humanitarian groups, especially in Marsabit County, and most studies on knowledge management have been conducted in emerging countries (Tseng, 2016). So, this investigation was important.

1.1.1 Organizational Performance

An organization's performance can be evaluated by considering various factors, such as the provision of top-notch services and goods, the level of customer contentment, the achievement of market success, the implementation of service innovations, and the strength of staff connections (Serrat, 2017). The author contends that the balanced scorecard forms the basis for evaluating organizational performance, and it allows for the assessment of an organization's success through various metrics, such as return on investment, sales margin, capacity utilization, customer satisfaction, and product quality. Similarly, Bititci et al. (2019) said that profit, sales and market growth, and return on investment are significant criteria that are assessed when evaluating an organization's success.

Successful organizations are a crucial component for developing countries since they play a significant part in our everyday lives (Almohtaseb et al., 2020). In today's dynamic workplace and globally integrated economy, Ekechi and Umar (2020) contend that the improvement of organizational performance is correlated with the improvement of individual performance, skills, knowledge, and experience. Yet, obtaining and sustaining high levels of performance and productivity in firm's remains one of the largest difficulties management faces today.

Financial measures, such as return on investment and earnings per share, are commonly employed to assess an organization's success. Kanakriyah (2020) suggests that metrics like ROI, revenue, and profit per share are utilized to gauge a firm's performance. Apart from these financial indicators, an organization's effectiveness is also influenced by its workforce, the strategies they adopt to achieve objectives, and the overall business environment. Kaplan and Norton (1992) introduced the Balanced Scorecard, which incorporates both financial and non-financial metrics to evaluate four crucial aspects of an organization: finance, customers, internal processes, and innovation and development.

1.1.2 Knowledge Management Strategies

Ancient thinkers like Plato and Aristotle used the word "knowledge" a very long time ago. Knowledge and its role in society have been the subject of much effort by scholars throughout the years. Rationalism and empiricism are the two schools of thinking that have been identified by Sigala and Chalkiti (2007) as contributing to the definition of knowledge. Rationalism holds that cognition is an even true belief, but empiricist philosophy maintains that knowledge is continually created via experience

(Habermas, 2015). Newer research use a cumulative method to deconstruct the nature of knowledge and its growth. The fresh perspective on the constituents of knowledge, as detailed by Barinua and Akpan (2022) emphasizes the progression from data to knowledge through various transformative stages. Initially, data is gathered, which, when structured purposefully, transforms into valuable information. Subsequently, when this information is strategically applied to a functional role, it evolves into knowledge. This overall process underscores the integral relation between data, information, and knowledge, and illuminates how each individual component contributes to the broader understanding within an operational context.

Knowledge management, then, is the process by which a company ensures that its knowledge assets are developed and put to good use by planning, organizing, motivating, and controlling the people, processes, and systems inside it (Bitkowska, 2020). Different constructs of knowledge management serve as indicators for assessing an organization's performance. Several markers, such as knowledge acquisition, emphasize the importance of making personal knowledge accessible, enhancing it, and integrating it into the organization's broader knowledge structure. As per Akbar et al. (2018), knowledge acquisition is characterized as a procedure of solidifying and connecting knowledge within an organization. This method comprises interactions at various levels, including between individuals, among groups, and throughout the organization, as well as interactions bridging the gap between tacit (unarticulated) and explicit (articulated) knowledge.

This cycle is famously recognized as the group action, attribution, aggregation, and incorporation process, outlined by Canonico, et al. (2020). Socialization refers to the

sharing and creation of tacit knowledge through direct experience. Externalization involves articulating tacit knowledge into explicit concepts, typically through metaphors, analogies, concepts, hypotheses, or models. Combination connects different sets of explicit knowledge, while internalization is the process of substantiate explicit cognition into tacit knowledge. Through this SECI process, knowledge is amplified and becomes a part of the organization's knowledge system.

In addition to knowledge acquisition, knowledge dissemination is another important aspect of knowledge management that affects organizational performance. Cajková et al. (2023) indicate that the lack or ineffective implementation of knowledge management strategies can lead to an overabundance of unfiltered knowledge within an organization. As a consequence, there arises an urgent need for efficient categorization and selection of this accumulated knowledge. Essentially, without effective knowledge management strategies in place, organizations may find themselves overwhelmed with an excess of non-essential knowledge, making the task of identifying useful, actionable insights increasingly challenging. Addressing these issues requires attention to knowledge dissemination, as it bridges the expertise gap and enables the younger workforce to acquire valuable skills for improving organizational progress. Disseminating knowledge can be achieved through observation or imitation between apprentices and experts.

Natu and Aparicio (2022) suggest that team interactions are employed by certain organizations to facilitate the sharing and discussion of individual perspectives, information, and expertise within teams. This exchange of unique knowledge can help capture market share and reduce competition in different locations. Knowledge utilization, as described by Beloglazov and Buyya (2012) involves the process of

applying theoretical knowledge into practical situations. This utilization can enhance decision-making and improve problem-solving techniques. Moreover, knowledge utilization is effective in fostering shared mental models, which enable organization members to perform their tasks more efficiently.

In contrast, knowledge storage involves the centralized preservation of information, making it readily available to members of an organization in their daily activities. This data may exist in either digital or physical formats, akin to collections found in educational institutions. Keeping records up to date is vital to ensure easy and quick access (Janus, 2016). Valuable knowledge assets can take the shape of electronic repositories, such as a database for "best practices," insights accumulated by problem-solving teams, and knowledge embedded within an organization's products, processes, and relationships (Levallet & Chan, 2019).

1.1.3 International Humanitarian Organizations in Marsabit County

Drought, starvation, disease outbreaks, food insecurity, warfare, and war are just a few of the humanitarian tragedies that Marsabit County has to deal with. In several areas of the country, there is a sizable presence of UN agencies and international NGOs working on development, disaster relief, healthcare promotion, and rehabilitation projects. There are 62 foreign humanitarian groups active in Kenya in 2022, with the bulk of them focusing on the country's northern regions, according to the Kenya Relief Portal. Humanitarian organizations, united by a dedication to humanitarian principles, and actively involved in emergency response activities, encompass a broad spectrum of entities. These include non-governmental organizations (NGOs), international organizations (IOs), entities associated with the Red Cross/Crescent movement, and

organizations affiliated with the United Nations (UN). All these diverse entities contribute significantly to global humanitarian efforts, each playing a unique role in delivering aid and assistance in crisis situations.

Humanitarian organizations operating in Marsabit County recognize the continuous necessity of facilitating access to relevant information to support decision-making based on solid evidence. As a result, several collectives of information users with an emphasis on humanitarian work have evolved. These include the Inter-Agency Working Group (IAWG) on Information Management and Technology, the Information Management Working Group, and the Kenya Geospatial User Group. The formation of these groups serves a key purpose - to bolster coordination and collaborative efforts within the realm of humanitarian information management. These entities strive to ensure efficient, coherent, and streamlined handling of information, which in turn, enhances the overall effectiveness of humanitarian initiatives. In essence, the goal of these working groups has been to provide a venue to facilitate information sharing across different types of organizations.

1.2 Statement of the Problem

Knowledge is increasingly seen as a valuable resource that is mostly stored in workers' thoughts. The development and transfer of an organization's intellectual assets are also dependent on effective knowledge management. Management should improve Knowledge Management practices in order to properly and profitably convert this employee knowledge into usable information. In this respect, it is said that businesses that have made headway in implementing knowledge management are reaping its rewards (Alstete & Meyer, 2020). The vast majority of studies have shown that KM

improves a company's bottom line. Yet, the key to a company's success and performance is in how it allocates its knowledge management (KM) resources to develop its own unique KM capabilities (Mardani et al., 2018). According to Arnold et al. (2010) study on knowledge management (KM) methods used by non-profit organizations in Nairobi, Kenya, 93% of respondents agreed that KM practices were used for purposes such as advancing, acquiring, and using knowledge coming from outside an organization. The survey also found that just 17% of firms attempted to account for the efficacy of their KM procedures, while 83% did not. This discrepancy may be due to cultural factors inside the workplace. Humanitarian organizations in Kenya have several challenges, the most of which are related to the incorporation of knowledge management (KM) procedures into organizational culture, overall strategy, and management and leadership practices (Caballero et al., 2021).

As noted by Mutisya et al. (2022), the performance of Kenyan humanitarian organizations in aspects such as efficiency, cost-effectiveness, sustainability, and innovation is notably subpar, primarily due to insufficient information management. Nguyen and Nguyen (2022) delved into the connection between knowledge management (KM) measures and the triumph of businesses in Vietnam. This research employed the Resource-Based Theory and the Socio-capital Theory, utilizing a combination of case studies and hypothesis testing methodologies. The outcomes revealed that the orientation towards knowledge management and the adoption of innovative strategies significantly impact corporate performance.

Meanwhile, Alnatsheh et al. (2020) explored the relevance of knowledge management techniques for augmenting the effectiveness of NGOs in Palestine. The study determined

that both codification and personalization strategies of knowledge management substantially and positively influenced various dimensions of NGO performance, including financial sustainability, organizational processes, and program/project execution.

Similarly, a study conducted by Tarekegn (2017) found that the collective application of knowledge management methods has a important and affirmative impact on the operational performance of selected international NGOs operating in Addis Ababa, Ethiopia. This underscores the critical role of effective knowledge management in enhancing the effectiveness of humanitarian organizations across various contexts.

In a local context, Oyango (2008) conducted a survey among ISPs in Kenya to explore their knowledge management systems. In a related study, Muturi (2021) scrutinized the link between knowledge management practices and the overall performance at the Kenya Revenue Authority. This research emphasizes the wider application and importance of knowledge management across different sectors and institutions, highlighting its role not just in NGOs and business firms, but also in government revenue bodies. Kithuka (2020) sought to investigate how solidarity eastern and central Africa, Kenya's knowledge management techniques, impacted the organization's productivity. Meanwhile, Wanyoike(2020) focused on studying the effects of Knowledge Management Strategies on Kenya's Non-Profit Health Organizations. Given the rapid advancement of information technology, the growing demand for knowledgeable human resources, and the challengesfaced by humanitarian organizations, this research aimed to answer the following query:

What is the impact of KM strategies on the performance of humanitarian organizations

in Marsabit County?

1.3 Objectives

1.3.1 General objective of the study

The study assessed the influence of knowledge management strategies on organizational performance of selected humanitarian organizations in Marsabit county Kenya.

1.3.2 Specific Objectives

The main focus of this study was informed by the following specific objective;

- i. To establish the effect of knowledge acquisition on organizational performance of selected humanitarian organizations in Marsabit county Kenya.
- ii. To assess the effect of knowledge dissemination on organizational performance of selected humanitarian organizations in Marsabit county Kenya.
- iii. To determine the effect of knowledge utilization on organizational performance of selected humanitarian organizations in Marsabit county Kenya.
- iv. To establish the effect of knowledge storage on organizational performance of selected humanitarian organizations in Marsabit county Kenya.

1.4 Hypothesis of the Study

The study examined the following hypothesis;

- i. **H₀₁:** knowledge acquisition has no significant effect on the organizational

performance of selected humanitarian organizations in Marsabit County Kenya

- ii. **H₀₂:** knowledge dissemination has no significant effect on the organizational performance of selected humanitarian organizations in Marsabit County Kenya.
- iii. **H₀₃:** knowledge utilization has no significant effect on the organizational performance of selected humanitarian organizations in Marsabit county Kenya.
- iv. **H₀₄:** knowledge storage has no significant effect on organizational performance of selected humanitarian organizations in Marsabit county Kenya.

1.5 Significance of the Study

The study's findings will benefit managers of humanitarian organizations many of whom lack expertise using knowledge management (KM) in their operations by providing helpful suggestions and insights that will enable the businesses to build effective KM infrastructures. In order to provide their employees with the most recent information necessary to perform their tasks and improve the bottom line of the company, managers must comprehend the factors that motivate the implementation of a successful information management-based strategy in the fast-paced workplace of today. Furthermore, this study might aid in the creation of regulations by policymakers that support the achievement and maintenance of steady performance and operational levels.

The project will advance theoretical understanding of the crucial strategic and operational factors that must be taken into account when developing and maintaining an effective knowledge management system in humanitarian organizations.

The study aimed to facilitate a deeper understanding of the emerging field of knowledge management and its methodologies for researchers. It also lays the foundational groundwork for future explorations and investigations in this domain. The findings could potentially enhance our grasp of this critical area and drive further academic inquiry, contributing to a growing body of knowledge management literature.

1.6 Scope of the Study

This study investigates the influence of knowledge management strategies on the performance of humanitarian organizations in Marsabit County, Kenya. The focus of this research is to examine how different knowledge management strategies influence the operational efficiency and effectiveness of humanitarian organizations and how they can contribute to better outcomes for the communities they serve. The geographic scope of the study is limited to Marsabit County, located in the northern part of Kenya. This region presents unique challenges due to its remote location, harsh environmental conditions, and the high level of need among its population. These factors make it a relevant setting for exploring how knowledge management strategies can help humanitarian organizations address the complex issues they face. Marsabit's diverse and urgent humanitarian needs, including food security, health, and education, create a fertile ground for assessing the role of knowledge management in improving organizational performance in such a challenging environment.

