ASSESSMENT OF THE KEY SUCCESS FACTORS OF STRATEGIC KNOWLEDGE MANAGEMENT THAT INFLUENCE ORGANIZATIONAL PERFORMANCE: A CASE OF THE WORLD AGROFORESTRY CENTRE

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

SUMMER 2017
STUDENT DECLARATION
I, the undersigned declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University in-Africa Nairobi for academic credit.

Signed: ________________________  Date: ________________________

Jacqueline Muliro (ID: 627309)

This proposal has been presented for examination with my approval as the appointed instructor

Signed: ________________________  Date: ________________________

Fred Newa

Signed: ________________________  Date: ________________________

Dean, Chandaria School of Business
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ABSTRACT

The aim of the research was to evaluate Key Success factors of Strategic Knowledge Management (SKM) that influence organizational performance at the World Agroforestry Centre. The study was guided by the following research objectives; to determine the influence of structure related aspects in SKM on organizational performance; to evaluate the effect of culture related aspects in SKM on organizational performance; to determine the influence of people related factors of SKM on organizational performance.

The study adopted a descriptive research approach and was limited to World Agroforestry Centre (ICRAF) management team based at ICRAF headquarters in Nairobi, Kenya. The total population of 70 managers in headquarters constituting of 16 top level managers, 30 middle level managers and 24 lower level managers out of which 60 respondents was selected and only 41 respondents filled and returned the questionnaires representing 68% of the respondents.

The study utilised questionnaires as the data collection tool, these were structured and administered to the respondents. A pre-test survey was also carried out to test the validity and applicability of the data collection tool. The data analysis was done by use of descriptive and inferential statistics, this was undertaken using SPSS (Statistical Package for Social Sciences). The data was analysed by means of statistical techniques of analysis such as frequencies and percentages, mean and standard deviations and correlation. The findings were presented through bar graphs, pie charts and summarized figures and tables.

This study sought to scrutinise the effect of structure related elements of SKM on organizational performance. The findings indicate that a large portion of respondents agree that IT promotes understanding advent, switch and sharing amongst its employees. On the other hand, most agreed that the organization gives the necessary training on use of IT to improve performance.

The study also examined the influence of culture related factors of SKM on organizational performance. It was indicated that large portion agreed that communication is vital and plays a major part in influencing employee performance. It was also established that trust in the organization facilitates knowledge sharing, and trust is highly ranked among the major strengths in the firm.

To examine the influence of people related factors of SKM on performance of the firm. The findings show that most respondents admitted that workers are sufficiently
empowered, and there was doubt about the empowerment initiatives employed being extremely satisfactory and ensuing high staff productivity. On the other, hand many agreed that the leadership has continuously promoted worker empowerment at the firm. It was also noted that many disagreed that employees were highly satisfied with the training initiatives provided and this improved performance.

The study concluded that indeed information technology played a vital role in knowledge creation, transfer and sharing among employees at ICRAF, this is attributed to the organisations use of training on use of technology to improve performance. It was also concluded that communication is vital and plays a key role in influencing the employee performance. Finally, it was also concluded that empowering employees is vital as such tactics result into high employee productivity, there is a need for leaders to continuously promote employee empowerment.

It was recommended that at ICRAF, there should be a continuous promotion of information technology to facilitate knowledge creation, transfer and sharing among its employees. The organisation should ensure effective communication to facilitate performance of employees. In addition, the organisation needs to ensure employees are satisfied with the leadership in order to ensure smooth operation and knowledge sharing.

The study focussed on influence of structure related aspects, culture related aspects and people related factors of SKM on performance at ICRAF, there is a need to undertake further research in other companies in order to generalize the findings. There is also a need undertake further studies at ICRAF to analyse knowledge and information accessibility, and impact of leadership and support on employee productivity.
ACKNOWLEDGMENT

To my parents, because I owe it all to you; for providing me with consistent support and incessant inspiration throughout my years of study. This accomplishment would not have been possible without them. Many Thanks!

I would also like to acknowledge my supervisor Fred Newa who has guided me throughout this project. His continuous support and guidance that has steered me through the period of writing this project.

And finally, my USIU-A friends. It was great sharing classes with all of you during last two years.

Thank you all for the encouragement!
DEDICATION

I dedicate this project to the Lord Almighty without whom this would never have been possible. Thank you Lord!
# TABLE OF CONTENTS

STUDENT DECLARATION ............................................................................................ ii
COPYRIGHT ................................................................................................................... iii
ABSTRACT ....................................................................................................................... iv
ACKNOWLEDGMENT .................................................................................................. vi
DEDICATION .................................................................................................................. vii
LIST OF TABLES ............................................................................................................. x
LIST OF FIGURES .......................................................................................................... xi
LIST OF ABBREVIATIONS AND ACRONYMS ....................................................... xii

CHAPTER ONE ................................................................................................................ 1
1.0 INTRODUCTION ........................................................................................................ 1
1.1 Background of the Study ............................................................................................... 1
1.2 Statement of the Problem ............................................................................................... 5
1.3 General Objective .......................................................................................................... 6
1.4 Specific Objectives ........................................................................................................ 6
1.5 Importance of the Study ................................................................................................. 6
1.6 Scope of the Study ......................................................................................................... 7
1.7 Definition of Terms ...................................................................................................... 8
1.8 Chapter Summary ........................................................................................................ 8

CHAPTER TWO ............................................................................................................. 10
2.0 LITERATURE REVIEW ......................................................................................... 10
2.1 Introduction .................................................................................................................. 10
2.2 Structure Factor of SKM on Organization Performance ............................................. 10
2.3 Cultural Factor of SKM on Organizational Performance ............................................ 22
2.4 People factor of SKM on Organizational Performance ............................................... 28
2.5 Chapter Summary ...................................................................................................... 32

CHAPTER THREE ......................................................................................................... 33
3.0 RESEARCH METHODOLOGY ............................................................................. 33
3.1 Introduction .................................................................................................................. 33
3.2 Research Design ........................................................................................................ 33
LIST OF TABLES

Table 4.1: Response Rate................................................................................................... 39
Table 4.2: Descriptive on Factors of SKM and Organization Performance ................. 43
Table 4.3: Relationship between Structure Related Factors and Performance.............. 44
Table 4.4: Descriptive on Cultural Factors of SKM on Employee Performance .......... 46
Table 4.5: Relationship between Culture Related Factors and Performance.................. 47
Table 4.6: People Related Factors of SKM on Employee Performance......................... 48
Table 4.7: Relationship between People Related Factors and Performance.................... 49
Table 4.8: Descriptive on Evaluation of SKM on Organizational Performance .......... 50
Table 4.9: Relationship Evaluation of SKM on Organizational Performance ............... 51
Table 4.10: Descriptive of Indicators of Organizational Performance ......................... 52
Table 4.11: Multiple Regression...................................................................................... 53
LIST OF FIGURES

Figure 4.1: Gender ............................................................................................................. 40
Figure 4.2: Age of respondents .......................................................................................... 40
Figure 4.3: Number of Years as an Employee ................................................................. 41
Figure 4.4: Management Level ....................................................................................... 41
# LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICRAF</td>
<td>World Agroforestry Centre</td>
</tr>
<tr>
<td>ANOVA</td>
<td>Analysis of Variances</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
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<td>KMU</td>
<td>Knowledge Management Unit</td>
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<tr>
<td>KSFs</td>
<td>Key Success Factors</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SKM</td>
<td>Strategic Knowledge Management</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Strategy may be defined as a laid out path of the steps to follow to achieve set goals. Renowned strategist Mintzberg (1987) almost 30 years ago defined approach by breaking it down into five exclusive components in which he proposed 5 one-of-a-kind definitions. He described approach as a plan, a ploy, a pattern, a role and an angle. As a plan, strategy is visible to specify the route of movement to be accompanied to gain a hard and fast out target. As a ploy, strategy manoeuvres to outwit a competitor. It entails laid out steps to present the firm with a plan to outdo the competitor. As a pattern, it arises from hard and fast repetitive steps to acquire the set goals. As a position, it is a means of locating a company in its surroundings. This gives the organization a place within the environment where it may benchmark itself with the other companies in the same industry. As a perspective it includes a function giving a company the identification.