The study will focus on selected humanitarian organizations operating within Marsabit County. The organizations will be chosen based on specific criteria, including their scale of operations, the duration of their presence in the region, and the diversity of their humanitarian missions. A key component of this research will be the analysis of various

knowledge management strategies implemented by the organizations. These strategies include mechanisms for knowledge acquisition, dissemination, utilization and systems for storing information. To assess the performance of the humanitarian organizations, several performance indicators will be used. These include operational efficiency, measured by how well the organizations utilize resources and adhere to project implementation timelines. Effectiveness will also be evaluated in terms of the organizations' success in achieving their humanitarian goals, other performance indicators include innovation and adaptability in responding to challenges, as well as the performance of staff and the organization's capacity for learning and improvement. The study was conducted over a period of 6 months from February July 2024, allowing sufficient time for data collection, analysis, and interpretation. Methodologically, the research adopted a mixed-methods approach, combining both qualitative and quantitative data collection methods.

1.7 Limitations of the Study

The fundamental limitation of this study was the absence of cooperation from the respondents, as a few may not understand the benefits they can gain from the studies. Some may suspect that the study information may be exposed to their competitors to uncover their unethical practices or activities. However, the utilization of university introductory letters and study informed consent helped enhance confidence in respondents and inspire them to participate.

1.8 Assumptions of the Study

In order to improve the generalization of the study's results, it assumed that the replies

given by the different respondents would be true and believable. The researcher also presumed that the method used to gather the data provided the desired findings and that the design chosen was adequate. It was expected that the methods chosen in this research would a fair and comprehensive depiction of the knowledge management techniques that are often used. Finally, the researcher assumed that all Kenyan humanitarian groups may benefit from the study findings.

1.9 Operational Definition of Terms Organizational Performance

This is the measurable and quantifiable outcome of an organization's ability to efficiently and effectively achieve its strategic objectives, goals, and targets within a specific period. (Anwar & Abdullah, 2021).

Knowledge acquisition

It refers to the process of obtaining, learning, and assimilating new information, skills, or understanding from various sources and experiences. It involves the active engagement of an individual or entity in gathering knowledge and incorporating it into their existing knowledge base (Bosancic, 2016).

Knowledge dissemination

This is the process of sharing, communicating, and distributing information, insights, or findings derived from research, experience, or expertise to a target audience. This distribution can occur through various channels such as publications, conferences, workshops, educational programs, online platforms, or any other means that allow the widespread accessibility and understanding of knowledge to promote learning, awareness, and application of new information (Nasution, 2018).

Knowledge utilization

This is the effective application of acquired knowledge, information, or expertise in real-world contexts to solve problems, make informed decisions, or achieve specific goals. It involves the practical use of knowledge gained from various sources, such as research,

education, and experience, to address challenges and improve processes, products, or services in a meaningful and impactful way (Zaim et al., 2019).

Knowledge Sharing

This is the intentional and systematic process of transferring information, expertise, experiences, or skills from one individual or group to another within an organization, community, or network. It involves the dissemination of valuable knowledge to enhance learning, problem-solving, decision-making, and overall collaboration among individuals or entities, leading to improved performance and collective growth (Wulf & Butel, 2017).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter is broken down into three sections: Theoretical, Empirical Literature Review, and Conceptual Framework. Human capital theory, knowledge-based approach, and dynamic capacities theory are all examined in this theoretical overview. The second portion, which is driven by the study's aims, reviews the empirical literature of relevant investigation on cognition management and organizational performance. The chapter also provides a conceptual framework that illustrates how the study's independent and dependent variables interact.

2.2 Theoretical Framework

This study was anchored by human capital theory, knowledge-based view and dynamic capability theory.

2.3 Human Capital Theory

Becker's human capital theory aids academics and HR specialists in their understanding and development of global ability management (Bali et al., 2016). As per this concept, employees ought to be perceived as an investment, considering their contributions directly influence the financial success of a company (Bali et al., 2016). Garavan, et al. (2017) further elucidate this theory by emphasizing the significance of employee commitment in augmenting an organization's authoritative capacity. This enhancement is achieved through the utilization of their knowledge, skills, and accumulated

experiences. Hence, this theory underscores the instrumental role employees play in shaping and propelling organizational success. Businesses may enhance their human capital in a number of ways with the help of human asset management, including by luring talent from outside the organization with competitive compensation and benefits and fostering talent inside the organization through learning and development opportunities (Bali, 2016).

In the realm of economics, the term 'human capital' pertains to the accumulated stockpile of knowledge, competencies, and capabilities that individuals gain via education, training, and real-life experiences (Becker, 1964). Becker emphasizes that human capital plays a crucial role directly within the production process. It has a substantial influence on an individual's productivity levels and income potential. Essentially, the investment in human capital—via avenues like education and skill development can significantly enhance economic output and individual earning capacity. The concept of human capital suggests that the skills and knowledge that individuals possess can have a direct impact on their ability to perform their job duties and responsibilities effectively. This is particularly important in specialized fields where expertise and knowledge are critical components of the job. For example, a surgeon with advanced training and experience in a particular surgical procedure may be more efficient and effective in performing that procedure compared to a less experienced surgeon.

However, the impact of human capital on an individual's productivity may vary depending on several factors, such as the nature of the specialist's assignment, the nature of the association, and the nature of the conditions (King, 2016). In some cases, certain skills or knowledge may be more valuable than others, depending on the specific task or

environment. Despite this variability, human capital is widely recognized as a crucial factor in the creative process. The increment of cognition and skills can form an integral part of the creation process itself. For example, an artist may develop a unique style and approach to their work through years of practice and experimentation, resulting in a body of work that reflects their accumulated human capital.

Becker posits that human capital holds direct significance in the production process (King, 2016). Therefore, human capital can enhance a professional's efficiency across different aspects, although the degree and nature of this enhancement might alter depending on the specialist's tasks, the nature of the organization, and prevailing conditions. While human capital is vital in the creative process, this perspective suggests that it can be embodied by a singular variable such as a pool of knowledge or a skill set, which then becomes a key part of the creative process (King, 2016).

The theory of human capital is closely linked to knowledge management, particularly when considering the concepts of quality, societal, and organisational (Garavan et al., 2017). From this perspective, human capital is perceived as a valuable resource that can serve as a differentiating factor between companies. The skills, experiences, and knowledge that the workforce brings to an organization contribute uniquely to its performance and competitiveness in the market.

In conclusion, the idea of human capital emphasizes the value of experience, education, and training in raising a person's performance and production (Becker, 1964). Although the influence of human capital varies according on the situation, it is commonly acknowledged as an essential component of both the creative and production processes (King, 2016).

The hypothesis in the current study views knowledge management as a pivotal element inspiring innovation and achieving a competitive advantage in today's information-centric economy. Knowledge management provides techniques for acquiring, utilizing, and preserving human capital within organizations (Bali, 2016). By effectively managing this knowledge capital, businesses can leverage their human capital to drive innovation, improve performance, and differentiate themselves in the marketplace. This means that a company's performance will increase if its knowledge management systems are put into place and followed correctly.

2.3.1 Knowledge Based View Theory

The Knowledge-Based View (KBV) is a theoretical construct that underlines the significance of knowledge and knowledge-related assets in establishing and maintaining a competitive edge for organizations. As per Grant (1996) the KBV proposes that a firm's capacity to generate, gather, and apply knowledge is a principal determinant of its marketplace success. This theory, therefore, highlights that knowledge is not just an asset, but a strategic tool that can be leveraged to drive growth and competitiveness within an organization. This is in contrast to earlier theories of competitive advantage, which focused primarily on tangible resources such as physical assets, financial capital, and labor. KBV emphasizes that intangible assets, such as knowledge, skills, and capabilities, are equally important in creating and sustaining competitive advantage.

The knowledge-based viewpoint (KBV) of the company sees learning as its most crucial resource from a strategic standpoint. Although learning-based assets are often hard to replicate and socially complicated, its proponents contend that diverse knowledge bases and capacities across businesses are the real drivers of long-term competitive advantage

and broad corporate success (Dahiya et al., 2022). Many factors, such as organizational hierarchy and personality, methodologies, timetables, archives, frameworks, and the workforce, all play a role in the incubation and transmission of this knowledge (Dahiya et al., 2022).

One of the central tenets of KBV is that knowledge is a complex and multifaceted resource that can take many different forms. As Dahiya et al. (2022) notes, knowledge can include technical know-how, customer insights, and organizational culture. Firms that are able to develop and leverage knowledge-related resources are better equipped to innovate, adapt to changing market conditions, and outperform their rivals. In order to cultivate and utilize knowledge-related assets, organizations must foster a culture that encourages knowledge-sharing. Additionally, it's crucial for them to invest in knowledge management systems. These systems streamline the process of knowledge creation, transfer, and dissemination across the organization. By fostering an environment conducive to sharing and managing knowledge, organizations can better leverage their intellectual resources, enhancing productivity, innovation, and overall competitiveness. As Grant and Phene (2022) suggests, KBV emphasizes the importance of learning and continuous improvement, and argues that firms that are able to learn faster and more effectively than their competitors will be better positioned to succeed.

As knowledge is the most profitable, unique, and fixed asset of all, theorists claim that the knowledge-based viewpoint of the organization is a typical progression of the asset-based approach. The core principles of this perspective suggest that organizations leverage knowledge in their product and service offerings; they intentionally value information as a crucial asset. Additionally, it posits that knowledge is primarily created

and owned by individuals, not organizations. The existence of firms is justified by the fact that industries lack the capacity to structure and facilitate learning within individual specializations. In other words, firms serve as aggregators and organizers of individual knowledge, creating a shared pool of specialized wisdom that can be deployed towards achieving collective goals. This is an administrative task performed inside the business. A hypothetical company with an asset-based viewpoint is born out of the recognition that knowledge is a valuable resource (Hughes et al., 2017). The understanding of organizations as diverse entities housing knowledge also supports the argument that the Knowledge-Based View is an extension of the Resource-Based View. This perspective sees organizations as knowledge repositories composed of a variety of skills and experiences (Mitra et al., 2017). Thus, the uniqueness of an organization doesn't just stem from its tangible resources, but importantly from its intangible assets—its knowledge base and the ability to utilize and manage this knowledge effectively.

Knowledge management, as defined by Mitra et al. (2017), seeks to harness an organization's collective intelligence and put it to use where it will have the most impact. This is due to the firm's information-based approach, which suggests that the source of an advantage resides in the industry. According to the principle, every organization's knowledge is susceptible to imitation or transmission (Lungu, 2019). Due to the industry's unparalleled understanding, humanitarian groups are also at danger in this situation. The uniqueness of such knowledge can significantly impact various aspects of the organization including its image, reputation, copyright, profitability, market share, and overall performance. Implementing a Knowledge-Based View (KBV) in knowledge management falls under the scope of human resources, which is important role in facilitating the development, sharing, and application of knowledge within the

organization. The HR function can leverage the KBV to optimize talent management, foster a culture of learning and knowledge sharing, and thereby enhance organizational effectiveness. The main finding of this study's premise is that knowledge application, not only knowledge ownership, is the key source of organizational performance.

2.3.2 Dynamic Capabilities Theory

The notion of dynamical ability was initially brought forth by Teece et al. (1997), and further elaborated by (Teece et al., 1997). This concept underscores the significance of an organization's internal processes and routines in sustaining its competitive edge, particularly in an ever-evolving business landscape. Dynamic capabilities refer to the organization's ability to reconfigure, adapt, and possibly transform its resource base in response to the changing environment. This ability allows the company not just to respond effectively to changes, but also to shape its business environment, ensuring continued competitiveness. According to this notion, businesses must constantly update and improve their arsenal of internal resources to meet the demands of an ever-changing marketplace. Dynamic Capabilities Theory (DCT) is a theoretical construct that stresses the crucial role of an organization's adaptability and capacity for change in response to shifts in the business landscape. DCT asserts that a firm's aptitude to cultivate and utilize dynamic capabilities is a principal factor influencing its marketplace success (Eisenhardt & Martin, 2000; Teece et al., 1997). In essence, DCT emphasizes the ability to reconfigure, transform, and adapt organizational resources and capabilities to meet changing market conditions, enabling the firm to innovate, compete, and sustain its performance over time.

According to DCT, dynamic capabilities are the processes and organizational practices utilized by companies to create, incorporate, and rearrange their assets and skills in response to changing market conditions. As per Teece et al. (1997), these competencies may encompass the ability to innovate, promptly respond to customer needs, establish strategic alliances, and reorganize internal procedures and organizational structures within the organization.