Management is the process of coordinating activities to achieve results. It can be defined as the process undertaken by one or more individuals to coordinate the activities of others to achieve results not achievable by one individual acting alone (Donnelly, 1987). Kreitner (2004) also defines management as the process of working with and through others to achieve organizational objectives in a changing environment. The concept of strategic management was born from the combination of management practices and strategy. Strategic management incorporates the two terms to come up with a combined definition of strategic management.

Strategic Management is an art & science of formulating, implementing, and evaluating, cross-functional decisions that enable an organization to achieve its objectives. According to Jeyarathmm, (2007) Strategic Management deals with decision making and actions which determine an organizations ability to excel, survive or die by making the best use of the organizations resources in a dynamic environment. Mintzberg, (1987) additionally defined strategy management as the manner undertaken by way of one or greater individuals to coordinate the prescribed activities of others to attain outcomes not possible by one individual on their own.
Expertise control is a concept under strategic management, and has turned out to be one of the most important subject under management. The sector of KM has emerged strongly as the next source of competitive gain which involves not only adding to the current understanding however also growing new understanding. Once the information is captured, systems may be created to offer wonderful statistics for selection making (White & Bruton, 2007).

The management of organization knowledge can be key lever in gaining competitive advantage, improving performance and productivity in organizations. In this new technology era, we find that organizations have embraced the fact that knowledge is their greatest competitive asset. This becomes a key strategic resource and organizations need to develop comprehensive processes and tools to management these assets.

Organizational performance is the analysis of an organization’s accomplishments compared to set goal and objectives. Research has shown that some Knowledge management practices in an organization can be directly related to organizational performance.

Management of knowledge in any institution is considered as a very important corporate asset, and this is due to its unusual traits that tends to distinguish it from the rest (Pugna & Boldeanu, 2014). These attributes include and not fixed at the general fact that knowledge cannot be lost in the process of transference, neither can it be depleted after it is utilised. These attributes illustrate a clear understanding of this crucial resource and facilitates the smooth replication, usage and storage (Schiuma & Carlucci, 2012).

The need of an employer to have control on expertise has increased and diffusion of know-how play a fundamental position in maintaining a firm’s competitiveness and productiveness (Pugna & Boldeanu, 2014). Wong and Aspinwall (2014) pick out vital fulfilment factors of SKM as regions which, if carried out satisfactorily make certain achievement and competitive overall performance for businesses, and that the maximum applicable regions for a business enterprise should be identified. Groups are encouraged in another way via various crucial elements. Therefore, key elements in one organisation or industry might not be key or of advanced significance in any other.

The act of Strategic knowledge control (SKM) is extracted from the normal knowledge management and strategic techniques are integrated. On the day to day management, KM and strategic expertise control generally supplement each other (Gjurovikj, 2013). The two
functions although have similarities but are distinguished, the motivation behind knowledge approach, and what the firm wishes its employees to be aware about, forms the foundation of SKM. Knowledge strategy is a task that can be effectively performed based on a firm’s capabilities and assets. SKM involves the adoption of information through techniques, systems, and infrastructure in order to maximize efficiency (Schiuma & Carlucci, 2012).

Culture in corporations refers to the work surroundings and comprises particularly the attitudes, values, and nature of carrying out organizational practices (Burtonshaw-Gunn & Salameh, 2009). Subculture is observable from the interrelationship amongst personnel, and behaviour of people and groups. Consistent with Raula, Vuksic & Stemberger (2012) organizational subculture significantly impacts inner family members inside a business enterprise, which has a huge impact on performance in carrying out operations. Burtonshaw-Gunn & Salameh (2009) illustrated that defining a particular mode that is relevant across board is unattainable. To this extent, the author displayed that the most critical fact is for the corporation to adopt a culture that ensures maximum advancement of the organisation’s dreams and goals for it to uphold KM.

The idea of Strategic Knowledge Management (SKM) is obtained from KM wherein, the strategic way is incorporated. Regularly information method and Strategic information management strategies usually tend to overlap (Gjurovikj, 2013). The two ideas can be elaborated with the aid of distinguishing among the problems of a business company’s try to present what they are privy to, which defines the inspiration of know-how approach, and what the organization wishes to be aware about, which is a basis of SKM. Know-how method is an initiative built round an organization’s talents and belongings (Schiuma & Carlucci, 2012). Alternatively, Strategic understanding management entails adopting information competencies in techniques, systems, and infrastructure which will maximize efficiency.