DCT suggests that firms that are able to develop and deploy dynamic capabilities will be better armored to adapt to ever-changing market modality, to identify new chance for growth, and to outperform their rivals. However, developing dynamic capabilities is not a one-off function, but rather an on-going activity of learning, experimentation, and adaptation (Zollo & Winter, 2002). To develop dynamic capabilities, firms need to invest in a range of activities, including knowledge acquisition, internal communication and collaboration, and external partnerships and alliances. They also need to create a culture of continuous learning and improvement, and be willing to take risks and experiment with new approaches (Eisenhardt & Martin, 2000).

Dynamic capabilities are well-planned organizational strategy routines that include "the management of capabilities and resources of all departments of the businesses and enable organizations to accomplish new resource reconfigurations when markets arise, collide, divide, evolve, and collapse. Gaining a competitive edge is the ultimate objective (Arranz et al., 2020). The need for businesses to establish the capacity to create, integrate, and reconfigure internal and external competencies to handle dynamic settings is highlighted by the current hyper-turbulent business climate. This capacity is known as dynamic capabilities (Teece et al., 1997). To pursue new paths for long-term development and

competitiveness, organizations or enterprises must combine their current resources and competencies (Rhemanda et al., 2020). The resource-based approach is enhanced by the dynamic capability viewpoint (Peteraf et al., 2013).

Drawing from organizational theories, dynamic capabilities allow organizations to effectively adjust their resource base. Teece et al. (1997) propose that an organization seeking to prosper in a volatile environment marked by new challenges must adopt the dynamic capabilities hypothesis. Dynamic Capabilities Theory essentially posits that organizations compete not merely based on their ability to mobilize and deploy their existing resources and organizational competencies, but also on their capacity to consistently rejuvenate and enhance these capabilities.

The premise of this research was rooted in the notion that cultivating robust dynamic capabilities to seize plan of action possibility is important for development knowledge capableness and knowledge possession. It emphasized the importance of ongoing learning, adaptation, and innovation in maintaining a competitive edge and enhancing organizational effectiveness in a rapidly changing business landscape. This can be particularly significant in knowledge-intensive sectors, where the ability to create, share, and apply knowledge can significantly influence an organization's success. With the hope that humanitarian organizations would improve their performance, the research used a dynamic capabilities approach.

2.4 Empirical Literature Review

This section of the chapter discusses the related literature on the independent variables and the dependent variables as guided by the objectives of the study.

2.4.1 Knowledge Acquisition and Performance

The process of knowledge acquisition holds a significant place for organizations aiming to bolster their performance. Studies indicate that knowledge acquisition can augment a firm's innovative capacity, aid in the development of new products and services, and enhance operational efficiency (Kim, 2018). This suggests that acquiring new knowledge is not just about absorbing information, but also about how it can be effectively leveraged to drive innovation, create value, and improve overall business processes. In today's knowledge-driven economy, organizations that continuously learn and adapt are more likely to maintain their competitive edge and achieve long-term success.

Knowledge acquisition, as defined by De Bruin (2019) is the process of acquiring, developing, and honing knowledge, skills, and expertise through the learning of new information, the application of skills, and the creation of cognitive processes that permit the incorporation of new knowledge into existing knowledge structures. The acquisition of pertinent knowledge can be accomplished through various means as highlighted by Mbah and Maduafor (2022). These include conducting external surveys, purchasing companies rich in knowledge, sending existing employees for specialized training, hiring new employees with required expertise, procuring valuable data sets, monitoring technological advancements, acquiring patented processes, and gathering information through competitive intelligence.

Each of these strategies offers unique benefits and can play a crucial role in enhancing an organization's knowledge base, thereby improving its decision-making capabilities, operational efficiency, and overall competitiveness. Interaction, feedback, creativity, brainstorming, and benchmarking are all strategies and activities that aid in knowledge

development. The concept is characterized by six crucial elements: valuing employee attitudes and ideas while promoting their skills development; maintaining a robust financial reporting system; and adopting a market-oriented approach that involves active collection of customer and industry information.

These factors underline the importance of both human resources and market awareness in fostering a conducive environment for growth and improvement within an organization. It emphasizes the role of employees' ideas and attitudes, financial transparency, and market intelligence in driving organizational success. Also, keeping an eye out for market shifts, collaborating with overseas clients, and gathering data from market research.

Gareth and White (2017) conducted study in the United Kingdom (UK) to determine how mapping may be used for knowledge acquisition and how this has affected how businesses operate there. The investigation included longitudinal action research (LAR), in which three firms participated in a mapping to improve business processes. The researchers gathered data using surveys and analyzed it using descriptive statistics. The investigation revealed that knowledge acquisition significantly influenced the efficiency of business processes in the UK.

Wang and Hu (2020) undertook a study in China with the aim of discerning the relationship between knowledge acquisition, innovation, and organizational success. The investigation utilized a cross-sectional survey research methodology and a validated research model. The data for this study was gathered from 89 small and medium-sized enterprises (SMEs) situated in Jiangsu province, China. The study provided valuable insights into how knowledge acquisition and innovation strategies can influence the

performance and competitiveness of SMEs in a rapidly evolving business environment. The research concluded that information sharing, both explicit and tacit, significantly influenced the rate of innovation and the company's bottom line. Although tacit knowledge has a significant impact on operational success, explicit knowledge exchange showed a strong correlation with financial performance. The present research will use a descriptive research approach and will concentrate on learning more about the effectiveness of humanitarian organizations in Kenya.

In research by Shodiya (2021) the impact of long-term knowledge accumulation on business efficiency was examined. It was discovered that there was a robust connection between long-term knowledge accumulation and profitability for manufacturing companies in Rivers State, Nigeria. It was also shown that there was a somewhat significant association between continuous knowledge acquisition and organizational productivity. In addition, the research found that firms in that area who actively pursued knowledge expansion saw their market share grow significantly as a result. The present research aims to determine if there are any similarities between the findings from the humanitarian sector and the manufacturing industry, which is a separate sector from the humanitarian sector.

Kiarie (2021) did research in Kenya titled "Impact of Knowledge Management Capabilities on the Performance of the United Nations Office for Project Services". The research aimed to determine how UNOPS' effectiveness was impacted by its knowledge management capabilities. The study used a descriptive research methodology. 386 UNOPS workers were the primary respondents in the study. This study used questionnaires to acquire primary data.

2.4.2 Knowledge Dissemination and Performance

The act of making information or knowledge available to others is known as knowledge dissemination. This may be done in a variety of ways, such as through sharing findings in academic papers, delivering lectures, leading seminars, composing books, producing instructional videos, or just talking to people. In order to promote learning, understanding, and advancement, knowledge distribution aims to make information and ideas available to a larger audience. This refers to the method through which all employees in an organization have access to and share corporate news. As a result, it describes how knowledge is transferred from one person to another, from a group to an individual, and vice versa (Andreeva et al., 2022).

If the intended recipient cannot comprehend and use the information provided as a springboard for action, the information transfer in an organizational setting will fail. The receiver's regard for the information source determines the quality and depth of the knowledge absorbed. To function well, the data must come from a reliable source and be relevant to the recipient (Bloice & Burnett, 2016). Project outcomes are affected by the level of person interaction with organizational technology (Destler & Page, 2018). The organization must make the information available to as many people as possible, and it must make sure that everyone involved understands its format, flexibility, selection, and integration (Andreeva et al., 2022).

Hussain et al. (2016) investigated the impact of cross-cultural learning on the quality of service in the hospitality industry. The hotel business in Malaysia was the focus of this investigation. Purposive sampling was utilized in the research to try to figure out what kind of relationship existed between the two factors. Data for the research were gathered

using a questionnaire. The survey also included 327 employees from five-star hotels in Malaysia's Klang Valley. Partial least squares were used for the analysis of this data. The results showed that cultural factors and how information is shared have a big impact on how well new services function. Hence, the report suggests that businesses adopt practices like building cultural teams and sharing expertise to jump start their performance.

Hurmonen et al. (2016) undertook a study examining the influence of knowledge-integration methods on the innovation within project services. The central emphasis of this research was on the implications of knowledge-integration practices (KIBS) for business performance. The investigation offered insights into how effective integration of knowledge across different areas can enhance innovation and, consequently, lead to better business outcomes. The impact of KIBS on the performance of service innovation at various stages was examined via a series of case studies. Directives, sequencing, decision-making, group problem-solving, and routine and how these affect service deliveries were the research variables. The results showed that the methods are used in many states to boost production. The research also highlighted interaction, cooperation, sharing and coaching, managing errors, and knowledge direction as cultural characteristics, aligning social ties based on knowledge management. Teamwork may be defined as the extent to which members of an organization actively assist one another in achieving common objectives via the coordination and execution of tasks within a group setting.

Kinyua (2015) investigated why information transfer affects Kenyan commercial banks' operations. For the purpose of this investigation, both primary and secondary statistics

were assumed. Questionnaires were used to collect primary data. With the use of a secondary data collection sheet, secondary information was acquired. According to the study, Kenyan commercial banks' operations were positively impacted by information application as well as transfer. It was recommended that in order to promote knowledge transfer, these banks' management should support employee and customer collaboration.

2.4.3 Knowledge Utilization and Performance

Cognition utilization refers to the application of knowledge or information in a practical context to solve problems or make decisions. This can involve using knowledge gained through research, experience, or education to make new production, processes, or services, or to improve existing ones. Organizational management may utilize knowledge management to track the ways in which information is shared among employees. This may be accomplished via knowledge discovery, application, creation, dissemination, and storage (Tseng, 2016). Duffield and Whitty (2016) refer to knowledge acquisition, conversion, application, and protection as higher-order constructs under the umbrella of knowledge management (KM) process capabilities.

Among these, knowledge application is the mechanism by which knowledge is directly implemented in task performance or problem solving. It may be possessed or utilized individually. The application of knowledge, in essence, is the practical use of acquired or converted knowledge to improve processes, resolve issues, or enhance the overall performance within an organization. Businesses gain from information not only because it exists, but also because it is used well (Imhanzenobe et al., 2021). The key strategies that ensure knowledge use include organizational routines, clear guidance, instructions, and self-organizing teams (Singh & Prasher, 2019). Knowledge application

may take several shapes, including expansion, integration, and depth.

Wolff et al. (2018) investigated the impact of System-Oriented on business service delivery. This research focused on revenue-generating businesses. The research focused on how system orientation might boost a company's output. The cross-sectional approach was used to analyze the data in this article. According to the findings, a company's ability to stay competitive depends on the choices it makes about its distribution options. The organization may identify the delivery-dependent costs of all system members via decision making. It may also be utilized to lower delivery costs while simultaneously increasing customer satisfaction by giving the provider and their group of customers more delivery options.

Kim et al. (2021) conducted research in Iran regarding the results of an information request regarding the activities of export companies. A descriptive research design was adopted by the investigators. The target audience consisted of 252 managers at senior levels. A sample of 148 was chosen using the Morgan Table as the selection tool. It has been determined that the use of information inspired Iranian export enterprises' business practices. Iyamu and Mkhomazi (2018) used regression analysis, correlation analysis, and a 7-point Likert scale to find that knowledge consumption had a favorable impact on performance. The results of the study cannot be broadly applied due to the low response rate of 38%. Al Abid and Karim (2017) used a 5-point Likert scale to measure perceptions of excellent organizational performance and high adoption of knowledge management practices.

2.4.4 Knowledge Storage and Performance

This is the procedure of capturing both soft and hard organizational information so that it may be quickly accessed by any parties with an interest. Modern informational hardware and software are utilized in technical systems to identify the knowledge in an organization for subsequent retrieval (Downes & Marchant, 2016). Organization and retrieval of organizational information are both examples of knowledge storage. Finding information about the connected subject that the interested party needs is crucial. Tseng (2016) found that past knowledge management practices failed because they focused too much on technology, such as intranets, repositories, and software for knowledge storage. Basically, a malfunctioning system is to blame for this. Efficient information storage and retrieval facilitate the construction of upstream repositories and improve the dissemination of knowledge downstream (Balco & Drahoová, 2016).

In Ghana, Baba (2018) intended to analyze the result of knowledge management strategies on the provision of agricultural extension services in a few northern districts. 450 farmers from the country's north were chosen for the research. The study data was analyzed using Chi-Square and correlation tests. The goals of the research were well explained by reference to relevant behavioral theories. The research found no correlation between leadership ideology and KM strategy preference.

Age, gender, and educational level had little impact on the knowledge management strategies used, according to the research. Yet, the research showed that farmers' KM strategy decisions are impacted by factors including poor message comprehension, delayed information delivery, and incorrect interpretation of provided data. In order to reach more farmers in the rural underserved parts of the Northern Region and beyond,

the research advised that the Ministry of Food and Agriculture adopt Mobile phone and video techniques to supplement current direct connections with extension agents' approach.

In a case study of Oxfam, Gakuo and Rotich (2017) examined the effects of strategic knowledge management on an organization's productivity using a 5-point Likert scale, correlation analysis, and regression analysis. The focus of this research was on how to keep KM practices under control so that organizations can keep up with the competition. The study used a descriptive research approach to describe how independent factors (knowledge control, application, acquisition, and storage) affected the performance of the data. The results showed that Oxfam's performance was significantly impacted by the organization's knowledge control, application, acquisition, and storage. The research showed that Oxfam's performance is most significantly impacted by knowledge storage. The research found that the capacity to implement KM procedures is crucial for businesses that want to succeed. Better strategies to execute KM as a whole should be understood, developed, coordinated, and synchronized, according to the research.

2.5 Gaps

The present study aims to fill some research gaps related to context, concepts, and methodology that were brought to light by the literature review. These gaps could be related to concepts and approaches that have not yet been completely investigated or implemented, or they could be places where previous research is weak. This study attempted to provide a more thorough and nuanced view of the research issue by addressing these shortcomings. Research conducted by humanitarian organizations in

Kenya's Marsabit County appears to be sparse and precise. With a keen interest in filling up these gaps, this investigation set out to assess the human association amid the performance of a few chosen humanitarian organizations in Kenya's Marsabit County and knowledge management techniques.

Table 2.1*Summary*

Researcher	Research focus	Findings	Research Gap	Current Study Focus
Hanif et al., (2018)	The impact of KM and entrepreneurial orientation on the performance of Malaysian banks	Knowledge transfer and Entrepreneurship orientation have a positive influence on performance	Focused on only knowledge transfer leaving a gap on effect of other knowledge management strategies on performance of firms	Will Focus on how firm performance is influenced by knowledge acquisition, dissemination, utilization and storage
Gareth and White (2017)	Utilization of mapping for knowledge acquisition and their effect on the functioning of organizations in UK.	Knowledge acquisition had a major inspiration on the functioning of work-based activities in the United Kingdom.	The study was conducted in United kingdom	The study will be conducted in Marsabit county Kenya

Ahmed et al. (2015)	Knowledge management practices impact on organizational performance: empirical study of banking sector in Pakistan	knowledge management activities lead to improved organizational performance	This study focused on the banking sector and therefore, the findings cannot be generalized to other context	The current study will focus on knowledge management on performance of humanitarian Organizations in Marsabit county kenya.
Chiu and Chen ,(2016)	function of organizational commitment as a mediator in the research of KM capability and organizational success in Taiwanese public utilities	Knowledge process capability has a significant influence on effectiveness while knowledge infrastructure capability has no significant influence	The study focused on Organization effectiveness leaving a gap on the influence of knowledge Management capabilities on firm performance	The study will focus on the effects of the different types of knowledge management strategies on firm performance

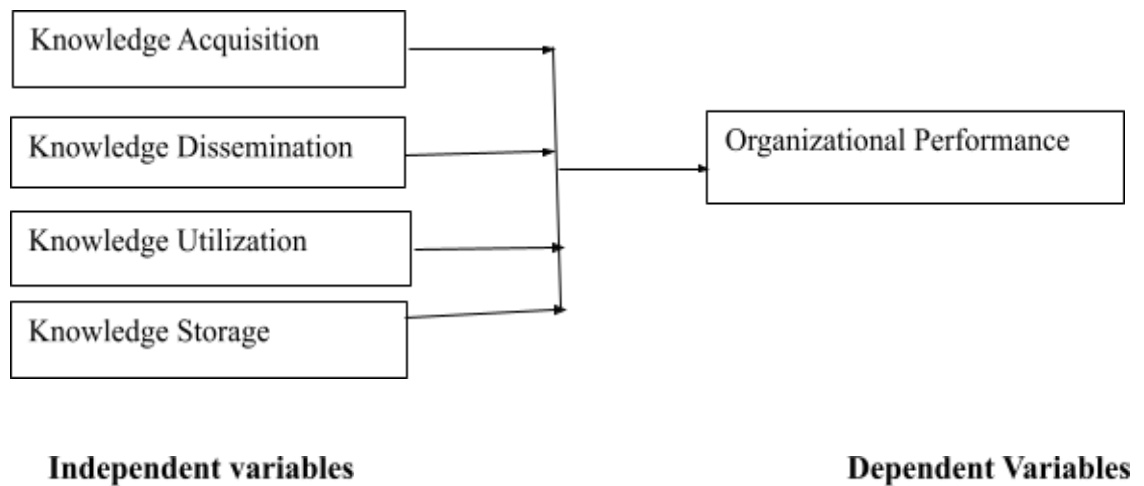
2.6 Conceptual Framework

The Concept and Operation frameworks illustrated the parameters and metrics of both the independent and dependent variables. The Conceptual framework outlines the abstract theories and ideas relating to these variables, while the Operational framework delineates

how these theories were practically measured and assessed in the context of this research. This way, both frameworks provide a comprehensive overview of the study's design and methodology. Performance of the humanitarian organizations in Marsabit County was the dependent variable and depended on the independent variables namely knowledge acquisition, dissemination, utilization, and storage strategies.

Figure 2.1

Conceptual Framework



2.6.1 Explanation of Variables

The framework illustrates how the variables are related.

2.6.1.1 Knowledge Acquisition

Knowledge acquisition strategies refer to the techniques that organizations use to acquire new knowledge or expertise. In line with the strategies proposed by Arsawan et al. (2022) numerous actions could be employed. These might encompass increasing

workforce size through new hires, investing in research and development projects, forming external collaborations and alliances, and deploying training initiatives for current staff members. By putting an emphasis on training for existing employees, the company can ascertain that they are equipped with the necessary knowledge and expertise to execute their roles effectively. This could result in heightened productivity, improved decision-making processes, and an overall enhancement in the organization's performance.

2.6.1.2 Knowledge Dissemination

Knowledge dissemination strategies are critical for improving organizational performance. An organization's success is closely linked to its ability to leverage its knowledge assets and make informed decisions. Effective knowledge dissemination strategies can facilitate the creation, sharing, and transfer of knowledge throughout the organization, enabling employees for wise decision making, problem solvers more efficaciously, and innovate more efficiently.

2.6.1.3 Knowledge Utilization

Knowledge utilization refers to the ability of organizations to effectively and efficiently make use of the knowledge they possess to achieve their goals. Knowledge utilization strategies involve the use of various tools, techniques, and processes to capture, store, transfer, and apply knowledge within an organization. Strategies for knowledge application are fundamental for companies aiming to enhance their performance and secure a competitive edge in the ever-changing business landscape of today. Through capitalizing on their inherent knowledge and skills, organizations can foster an

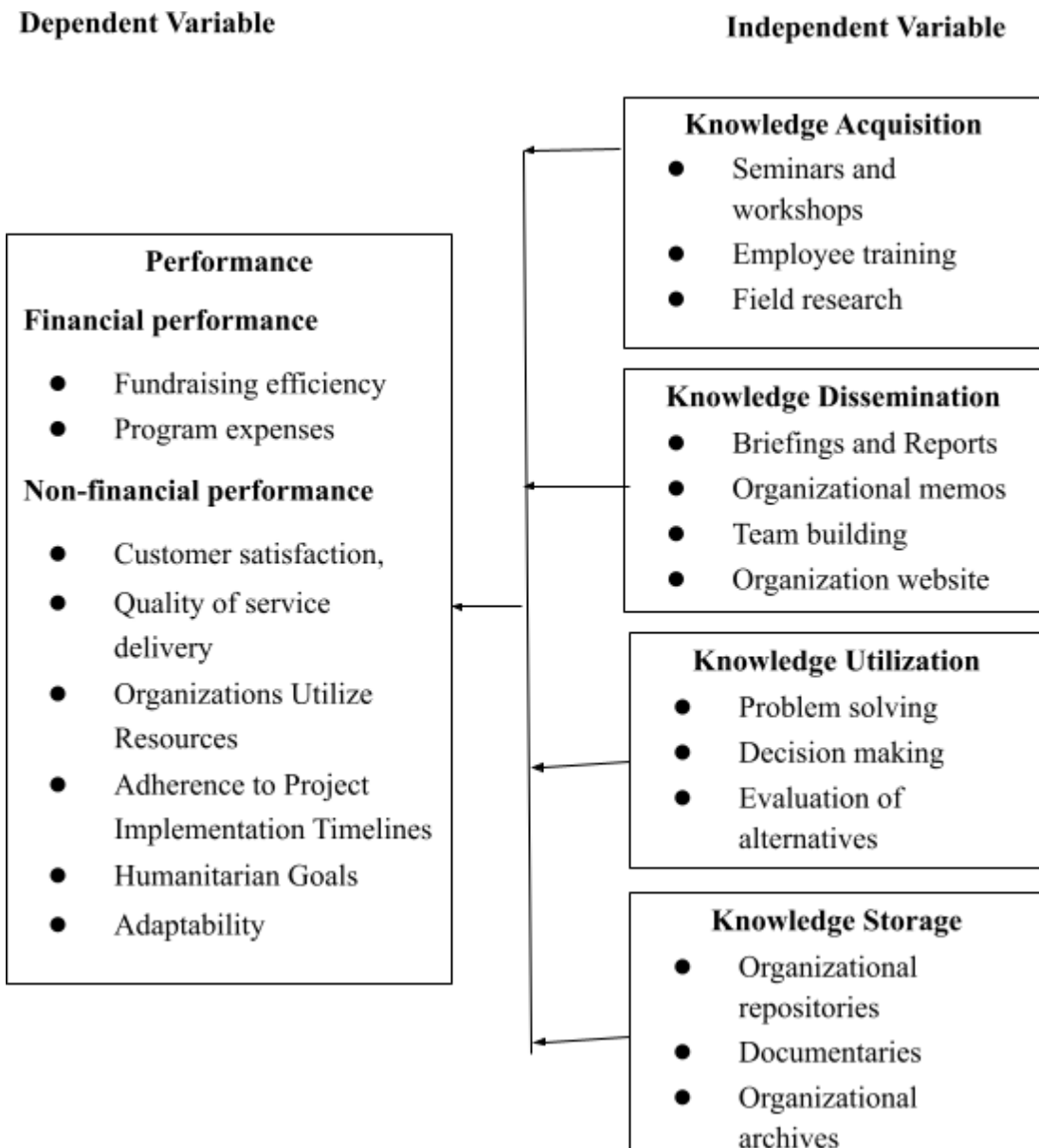
environment that promotes ceaseless learning and progress. This can ultimately pave the way to sustained prosperity.

2.6.1.4 Knowledge storage

Knowledge storage refers to the methods used by organizations to store and manage knowledge, such as databases, wikis, and other knowledge management systems. Effective knowledge storage can have a significant impact on organizational performance. By capturing and organizing knowledge, organizations can improve efficiency, reduce errors, and increase innovation.

Figure 2.2

Operational Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study's research technique is covered in this chapter. This section outlines the study methods the researcher plans to use to accomplish the goals of the investigation. In an attempt, the chapter takes into account the target population, the study's location, the design of the study, sampling and sample size, data gathering tools, and data collection techniques. The process for data analysis and research ethics that should be taken into account for the study are also included in this part.

3.2 Research Methodology

This study used a mixed-approaches strategy, combining quantitative and qualitative research methods in one investigation. This approach made it possible to gather descriptive and statistical data, which led to a more thorough comprehension of the research subject. A mixed-methods strategy incorporates both quantitative and qualitative data, methods, and perspectives into a single inquiry, as described by Creswell and Plano Clark (2018). By using this strategy, the researchers were able to balance each other out and take use of their respective strengths and shortcomings. This strategy was chosen in part because of its ability to solve complex research problems that are not well addressed by a single methodology and its potential to cross-validate results from several approaches.

3.3 Research Design

Bryman and Bell (2021) define a research design as the strategy employed to tackle the research question effectively. In this case, a descriptive research design was implemented.

The value of employing this specific design in the study is its capability to elucidate a precise statistical association between the independent and dependent variables of the study. Opting for a descriptive methodological approach was particularly relevant, given its effectiveness in conjunction with structured field questionnaires, ensuring comprehensive data collection and analysis. Ghauri and Gronhaug (2022) suggest that descriptive research survey is suitable when a study aims to establish relationships between concepts by analyzing and computing quantitative data gathered objectively, with the goal of empirically testing research questions. Similarly, Mertens (2022) highlights that a descriptive research design is intended to explore the "how," "who," and "what" aspects of a research issue, helping to clarify the connections between research variables.

3.4 Location of the Study

The location of a study refers to the geographic area or physical location where the research will be conducted. This study was conducted in Marsabit County. The study area is the second biggest county in Kenya, with an area of 66,923.1 square kilometers. The 2019 census estimates that the county's population is 459,785. Marsabit County, located in the northern part of Kenya. This region presents unique challenges due to its remote location, harsh environmental conditions, and the high level of need among its

population. These factors make it a relevant setting for exploring how knowledge management strategies can help humanitarian organizations address the complex issues they face. Marsabit's diverse and urgent humanitarian needs, including food security, health, and education, create a fertile ground for assessing the role of knowledge management in improving organizational performance in such a challenging environment.