Culture in organizations refers to the paintings environment and comprises especially of the attitudes, values, and nature of carrying out organizational practices (Burtonshaw-Gunn, & Salameh, 2009). Culture is observable from the interrelationship amongst employees, and behaviour of people and organizations. Steady with Raula, Vuksic and Stemberger (2012) organizational way of life significantly influences inner circle of relative’s members internal an enterprise employer, which has a big impact on performance.
in wearing out operations. Burtonshaw-Gunn & Salameh (2009) find out that defining a selected type that is applicable throughout the board is unfeasible. To this end, the author emphasizes that the maximum vital thing is for an enterprise to perceive a culture this is very appropriate and advances the company’s desires and desires so that it will uphold powerful KM control.

In the so-called “Knowledge Based Economy”, the role of research centres, private or public, is becoming predominant (OECD 2000, OECD 2004). They are crucial for the production of knowledge, which is an economic asset capable of sustainable growth and a decisive competitive advantage for businesses. Knowledge Management in a research centre poses specific problems, which are related to the nature of knowledge, whether public or private.

This study looks at knowledge management in research institutions and in particular World Agroforestry Centre (ICRAF) and how the strategic knowledge management factors influence organizational performance. World Agroforestry Centre (ICRAF) is a research institute whose headquarters are in in Nairobi, Kenya, with six regional offices located in Cameroon, China, India, Indonesia, Kenya and Peru. ICRAF's mission is to generate science-based knowledge about the diverse benefits - both direct and indirect - of agroforestry, or trees in farming systems and landscapes, and to disseminate this knowledge to develop policy options and promote policies and practices that improve livelihoods and benefit the environment (World Agroforestry Centre, 2016).

The World Agroforestry Centre is guided by the broad development challenges pursued by the CGIAR. These include poverty alleviation that entails enhanced food security and health, improved productivity with lower environmental and social costs, and resilience in the face of climate change and other external shocks (World Agroforestry Centre, 2016).

ICRAF's work also addresses many of the issues being tackled by the Sustainable Development Goals (SDGs) that aim to eradicate hunger, reduce poverty, provide affordable and clean energy, protect life on land and combat climate change (World Agroforestry Centre, 2016).

Knowledge Management (KM) is a fundamental part of ICRAF's corporate strategy 2013-2022 and it intends to improve the accessibility of its science and knowledge management, as stated in the centre’s operational goal number 4 which is accelerating the use and impact
of our research. In June 2012, the Knowledge Management Unit (KMU) was formed and mandated to have the overall function to provide knowledge sharing and support services to ICRAF, making the outputs of the centre more widely known and accessible. It brings new accessibility, tagging and cross-referencing approaches to the knowledge base of the Centre and focuses on connecting people to people, people to content and content to content.

1.2 Statement of the Problem
Successful management of projects requires organizations to effectively manage the knowledge gained from learning, which can be challenging because of the complexity involved mostly because knowledge is an intangible asset. Furthermore, knowledge is embedded in the surroundings of an organisation and cannot be divided and handled one after the other in a comparable manner as some organizational elements together with, control systems and tangible property (Pugna & Boldeanu, 2014). Effective leveraging on strategic knowledge management to gain organizational benefits related to it turns into difficult as there are many fulfilment elements related to strategic knowledge control, and they have exceptional results on organizational overall performance and productivity (Akhavan, Mostafa, & Mohammad, 2006).

It’s critical therefore essential for organizations to perceive key strategic elements which are pre-eminent to a business enterprise’s strategic dreams and objectives. On occasion, corporations fail to identify awesome achievement elements vital for powerful strategic information control in a given a putting. This practice arises fully, due to low understanding of KM by some organizations do not view it as an asset thus are lenient in taking control (Akhavan, Mostafa, & Mohammad, 2006). However, expanded emphasis and studies on strategic know-how control has created recognition and improvement of issues essential for effective implementation of strategic know-how control in businesses.