3.5 Population of the Study

The target population in research refers to the entire group of individuals or objects that the researcher is interested in studying (Kothari, 2017). In this study, the target population was selected from humanitarian organizations which have operation office in Marsabit County. The study focused on 386 employees from the five chosen humanitarian organizations (World Vision, Compassion International Inc., Pastoralist Community Initiative and Development Assistance (PACIDA), Horn of Africa Development Initiative (HODI), and Give Directly Kenya). As they are the top providers of humanitarian aid in the county (Annual NGO Sector Report 2021/22), the five humanitarian organizations have been selected as the unit of observation while 386 employees from the NGOs forms the unit of analysis. Also, their activities and presence are noticeable across the county.

Table 3.1

Target population

Categories	Target population	Percent
Mangers	45	11.7
Supervisors	112	29.0
Field officers	229	59.3
Total	386	100.0

Source: (Annual NGO Sector Report 2021/22 Marsabit County)

3.6 Sampling Process and Sample Size

3.6.1 Sampling Process

The process used to choose a subset of those who participated within the target population is known as the sampling procedure (Alvi, 2016). The stratified random sample approach was used for this investigation. Stratified sampling, according to Blumberg et al. (2014), increases a sample's statistical efficiency, offers sufficient data for examining multiple subpopulations, and permits the use of diverse research techniques across numerous strata. The researcher was able to separate the sample into relevant, non-overlapping strata thanks to this method. Three categories were used to group the sample: supervisors, managers, and field officers.

3.6.2 Sample Size

The sample size refers to the count of units selected from the target population to form a

subset. This subset should be as compact as possible while still satisfying the requirements for efficiency, reliability, representativeness, and flexibility. To determine the sample size, the researcher may set a desired level of precision for estimating population parameters (Kothari & Garg, 2019). The goal is to ensure that the sample provides an accurate reflection of the population while remaining manageable for research purposes.

The Yamane (1967) formula, which Mutegi (2021) adapted, was used to determine the sample size for this investigation using a 92% confidence level assumption.

$$n = \frac{N}{1 + Ne}$$

$$1 + Ne$$

Where; N = study population (386) e = alpha level of 0.08

n = sample size

$$n = \frac{386}{1 + 386(0.08)} = 112$$

$$1 + 386(0.08)$$

This study used proportionate stratification to get the number of respondents from each stratum as shown in Table 3.2. organizations.

Table 3.2

Sample size

Categories	Target population	Sample size
Mangers	45	13
Supervisors	112	33
Field officers	229	66
Total	386	112

Source: Researcher (2024)

3.7 Data Collection Instrument

The research tools utilized depend on the kind of data acquired. Structured self-administered questionnaires were used in this investigation. As respondents may complete questionnaires when they have free time or a manageable workload, they are excellent for gathering primary data from respondents. The planned questions aim to minimize variability in responses, conserve time in the process of coding and transcribing, and enhance response rates (Borgobello et al., 2019). The questions were divided into two sections: the first section collected respondent demographic information, while the second half, in line with the study's goals, concentrated on examining the chosen research variables. The closed-ended questions used a Likert scale with five points. On a scale from, respondents were asked to rate their degree of agreement or disagreement. 1 to 5, where "5" signifies "strongly agree," "4" implies "agree," "3" stands for "neutral," "2" means "disagree," and "1" denotes "strongly

disagree."

3.8 Data Collection Procedures

Data collecting processes, according to Johnson and Turner (2003), relate to all of the actions that a researcher does when doing data gathering. For this study, the researcher asked Kenya Methodist University for an introduction letter to help with the application for a data collecting permission from the National Council for Science, Technology, and Innovation (NACOSTI). Before officially visiting the organization on the scheduled day, the researcher scheduled meetings with the management of World Vision Kenya, Compassion International Inc., PACIDA, HODI, and Give Directly Kenya using the permission. The researcher next asked management to approve doing the study within the company. Upon approval, an introduction letter was sent to the management team of the organizations to request permission for the researcher to conduct the study there. The researcher then arrived at the study location on the designated day to choose participants and distribute the questionnaires to them. In addition to collecting the field surveys, the researcher made sure that any issues that arose as a consequence of the completion of the questionnaire were properly handled. It was all put together for data input and analysis.

3.9 Validity and Reliability

The propensity of any measuring device to compute precisely what it is designed to measure is referred to as validity. A pilot study was used to determine the reliability of the research instruments used in this investigation (Garg & Kothari, 2019). A test study was conducted to provide an early evaluation of the current scale in order to modify it to match the needs of the research. A relatively small number of participants got

questionnaires as part of the preliminary assessment research with the intention of pre-testing the questions (Palmer, 2019). In line with Mugenda and Mugenda's (2003) recommendation that a pilot test be undertaken using 1% to 10% of the sample size, a total of 12 participants from Caritas Marsabit will be sampled. This represents a 10% of the sample size.

A pilot study helped to uncover any flaws or shortcomings in the usage of questionnaires as a data collecting method and enabled the researcher to make any necessary revisions prior to the study's real deployment. Pre-testing assessed the clarity of the study instrument, and the researcher made the required adjustments before going into the field (Matthews & Ross, 2014).

The term "reliability" refers to problems with measure consistency. Reliability was assessed using Cronbarch's alpha. The most extensively used agreement measurement with trustworthy interpretations has been the Cronbach's alpha. Whether the test is measuring the variable properly depends on Cronbarch's alpha. Moreover, it examines the validity of multiple-choice questions (Krippendorff, 2013).

3.10 Data Analysis and Presentation of Results

After the data's accuracy was confirmed, objectives with missing data were removed. Cases lacking more than 20 percent of their replies were eliminated from the analysis. To ensure that study results are reliable and legitimate, outliers should be eliminated from the data. The data was examined using the SPSS application, version 27. The qualitative data will be coded using content analysis, which will allow for an objective and systematic description of the communication's substance. Content analysis will be

used to justify the presence of certain words, concepts, subjects, phrases, characters, or sentences in texts.

Descriptive and constructive statistics were examined during the data analysis process. Distributional measures including, frequencies, means, standard, deviations, and percentages made up the descriptive statistics. To calculate inferential statistics and ascertain the impact of independent factors on the dependent variable, multiple regression analyses and Pearson's correlation were used. Tables including pertinent interpretations and debates were presented with the analysis's findings. The following empirical model was used.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where; Y = performance of humanitarian organizations
 B_0 = Constant

X_1 = knowledge acquisition
 X_2 = knowledge dissemination
 X_3 = knowledge utilization

X_4 = knowledge storage
 ϵ = Error Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients of Predictor Variable.

3.10.1 Model Assumptions

The following diagnostic tests were screened for simple conventions of classical linear regression model; normality was examined because many statistical tests, such as hypothesis testing and the construction of confidence intervals, rely on the normal distribution of residuals. Multicollinearity was used to determine whether there is a

significant connection among independent variables. Diagnostic tests for multicollinearity, such as the Variance Inflation Factor (VIF) or correlation matrices, help to ensure that the model provides reliable estimates and that each predictor's influence can be correctly interpreted. Heteroscedasticity occurs when the variance of the residuals is not constant across all levels of the independent variable(s). In the presence of heteroscedasticity, the standard errors of the coefficients can become unreliable, leading to incorrect conclusions about the significance of predictors. Detecting heteroscedasticity using visual methods like residual plots ensured that appropriate corrective actions, such as using robust standard errors, are taken to make valid statistical inferences.

3.11 Ethical Consideration

The researcher was required to acquire authorization from Kenya Methodist University before beginning data collecting since the institution mandates that every study be authorized. The participants in the study were given their consent to participate, therefore they were not forced to complete the surveys. The respondents were not obliged to provide their names in the surveys for reasons of anonymity. The researcher guaranteed that the data obtained would only be used for academic reasons and would get the respondents' informed permission. The study was done with consent from the relevant humanitarian groups, and the research permit was secured from NACOSTI. To safeguard the study participants, the researcher adhered to the APA ethical guidelines for ethical research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

An explanation of the study's findings is given in this chapter. The primary data for the study was gathered through the use of questionnaires; the information was coded into SPSS Version 27.0 for investigation and display.

The chapter is organized to present the findings: demographic characteristics and objectives are presented first, then the response rate and reliability test results. The researcher produced tables that summarized the demographic data of the respondents and the effect of knowledge management on the operations of the humanitarian organizations in Marsabit County, Kenya, to help assist the debate.

4.2 Response Rate

The researcher distributed 112 questionnaires to the selected respondents from humanitarian organizations in Marsabit County. Out of these, 90 were properly completed and returned, resulting in a response rate of 80.4%, which was considered adequate for the analysis. This aligns with Babbie (2010) who indicated that a 70% or higher response rate is regarded as very good. The findings are presented in Table.

Table 4.1

Response Rate

	Frequency	Percent
Valid Response	90	80.3
Non-Response	22	19.7
Total	112	100.0

Source: Field Data (2024)

4.3 Reliability Test

Cronbach's Alpha was employed in the study to evaluate the dependability of the research tools. The purpose of this reliability test was to confirm if the questionnaires successfully measured the desired variables. Cronbach's Alpha coefficients greater than 0.7, in accordance with Taber (2018), suggest that the research instruments are trustworthy.

The results are presented in Table 4.2.

Table 4.2

Reliability Test Variable

Variables	Number Of Items	Cronbach Alpha	Remark
knowledge acquisition	5	0.814	Reliable
knowledge dissemination	4	0.829	Reliable
knowledge utilization	5	0.785	Reliable
knowledge storage	5	0.799	Reliable
Performance of humanitarian organizations	7	0.836	Reliable

Source: Field Data (2024)

Cronbach's alpha values for the following categories were found in the results: 0.836 for humanitarian organization performance, 0.799 for knowledge storage, 0.785 for knowledge usage, and 0.814 for knowledge acquisition. The present study's results demonstrate that all Cronbach's alpha coefficients were greater than 0.7, suggesting the adoption of a reliable scale and the production of reliable data.

4.4 Respondents Demographic Information

The researcher attempted to obtain a general overview of the respondents in order to assess whether they were suitable for the study. The survey gathered broad information on gender, highest level of education acquired, and length of service at the organizations. The sections that follow present the findings.

4.4.1 Gender

The researcher sought to establish the distribution of respondents by age in the humanitarian organizations in Marsabit County. The findings are indicated in Table.4.3

Table 4.3

Gender

		Frequency	Percent
Valid	Male	51	56.7
	Female	39	43.3
	Total	90	100.0

Source: Field Data (2024)

The results indicate that 43.3% of respondents were women and 56.7% of respondents were men. This indicates that the organizations employed a higher proportion of men than women; Nwoke et al. (2022) claim that this is due to the kind of labor done under humanitarian assistance.

4.4.2 Highest Level of Education

The goal of the study was to determine the respondents' greatest degree of education. The results are displayed in Table 4.4.

Table 4.4

Education Level

	Frequency	Percent
Diploma	24	26.7
Bachelors	41	45.6
Masters	13	14.4
PhD	12	13.3
Total	90	100.0

Source: Field Data (2024)

According to the information in the table, the greatest educational level obtained by 45.6% of respondents was a basic degree, followed by a diploma held by 26.7%, a master's degree by 14.4%, and a PhD by 13.3%. This implies that bachelor's degree holders made up the bulk of responders. This data was essential since it enabled the researcher to assess the respondents' capacity to produce accurate information. It also showed that the majority of responders possessed the foundational knowledge required to complete the questions.

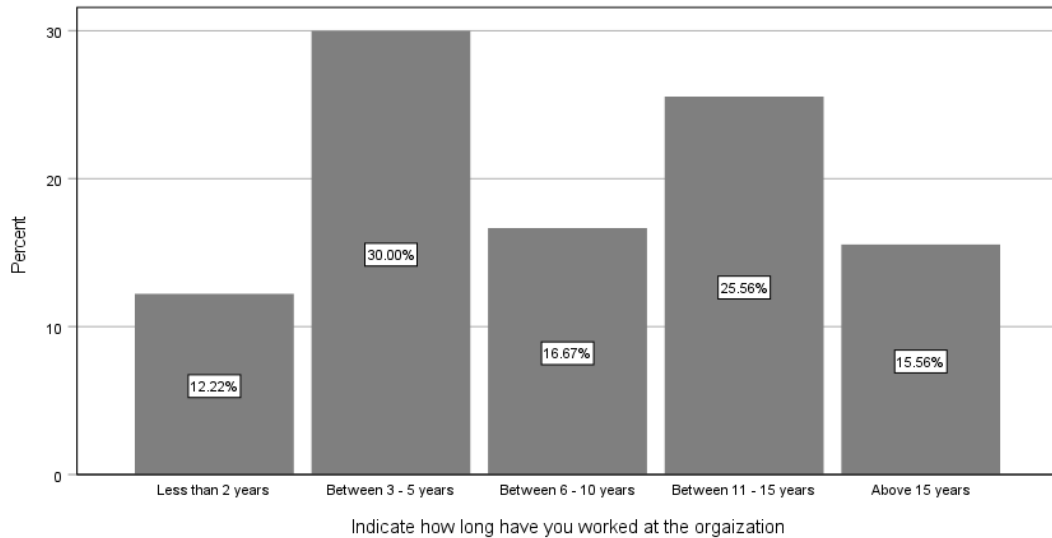
4.4.3 Length of Service

The findings of the respondent's arrangement of length of service.

Figure 4.1

Length of Service

Indicate how long have you worked at the organization



According to the findings, 30.0% of the participants had been employed by their respective companies for three to five years, 25.56% for eleven to fifteen years, 16.67% for six to ten years, and 15.58% for more than fifteen years. According to the findings, 12.22% of the participants had worked for their own employers for fewer than two years. The results reveal that most of the participants had been employed by the company for over four years, suggesting that they had acquired a certain degree of experience.

4.5 Descriptive Statistics

In order to determine the degree to which respondents agreed with the researcher's selected assertions about the impact of knowledge management on organizational performance in the humanitarian organizations located in Marsabit County, Kenya, the researcher employed descriptive statistics. The results are displayed below.

4.5.1 Knowledge Acquisition

Regarding the connection between knowledge acquisition and organizational effectiveness in the humanitarian organizations situated in Marsabit County, the researcher arrived at several results. Participants were asked to rate their level of agreement with each statement on a scale of 1 to 5, where 1 was strongly disagree, 2 disagree, 3 were neutral, 4 were agree, and 5 were highly agree. Results are displayed in Table 4.5.

Table 4.5

Knowledge acquisition

	N	Min	Max	Mean	Std.Deviation
Worker obtains new recognition from external sources	90	1	5	4.145	0.802
Worker acquires recognition from written sources	90	1	5	3.821	0.816
Worker acquires cognition from other co-workers	90	1	5	3.470	0.566
Cognition skill results in the development of knowledge	90	1	5	2.615	0.555

Source: Field Data (2024)

With a mean score of 4.145, Table 4.5 demonstrates that respondents generally felt that employees learn significant new information from outside sources (such as conferences,

journals, expert networks, business partners, and clients). Furthermore, as evidenced by a mean score of 3.821, they showed that workers considerably acquire information from written sources (such as project documentation, organizational procedures, instructions, and officially recorded materials). Furthermore, a mean score of 3.769 indicates that the data support the idea that acquiring knowledge facilitates the transmission of knowledge.

Furthermore, a mean score of 3.470 indicated that workers moderately pick up informal knowledge from their coworkers; a mean score of 2.615 indicated that gaining knowledge leads to the development of knowledge; and a mean score of 2.393 indicated that gaining knowledge only slightly helps to develop and maintain expertise. This demonstrates how knowledge acquisition significantly improves an employee's capacity to pick up new information from coworkers, printed materials, and outside sources. This supports workers' professional development and maintenance, which benefits the company's success. However, the low mean score of 2.393 for the development and maintenance of expertise indicates that labor mobility may be an issue for contemporary firms and their knowledge management programs.

These results are consistent with the arguments made by Houessou et al. (2023) who contend that as explicit information serves as the basis for and antecedent to the development of tacit knowledge, the impact of KMS on explicit knowledge acquisition is crucial. As a result, gaining explicit information is essential to the growth and maintenance of expertise and, as a result, a factor in driving business performance. The foundation of this investigation is the same.

Additional ways that information acquisition affects performance were requested of the respondents. The study's findings demonstrated that it strengthens the emphasis on

human capital and encourages a methodical approach to knowledge acquisition, enabling the business to make the most use of this asset and immediately improve performance. Additionally, by fostering an efficient knowledge-dissemination plan, it aligns the organizational culture and creates dynamic interpersonal networks that improve cooperation and teamwork. These results suggest that knowledge utilization has a major impact on organizational success.

4.5.2 Knowledge Dissemination

Statements about how information sharing affects humanitarian groups' performance in Kenya's Marsabit County were found in the study. Participants were asked to rank how much they agreed with each statement on a scale from 1 to 5, where 1 represented Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree. The results are presented in Table 4.6

Table 4.6*Knowledge Dissemination*

	N	Min	Max	Mean	Std. Deviation
Workers in our company collaborate in groups to share expertise.	90	1	5	3.53	1.03
To share expertise, we take part in internal training sessions.	90	1	5	3.88	.926
In our training's, we address a wide range of topics to help us disseminate information.	90	1	5	3.93	.774
Our mentors share knowledge from their field experiences with our younger staff members.	90	1	5	3.79	1.08
We acquire knowledge while working by sharing responsibilities and information.	90	1	5	4.28	.984
Scheduled seminars and classes are used to disseminate knowledge about contemporary work procedures.	90	1	5	3.88	1.21
Our employees receive training on a variety of tasks for a variety of positions in order to spread knowledge	90	1	5	3.97	1.14
Employees in our company pick up skills on the job.	90	1	5	4.17	.997

	N	Min	Max	Mean	Std. Deviation
As staff, we get together casually and share knowledge.	90	1	5	3.48	1.08
Internal memos are used by humanitarian groups to communicate new developments.	90	1	5	4.00	1.19
We use noticeboards to distribute knowledge among all employees.	90	1	5	4.33	.815
Our company uses a variety of methods, including IT and manual-based ones, to spread newknowledge.	90	1	5	3.64	1.28

Source: Field Data (2024)

According to a mean score of 3.53 and a standard deviation of 1.03, knowledge transfer was carried out in groups by the respondents in the ministries. The mean of 3.88 and the standard deviation of 0.926 indicate that participants participated in internal training sessions with the intention of disseminating knowledge. The ministries' training included a wide range of tasks for various vocations, which helped the respondents express their knowledge, as seen by the mean score of 3.93 with a standard deviation of 0.774.

A mean of 0.774 indicates that mentors of respondents shared their field experiences to impart knowledge to younger staff members. This is in line with Yu, Ahmed et al.'s (2020) assertion that information is transferred from one department to another among employees and stakeholders of a business unit or company. A mean of 4.28 with a

standard deviation of 0.984 corroborated the respondents' agreement that they learned on the job through the dissemination of duties and knowledge. A mean of 3.88 with a standard deviation of 1.21 was achieved in the dissemination of knowledge about current workplace procedures through the planned seminars/workshops. The data indicates that organization personnel received training on various activities in various positions to facilitate information dissemination. The mean score was 3.97, with a standard deviation of 1.14.

The majority of respondents believed that, with a mean of 4.17 and a standard deviation of 0.997, the ministry's staff members learnt on the job. Organizations should place a greater emphasis on their knowledge-based resources, according to Cai et al. (2013). The study's mean score of 3.48 with a standard deviation of 1.08 indicated that respondents were in agreement that they met casually and shared knowledge with one another. The humanitarian groups in Marsabit County disseminated new developments via internal memoranda, as indicated by a mean score of 4.00 and a standard deviation of 1.19. The organization disseminated knowledge across all staff members through noticeboards, as evidenced by a mean score of 4.33 with a standard deviation of 0.815.

The ministries' varied methods of sharing new information both manuals and IT were demonstrated by a mean score of 3.64 and a standard deviation of 1.28. This supports the claim made by Ogendo (2014) that knowledge transfer significantly affects organizational performance. The content of strategies is significantly impacted by knowledge transfer. The relationship between knowledge transfer and strategy content is not significantly moderated by the external environment.

4.5.3 Knowledge utilization

The researcher utilized a rating scale ranging from 1 to 5, where 1 indicated Strongly Disagree, 2 represented Disagree, 3 signified Neutral, 4 denoted Agree, and 5 indicated Strongly Agree, to assess the degree of agreement regarding the impact of knowledge Utilization on organizational performance. The results are displayed in Table 4.7.

Table 4.7

Knowledge Utilization

	N	Min	Max	Mean	Std. deviation
Using referential cognition facilitates quicker and more effective decision-making	90	1	5	2.470	0.566
Using recorded information fosters innovation and creativity	90	1	5	3.684	0.582
Utilizing documented knowledge makes it easier to replicate previous achievements and steer clear of mistakes	90	1	5	4.120	0.800
Employees freely exchange and adopt information because they view it as company property.	90	1	5	2.803	0.591
Workers view knowledge as educational resources.	90	1	5	3.915	0.847

Source: Field Data (2024)

According to the results, employees view knowledge as a learning tool, as indicated by a mean of 3.915, and using documented knowledge fosters creativity and innovation, as indicated by a mean of 3.684. Respondents also indicated that using documented knowledge greatly improves replicating past successes and avoiding failures. However, as demonstrated by a mean of 2.803, the respondents stated that employees view information as organization property to a moderate amount and freely exchange and adopt it. Similarly, a mean of 2.470 suggested that the usage of recorded knowledge facilitates faster and better decision-making to a low extent.

This suggests that knowledge that has been documented influences the success of the company by guiding future activities, facilitating learning, enhancing creativity, and assisting in quicker and better decision making. This is consistent with the findings of Riungu (2015) who looked at how knowledge management practices affected the 21 mobile phone companies in Kenya and discovered that the management of these companies recognizes knowledge management as an alternate tactic used by businesses to boost competitive performance.

The low mean of 2.47 on facilitating better and faster decision-making may be consistent with the earlier knowledge protection finding, which indicated that bureaucracy appeared to be impeding the speedy access to recorded knowledge and, as a result, to decision-making speed.

Respondents were asked to list any other ways that performance is impacted by knowledge consumption. The results of the study showed that using information to assist

processes for continuous improvement increases overall business operation efficiency. It functions as a kind of acknowledgment as well as a tool for employee growth and development, which motivates employees. Additionally, it makes the transfer of specialized knowledge easier, which makes goals easier to accomplish.

4.5.4 Knowledge Storage

On a Likert scale of 1 to 5, respondents were asked to rate how much they agreed with the statements they had chosen about how knowledge storage affects organizational performance. The outcome of the study is indicated in Table 4.8.

Table 4.8

Knowledge Storage

	N	Min	Max	Mean	Std. deviation
The work procedures are stored by the service board using appropriate mechanisms.	90	1	5	3.91	1.43
We preserve our knowledge using sophisticated systems, and we have a way to access work processes and manuals that have been stored	90	1	5	3.5	1.00
The company has enough servers to hold soft copies of work instructions and manuals.	90	1	5	3.55	.990

	N	Min	Max	Mean	Std. deviation
For backup purposes, the organization stores its knowledge in multiple locations.	90	1	5	3.91	.676
The organization's databases contain classified information pertaining to the knowledge developed within it.	90	1	5	3.30	1.00
Only a limited number of employees are required to access classified material, and our system keeps track of who has access to what information.	90	1	5	4.36	.642

Source: Field Data (2024)

According to Table 4.8, the respondents were in agreement that the service board had suitable procedures in place for archiving its work methods, with a mean score of 3.91 and a standard deviation of 1.43. The ministries' employment of cutting-edge techniques to keep their created information was agreed upon by respondents, as shown by a mean score of 3.50 with a standard deviation of 1.00.

The mean of 3.55 with a standard deviation of 0.990 among respondents showed that they had an appropriate system in place for accessing work instructions and manuals that had been archived. The company has enough servers to store soft copies of manuals and work processes, as evidenced by a mean score of 3.91 and a standard deviation of 0.676. An organizational structure that houses data that is accessible to and shared by every employee is provided by the organizational manual (Liebowitz & Frank, 2016).

According to respondents, the organization's information was kept in several locations as a backup, as evidenced by a mean score of 3.30 and a standard deviation of 1.00. The organization's knowledge base contained classified data, as evidenced by a mean score of 4.36 and a standard deviation of 0.642. The respondents' mean score of 3.99, with a standard deviation of 1.07, indicating that they agreed that only a specific group of staff members were required to access classified information. The organization system featured a trail to track who accessed stored knowledge, as indicated by a 4.00 mean and 0.625 standard deviation.

This is in line with the findings of Al-Ghazi (2014) who claimed that knowledge storage and utilization had a statistically significant impact on an organization's success as measured by the balanced scorecard from the customer perspective.

4.5.5 Performance

The researcher selected statements regarding the performance of the organization over the past five years. Respondents were asked to express their level of agreement using a Likert scale ranging from 1 to 5. The results are presented in Table 4.9.

Table 4.9*Performance*

	N	Min	Max	Mean	St. Deviation
Citizen service delivery has improved	90	1	5	3.94	.764
the agency has consistently fulfilled mandate.	90	1	5	3.49	.982
Our company has increased the effectiveness of its work procedures.	90	1	5	3.84	.542
The overall advantages of our organization's outputs	90	1	5	3.85	1.110
Valid N (listwise)	90				

Source: Field Data (2024)

According to Table 4.9, knowledge management improved service delivery (mean of 3.94, standard deviation of 0.764), increased public benefits from ministry outputs (mean of 3.85, standard deviation of 1.11), and increased work process efficiency (mean of 3.84, standard deviation of 0.542). With a mean of 3.49 and a standard deviation of 0.942, it was unclear, therefore, if the ministries had consistently fulfilled their objectives.