More than one research has been accomplished on factors and models that influence success in strategic expertise control implementation (Wong & Aspinwall, 2005). KSFs vital and primary to the procedure have additionally been recognized. Working example, (Akhavan, Mostafa, & Mohammad, 2006) targeted on multinationals, while (Wong & Aspinwall, 2005) targeted on Small and Medium companies (SMEs) corporations inside the United Kingdom. Other researcher like Mas-Machuca & Martínez (2012) study was focused on
KSFs of firms in the consulting sector, Pugna and Boldeanu (2014) on their study targeted Romanian companies. As noted from the literature above, out of the studies highlighted, it is noted that none has had a focus on global NGO’s.

By adopting a resource-based theory of the firm with an extension of a knowledge-based perspective, this project will aim at developing and empirically validating a conceptual model of the relationships between knowledge management capability components and their impacts on an organization’s competitive advantage in ICRAF.

In assessment and evaluation of KSFs key dimensions to be used for this study are structure, culture and people (Gjurovikj, 2013).

1.3 General Objective
The general objective of this study will be to assess the impact of key strategy knowledge management factors on organizational performance.

1.4 Specific Objectives
The objectives that will guide this study will be as below.
1.4.1 To determine the influence of structure related aspects in SKM on organizational performance
1.4.2 To evaluate the effect of culture related aspects in SKM on organizational performance
1.4.3 To determine the influence of people related factors of SKM on organizational performance

1.5 Importance of the Study

1.5.1 To ICRAF
ICRAF stands to gain from this research as it can consider using the recommendations given on performance improvement. Accepting SKM is essential for ICRAF to attain a competitive edge and justifiable advantage.

1.5.2 To Employees
This study will benefit the employees as it will focus on organizational dimensions such as people, culture and processes that influence performance through efficient and effective knowledge management.
1.5.3 To the Donors, Non-Governmental Organizations (NGOs) and Policy Makers

The report created from this research is a vital source of data to stakeholders, donors, members of the society and other members in the NGO sector. It will also provide valuable information for managers in trying to bridge the apparent gap between strategic knowledge management and organizational performance. Given that World Agroforestry centre is an NGO as well, this report will be useful to policy makers, donors and sponsors in making decisions on the management of the organization.

1.5.4 To other Organizations

The concept of knowledge management can be used across most organizations. This study will provide information on which factors of knowledge management can be used to improve performance and can be applied in other organization of any nature.

1.5.5 Researchers and Scholars

This research will make considerable contributions to the sphere of understanding management in particular in strategic control. Evaluation of the Kenyan and non-governmental organizations context will add expertise to the existent discipline of studies.

1.6 Scope of the Study

This research examines the key success factors to increase competitive advantage through information and knowledge control. The number one aim is to perceive key strategic elements under the 3 organizational dimensions identified, particularly, structure, culture, and people.

The objective of this study was to identify these elements via research and statistics series from employees at World Agroforestry Centre (ICRAF) whose headquarters is in Nairobi, Kenya. The target population is 70 managers who are based typically in the headquarters in Nairobi, Kenya. The managers represented top, middle and low-level managers. The data will be collected primarily using a questionnaire and which will then be analysed in June 2017. The study will be dependent on the availability of personnel to be accessed in the time allocated for this study. The aim of this research will be to show the importance of strategic knowledge management on organizational performance. The study covered a three month period from May to July 2017.
1.7 Definition of Terms

1.7.1 Knowledge Management

KM involves the management, creation, retention and data sharing, the process involves the use of specific techniques to augment dissemination, acquisition, and application of knowledge (Awad & Ghaziri, 2007).

1.7.2 Knowledge

This refers to the fluid mix of mounted through experience, standards, and knowledgeable insight that ensures availability of an agenda for assessing and incorporating new practice and data (White & Bruton, 2007).

1.7.3 People

Human resources in the organisation are the manpower, and comprise of personnel, human resource management, inter-relations and communication among individuals or groups (Akhavan et al., 2006).

1.7.4 Culture

This involves the combination of crucial elements of a corporation’s environment which pertains the values, practices, attitudes and beliefs, which determine the necessary demeanour, and are shared amongst members (Pugna & Boldeanu, 2014).