Although knowledge management has improved the way in which citizens are served, the data shown in Table 4.9 above indicate that the ministries in question have not continuously and significantly carried out their mandate. The outcomes are consistent with Karani (2015) discovered that the implementation of knowledge management

practices can improve an organization's performance in a number of ways, including increased worker knowledge, improved organizational decision-making procedures, improved client service delivery, decreased operating expenses, and heightened competitiveness.

4.6 Diagnostic Tests

The researcher ran a diagnostic test to ascertain the dataset's dependability before using it for the analysis. Tests for heteroscedasticity, normalcy, and multicollinearity were run. The sections below provide the results in tabular form.

4.6.1 Multicollinearity Test

To determine if the variables were connected, the researcher ran a multicollinearity test. A test was performed using the Variance Inflated Factor (VIF) to determine the extent to which the variance of the predicted regression coefficients is inflated in comparison to the scenario in which the predictor variables are not linearly related. According to Myers (1990), multicollinearity occurs when the VIF value is greater than 10 and does not occur when the VIF value is less than 10. Results are displayed in Table 4.10

Table 4.10*Multicollinearity Test*

Model (Constant)	Collinearity Statistics	
	Tolerance	VIF
Cognition acquisition	.603	1.65
Cognition dissemination	.360	2.78
Cognition utilization	.316	3.16
Cognition Storage	.399	2.50

Source: Field Data (2024)

According to Table 4.10, the Variance Inflation Factor (VIF) for information acquisition was 1.65, for knowledge distribution it was 2.78, for knowledge usage it was 3.16, and for knowledge storage it was 2.51. There was no multicollinearity among the variables, according to these data, which show that all of the variables had VIF values less than 10.

4.6.2 Normality Test

Kurtosis and skewness were used to analyze the datasets' normal distribution in order to test for multicollinearity. Kothari (2004) states that if kurtosis and skewness are both between the range of +2 and -2, which indicates a normal distribution, then data analysis can move further. The results are presented in Table 4.11.

Table 4.11*Normality Test*

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Cognition Acquisition	-.370	.158	.111	.316
Cognition Dissemination	-.358	.158	-.159	.316
Cognition Utilization	-.313	.158	-1.04	.316
Cognition Storage	-.770	.158	.177	.316
Performance	-.681	.158	.335	.316

Source: Field Data (2024)

Knowledge storage had a skewness of 0.770 and a kurtosis of 0.177, efficiency had a skewness of -0.681 and a kurtosis of 0.335, and knowledge consumption had a skewness of -0.313 and a kurtosis of -1.04. Sharing information also made the same trends clear. Because the skewness and kurtosis values were all between +2 and -2, the results show that the variables had a normal distribution. The fact that the variables had a normal distribution suggests that the study could rely on them.

4.6.3 Heteroscedasticity

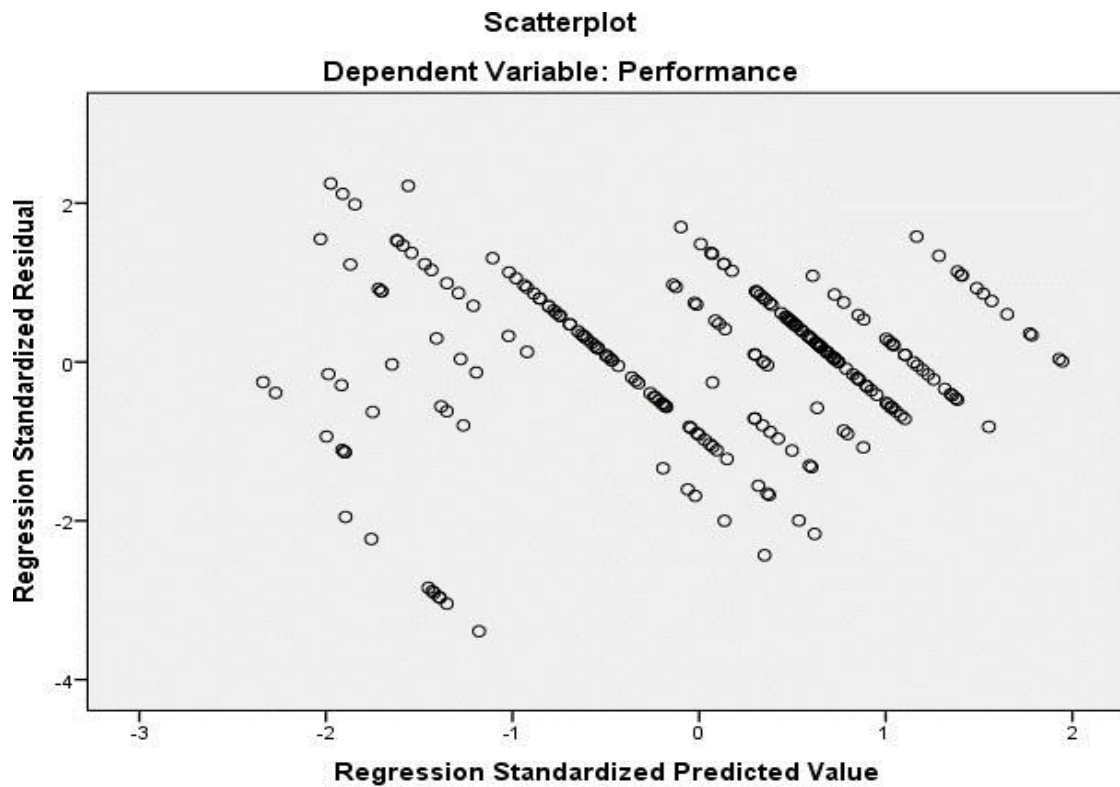
In order to ascertain whether modeling mistakes were normally distributed and uncorrelated, the researcher performed a heteroscedasticity test. To determine whether the series of random variables showed heteroscedasticity—where each variable in the

series has a different finite variance—or homoscedasticity, they used scatter plots.

The results are presented in Figure 4.2.

Figure 4.2

Heteroscedasticity



The data sets had a pattern, as demonstrated by the results, indicating that the variables were homoscedastic. Furthermore, it was discovered that the modeling mistakes were uncorrelated, normally distributed, and that their variances remained constant while the study's effects changed.

4.7 Correlation Analysis

Correlation analysis was employed in the study to look at the connections between the guiding factors. It evaluated their direction and strength in particular. The Pearson

correlation coefficient was used as the statistical metric, and it is appropriate when the data assumptions are satisfied. The Pearson correlation was considered suitable for assessing the connection between variables because diagnostic testing revealed no data breaches.

The correlation coefficient is explained as falling between -1 and +1, according to the Holcomb (2017) study. A perfect affirmative relation is represented by a number of +1, and a perfect negative relationship by a value of -1. The primary dependent variable (organizational performance) was compared to the primary independent variables (knowledge acquisition, dissemination, utilization, and storage) in the study. The correlation analysis results are detailed in Table 4.12.

Table 4.12*Results of Correlation analysis*

	Sig.	0.971				
	(2-tailed)					
	N	90	90			
Knowledge utilization	Pearson Correlation	-0.128	0.065	1		
	Sig. (2-tailed)	0.001	0.000			
	N	90	90	90		
Knowledge storage	Pearson Correlation	0.130	0.002	0.842	1	
	Sig. (2-tailed)	0.005	0.002	0.000		
	N	90	90	90	90	
Organizational performance	Pearson Correlation	0.873	0.637	0.457	0.738	1
	Sig. (2-tailed)	0.000	0.000	0.003	0.000	
	N	90	90	90	90	90

Source: field data (2024)

The first null hypothesis (H01) proposed that the organizational performance of a subset of humanitarian organizations in Marsabit County, Kenya, is not significantly impacted by knowledge acquisition. Nonetheless, Table 4.12's correlation analysis showed a strong positive linear association ($p\text{-value} < 0.001$, $r = 0.873$) between organizational success and knowledge acquisition. As a result, we find that there is a data point important affirmative correlation between knowledge acquisition and organizational performance, rejecting the null hypothesis. This positive association suggests that increased organizational effectiveness is a direct result of improved knowledge acquisition.

The second null hypothesis (H02) proposed that the organizational performance of certain humanitarian groups in Marsabit County, Kenya, is not significantly impacted by the transmission of knowledge. Nonetheless, Table 4.12's correlation analysis results showed that there was a substantial, statistically significant positive link between information diffusion and organizational effectiveness ($p\text{-value} < 0.001$, $r = 0.637$). As a result, we determine that there is, in fact, a strong positive association between the organizational performance of particular humanitarian groups in Marsabit County, Kenya, and the transmission of information, rejecting the null hypothesis. It is implied by this positive association that an increase in the outcome variable (organizational effectiveness) correlates with an increase in the predictor variable (knowledge dissemination).

The third null hypothesis (H03) proposed that knowledge utilization has no significant effect on the organizational performance of selected humanitarian organizations in Marsabit county Kenya. However, as shown in Table 4.16, there is a strong, significant positive linear correlation between knowledge utilization and organizational

performance(p -value < 0.001 , $r=0.457$). Therefore, we reject the null hypothesis and determine that there is a statistically significant positive relationship between knowledge utilization and organizational performance. This positive correlation suggests that an increase in knowledge utilization corresponds to an increase in organizational performance.

The fourth null hypothesis (H04) posited that knowledge storage has no significant effect on organizational performance of selected humanitarian organizations in Marsabit county Kenya. However, based on the results from Table 4.12, it is evident that knowledge storage exhibited a strong, statistically significant positive linear association (p -value < 0.001 , ($r =0.738$). As a result, we reject the null hypothesis and conclude that there exists a significant positive correlation between the knowledge storage and organizational performance of selected humanitarian organizations in Marsabit county. This positive

correlation implies that when the predictor variable (knowledge storage) increases, the outcome variable (organizational performance) also increases proportionally.

4.8 Regression Analysis

The study employed regression analysis to examine the relationship between the independent factors (knowledge acquisition, storage, distribution, and utilization) and the dependent variable (organizational performance). The ANOVA results, regression coefficients, and model summary are shown below.

4.8.1 Model Summary

Table 4.13

Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.897 ^a	0.805	0.801	1.479

a. Predictors: (Constant), Knowledge Storage, Knowledge acquisition, Knowledge Sharing,

The results in Table 4.13 demonstrate that the variables had a strong association, with a coefficient of correlation $R = 0.897$. The results showed that knowledge acquisition, knowledge storage, knowledge dissemination, and knowledge utilization were the independent factors that influenced changes in organizational performance. The modified R^2 was 0.801, or 80.1%. However, it also highlights that there is a 19.9% portion of variability in organizational performance that is not accounted for by these factors. This residual suggests that there are other elements influencing organizational performance that were not identified or examined in this study.

4.8.2 ANOVA

The researcher compared F Calculated and F Critical in order to assess the overall strength of the regression model. The study conducted an ANOVA with a 95% significant level.

Table 4.14

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1460.105	2	365.026	238.006	.000b
Residual	354.281	87	1.534		
Total	1814.386	89			

Predictors: (Constant), Knowledge Storage, Knowledge Acquisition, Knowledge Sharing, Knowledge utilization

Dependent Variable: Performance

Table 4.14 presents the calculated value of F at 238.006 and the critical value at 2.4107. As demonstrated by the fact that F Calculated > F Critical (238.006 > 2.4107), the total regression model was deemed adequate for the investigation. The likelihood value, $p=0.00$, is less than 0.05, indicating a substantial influence of at least one independent variable on organizational performance.

4.8.3 Regression Coefficients

The following coefficients were produced in order to ascertain the relative importance of the dependent variables on the performance of the organization. The findings are indicated in Table 4.15.

Table 4.15

Regression Coefficients

	B	Std. Error	Beta	t	Sig
1 Model (Constant)	-4.553	0.328		6.535	0.000
Knowledge acquisition	0.063	0.038	0.119	1.155	0.000
Knowledge Dissemination	0.105	0.039	0.036	0.347	0.000
Knowledge Utilization	0.260	0.039	0.322	3.088	0.000
knowledge storage	0.092	0.039	0.045	0.433	0.002

a. Dependent Variable: organizational performance

The resultant equation becomes: $Y = -4.553 + 0.063X_1 + 0.105X_2 + 0.260X_3 + 0.092X_4$

Where: Y= Organizational Performance in the humanitarian organization in Marsabit county

X1= Knowledge Acquisition X2= Knowledge Dissemination X3= Knowledge Utilization X4= Knowledge storage

The results demonstrate that organizational performance would be at -4.553 if all other parameters remained constant. If all other parameters remain unchanged, a unit increase in knowledge acquisition would translate into an organizational performance of 0.063. Organizational performance at a unit increases in information dissemination, all other variables being constant, would be 0.105. Organizational performance at a unit increases

in knowledge utilization, all other things being equal, would be 0.260. If all other parameters remain unchanged, an increase of one unit in knowledge storage would result in 0.092 organizational performance. The results showed that knowledge acquisition significantly influenced organizational performance in the humanitarian organizations in Marsabit County, with a p-value of $0.00 < 0.05$.

This is consistent with research conducted in 2014 by Ogendo, which found that knowledge transfer significantly impacts organizational performance. Knowledge transfer and organizational performance have a link that is significantly influenced by the content of strategies. The results demonstrate that information dissemination had a p-value of 0.00, or less than 0.05, indicating a significant impact of the variable on organizational performance in the Marsabit County humanitarian groups. This supports the results of Ndegwa (2015) who found that information sharing is statistically significant and has a positive moderating influence on organizational performance. In order to foster dissemination of knowledge for innovation and improved performance, firms are thereby urged to reevaluate the condition of their business's performance with regard to their organizational framework, culture, technology, leadership style, and human resources.

The results showed that the knowledge utilization variable had a p-value of 0.00, or less than 0.05, indicating a substantial impact on organizational performance in the humanitarian organizations located in Marsabit County. Knowledge use has a good and considerable impact on the success of audit firms in Kenya, according to Muhoya (2016), who additionally determined the impact of methods for managing knowledge on Kenyan auditing enterprises. Additionally, a p-value of $0.002 < 0.05$ for knowledge storage in the

results indicated that the variable significantly affected the organizational performance of humanitarian groups in Marsabit County. As stated by Al-Ghazi (2014), who discovered that knowledge management has a major impact on statistics pertaining to the acquisition, use, and preservation of knowledge when looking at organizational performance from the standpoint of the balance scorecard.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study's findings are summarized in this chapter, and the conclusions and suggestions that follow are predicated on the data. To improve the quality of upcoming research, suggestions for additional investigations are also provided.

5.2 Summary

Determining the impact of knowledge management on organizational performance in the Humanitarian organizations in Marsabit County was the primary goal of the research. The subsequent research hypothesis served as the study's compass: The findings indicate that H01, H02, H03, and H04 indicate that knowledge acquisition, knowledge utilization, and knowledge storage do not significantly impact the organizational performance of specific humanitarian organizations in Marsabit County, Kenya; H02, H03, and H04 relate to the organizational performance of specific humanitarian organizations in Marsabit County, Kenya; and H04, H04, H05, and H06, respectively, to the organizational performance of selected humanitarian organizations in Marsabit County, Kenya.

The study employed descriptive statistics to ascertain the impact of knowledge management on the organizational performance of the humanitarian groups operating in Marsabit County. The target audience for the study included all employees, regardless of managerial position, who work for humanitarian organizations. A structured questionnaire was utilized to collect the primary data for the study, which was then typed

into SPSS for analysis and display. The outcomes showed that the data set might be used for regressing. The variables have a good link, as indicated by the regression analysis's results, with a coefficient of correlation (R) of 0.897. Changes in organizational performance appear to have been influenced by the independent factors, as indicated by the adjusted R2 value of 0.801.

5.2.1 Knowledge Acquisition

The study discovered that throughout the structured formal training sessions, new knowledge was produced at the humanitarian organizations. Speaking with technical specialists in a particular sector aided in the acquisition of knowledge, and employees were rewarded for picking up new skills. The humanitarian group filed for patents on its employees' original concepts and expertise. Functional heads were encouraged by the ministries to advocate for the acquisition of new knowledge. The investigation discovered that officers were taken on benchmarking tours and that the ministries had put in place procedures to maintain knowledge content produced for future use.

5.2.2 Knowledge Dissemination

According to the study, employees gained job proficiency through spreading their responsibilities, the company organized seminars to educate employees about the state of the industry, and employees received training on various activities related to various positions. Internal memos were used to inform staff members of new developments and to explain the various duties they were allocated at work. Staff members received training on a variety of activities related to information dissemination. While noticeboards were used to spread knowledge among all staff members, organization mentors utilized their

field expertise to impart knowledge to younger employees.

5.2.3 Knowledge Utilization

The outcome demonstrated that the work revised work exercise and procedures to incorporate newly acquired information. The ministries were able to improve staff management at work thanks to the greater understanding of work operations that the knowledge created. The stakeholders used organizations to develop knowledge to better service delivery to citizens and acquired information that helped resolve frequent workplace difficulties. The poll also revealed that the ministries improved worker communication and included the most recent material to work manuals and procedures when it became available.

5.2.4 Knowledge Storage

The examination found that the corporation used state-of-the-art technologies to save the knowledge it produced, had a trail to display who approach the stored knowledge, and had a structural system for retrieving stored work procedures and manuals. The service board maintained adequate server capacity and an appropriate mechanism for maintaining soft copies of its work procedures and manuals. The knowledge generated by the ministries included classified material in their databases and was stored in numerous places for backup purposes.

5.3 Conclusion

The investigation discovered that the company employed cutting-edge technologies to store its produced knowledge, had a trail to track access to knowledge stored, and had a

suitable system for retrieving work procedures and manuals that were stored. The service board had enough servers and a appropriate system of rules for keeping soft copies of its manuals and work procedures. The knowledge produced by the ministries was kept in multiple locations for backup purposes and contained classified material in its databases.

Humanitarian organizations used the knowledge acquired to better staff management at work, used the knowledge collected to improve internal processes, and gained insight intoconducting work operations. The service board had adequate host for storing soft copies of work procedures and manuals, as well as a appropriate scheme for conformity track of its work operations.

5.4 Recommendations

5.4.1 Knowledge Acquisition

The study suggests that in order to acquire expertise, humanitarian groups in Marsabit County should consult with technical specialists in particular sectors, and that employers should value their workforce. An organized, formal training session should be held at the organization to create new information. Humanitarian organizations should embrace innovation, and fresh information should be produced to motivate structural heads to activity the pursuit of new knowledge. Officers should be brought on bench marking tours by humanitarian organizations to acquire and implement new ideas, and new systems should be established to store knowledge content developed for future use.

5.4.2 Knowledge Dissemination

The study suggests that employees should be informed of their various duties assigned

at work and that new developments should be communicated through internal memos. Employees should be trained to perform their obligations through distribution. Humanitarian groups could schedule seminars to educate people about today's workplace. Employees should receive training on various tasks related to various jobs in order to spread knowledge. In order for personnel to distribute information, training should include a variety of jobs in a variety of duties. Humanitarian groups in Marsabit County should vary their routes of new knowledge transmission, both IT- and manual-based. Organizations should share their field experiences with younger staff members.

5.4.3 Knowledge Utilization

According to the report, Kenyan ministries ought to improve staff channels of communication and update work guides and procedures to incorporate newly obtained information. Humanitarian organizations ought to apply the knowledge they acquire to enhance internal procedures, apply the knowledge they gather to obtain understanding of how work is conducted, and apply the knowledge they produce to enhance staff management in the workplace. The stakeholders should take benefit of the services offered by organizations in order to improve client service, create knowledge, improve citizen service delivery, and gather data to help with problem-solving in day-to-day work.

5.4.4 Knowledge Storage

According to the report, humanitarian organizations should have enough servers to hold soft copies of their manuals and work procedures and should have a system in place for maintaining their work procedures. Humanitarian organizations should preserve redundant copies of their knowledge in multiple locations, and their databases should

contain classified material. Humanitarian organizations should utilize cutting-edge technology to preserve their information that has been developed, track access to knowledge that has been stored, and have a proper mechanism for retrieving work procedures and manuals.

5.5 Suggestions for Further Studies

Eighty-one percent of the variances in organizational performance were explained by the current study on the impact of knowledge management on the performance of humanitarian organizations in Marsabit County. It is important to do more research in the future to identify additional factors influencing organizational effectiveness in the same industry. The current study used primary data; for more accurate results, similar studies using secondary or empirical data should be conducted in the future. The researcher suggests doing a similar study in other counties that provide humanitarian aid comparable to that of Marsabit County.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

I'm a Master of Business Administration student at the Kenya Methodist University and I have developed the questionnaire with respect to “knowledge management strategies on organizational performance of selected humanitarian organizations in Marsabit county Kenya”. Please indicate by checking the box or filling in the area given (s). All evidence will be kept in strict confidence and used solely for research purposes.

PART ONE: Demographics Characteristics of Respondents

1. Kindly indicate your gender
 - a) Male
 - b) Female
2. Indicate how long have you worked at the organization
 - a) Less than 2 years
 - b) Between 3 – 5 years
 - c) Between 6 – 10 years
 - d) Between 11 – 15 years
 - e) Above 15 years
3. Please indicate your highest level of education
 - a) Diploma
 - b) Bachelor
 - c) Masters

d) PHD

**PART TWO: KNOWLEDGE MANAGEMENT STRATEGIESKNOWLEDGE
ACQUISITION**

The assertions about knowledge acquisition and performance are listed below. Please indicate how much you agree or disagree with each of these claims. Please provide your rating on a scale of 1 to 5, where 1 is strongly disagree, 5 is strongly agree, 4 is agree, 3 is neutral, and 2 is neutral.

	1	2	3	4	5
Employees obtain new knowledge from external sources (e.g. through seminars, journals, expert networks, businesspartners, and clients).					
Employees acquire knowledge from written sources (e.g. project documentation, organizational procedures,instructions, and formally documented sources).					
Employees acquire knowledge from other employees informally from co-workers					
Knowledge acquisition results in the Development of knowledge					
Knowledge acquisition facilitates knowledge dissemination					
Knowledge acquisition facilitates the development and sustenance of expertise					

In what other ways does knowledge acquisition affect the performance of humanitarian organizations (*specify*)?

.....

.....

.....

KNOWLEDGE DISSEMINATION

The assertions about knowledge dissemination and performance are listed below. Please indicate how much you agree or disagree with each of these claims. Please provide your rating on a scale of 1 to 5, where 5 is strongly agree, 4 is agree, 3 is neutral, 2 is Disagree and 1 is strongly disagree,

Statement	1	2	3	4	5
In our ministry, employees work in groups to share knowledge					
We participate in internal training sessions to share knowledge					
Our trainings cover different tasks in various duties so that we can share information					
Our mentors share their field experiences to pass information to newer staff					
We learn on the job through the sharing of duties hence information					
The planned seminars/workshops are used to share knowledge on					

current workplace processes					
Our employees are trained on different tasks in different jobs to share knowledge					
In our ministry, employees learn on the job					
We as employees meet informally and learn from one another					
At the organization, new developments are shared through internal memos					
We use noticeboards where knowledge is shared among all the staff					
Our ministry has diverse channels of sharing new knowledge both T/manuals based					

KNOWLEDGE UTILIZATION

The assertions about knowledge utilization and performance are listed below. Please indicate how much you agree or disagree with each of these claims. Please provide your rating on a scale of 1 to 5, where 5 is strongly agree, 4 is agree, 3 is neutral, and 2 is neutral.

	1	2	3	4	5
The use of documented knowledge aids in faster and superior decision-making					
The use of documented knowledge enhances creativity and innovation					

The use of documented knowledge enhances the replication of past successes and the avoidance of failures					
Employees regard knowledge as organization property and freely share and adopt it					
Employees regard knowledge as learning tools					

In what other ways does knowledge utilization affect the performance of humanitarian organizations?

KNOWLEDGE STORAGE

The assertions about knowledge storage and performance are listed below. Please indicate how much you agree or disagree with each of these claims. Please provide your rating on a scale of 1 to 5, where, 5 is strongly agree, 4 is agree, 3 is neutral, 2 disagree and 1 is strongly disagree.

Statement	1	2	3	4	5
The organization has proper mechanisms for storing its work procedures					
We use advanced systems to store our created knowledge					
We have a proper mechanism for retrieving stored work procedures and manuals					

The service has adequate servers for storing soft copies of work procedures /manuals					
The knowledge created at the organization is stored in diverse locations for backup purposes					
The knowledge generated at the public service of Kenya has classified information in its databases					
A select group of staff are the only ones mandated to access classified information					
Our system has a trail to monitor access to knowledge stored					

ORGANIZATIONAL PERFORMANCE

Below are several statements on the performance of humanitarian organizations in Marsabit County. Kindly Specify Your Rating Appropriately on a Scale of 5 – 1 Where 5= Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Statement	1	2	3	4	5
Service delivery to citizens has improved					
The ministries have continuously met its mandate					
Our ministry has improved its efficiency levels in the work processes					
The general public benefits from the outputs in our ministry					

THANK YOU

Appendix II: Introduction Letter from KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

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Tel: 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

March 14, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: BASMA SHARIFF ABDINOOR (REG. NO. BUS-3-0026-1/2022)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on: "Influence of Knowledge Management Strategies on Organizational Performance of Selected Humanitarian Organizations in Marsabit County, Kenya".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,

Dr. John M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: Dean, KeBS

CoD, Business Administration

Postgraduate Coordinator

Supervisors

Appendix III: NACOSTI Research Permit


REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **774177** Date of Issue: **03/April/2024**

RESEARCH LICENSE



This is to Certify that Ms. BASMA ABDINOOR SHARIFF of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Marsabit on the topic: THE IMPACT OF KNOWLEDGE MANAGEMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE OF SELECTED HUMANITARIAN ORGANIZATIONS IN MARSABIT COUNTY, KENYA, for the period ending : 03/April/2025.

License No: **NACOSTI/P/24/34261**

774177

Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

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