1.7.5 Organizational Structure

This concept represents the general format of how the firm’s activities are synchronised, divided and prearranged (Gjurovikj, 2013).

1.7.6 Organizational Performance

This denotes a complex, multi-facet administrative influence which engages financial and non-financial pointers of an institutions attainment of its goals, objectives, and results (Wentland, 2009).

1.7.7 Key Success Factors

This signifies the areas of which, if well planned and executed ought to guarantee the achievement and competitive performance for a firm (Wong, 2005).

1.8 Chapter Summary

This chapter covered the background of the study and identified the problem that will be investigated. This is to access the influence of key strategy knowledge management factors
on organization performance. The objective and significance of the study to the different stakeholders was also covered.

The chapter will present literature overview with the intention to offer more insight into the specific goals of the specific research objective of this research. Chapter three will talk about will tackle the research methodology that will detail the methods and procedures that will be used to carry out the study. The study’s results and findings will be presented in chapter 4 and finally, chapter 5 will entail the discussions, conclusions and pointers of these findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This literature review studies the assessment of key success factors of strategic knowledge management that influence organizational performance as studied and put forward by various authors. It proceeds to critically examine and analyses the challenges/factors affecting these component elements while looking at their similarities, differences to determine relevance and appropriateness to different areas as studied by the different authors.

Key dimensions to be detailed on in this chapter include issues on structure, culture and people. The structural issues under study comprised of organizational processes, information technology, and organizational learning. On the other hand, cultural factors under review in this research are communication and knowledge transfer, leadership and support, and trust. Lastly, the people related factors on interest in this research will include employee empowerment, training and involvement.

2.2 Structure Factor of SKM on Organization Performance

2.2.1 Dimensions of Knowledge

Blackler (1995) defines knowledge as having five distinct modes: embodied, embedded, embrained, encultured, and encoded. He outlines embodied knowledge as one gained via training to perform a particular task, and Hislop (2013) adds that this type of knowledge is impossible disembodied from the person. Embedded knowledge is established via continuous routines and systems. Organisational common tasks, routines or the common ways individuals go about their roles and can hold embedded knowledge, as the routines simplify learning amongst the staff that precede their job tasks.

On the other hand, Embrained knowledge is defined as one that an individual can possess, but has trouble expressing or sharing with other. This is also knowledge that is gained through experience over time and reflect individual’s perceptions, opinions, values and morals. Encultured knowledge on the other hand is described as a set of knowledges shared among groups of people in a similar environment or culture, such as what is acceptable or considered normal. Encoded knowledge denotes one that can be easily put down in writing
or expressed in words or diagrams, and is easily transferrable through multiple avenues and means. Therefore, in firms, it can be summarised that organisational knowledge is embodied and embrained in the employees, embedded in routines/common tasks, encultured among the staff, and encoded in manuals, guidelines and procedures. Davenport and Prusak (2000) highlights that in firms, knowledge is not only embedded in organisational documents or repositories, but also in their routines, processes, practices, norms and cultures (Badaracco, 1991).

According Nonaka and Takeuchi (1995) Knowledge can be categorised into two tacit and explicit knowledge. Tacit knowledge is the personal and context knowledge that resides in the human mind, perception and behaviour (Duffy, 2000). It evolves around connections and needs skill and practice. This knowledge is highly personal, subjective, and becomes difficult to formalize, articulate and communicate fully (Hislop, 2013). It denotes the knowledge used by organisational members in the performance of duties. Tacit knowledge is expressed via action based skills and deeply rooted in procedures, action, and commitment (Baloh et al., 2011). Sharing of tacit knowledge is made possible through networking among those who possess it. It is vital to note that tacit knowledge is not easily imitated by competitors as a result contributed towards a firm’s sustainable competitive advantage.

On the other hand, explicit knowledge is formal and can be codified, collected, stored, and distributed. Explicit knowledge is documented and public; structured, fixed content, externalized, and conscious (Duffy, 2000). Explicit knowledge is what can be captured and shared through information technology. It can be codified into formal information that comes in tangible forms as documents, written books, or manuals (Polanyi, 1966). On the contrary, Koenig (2012) however, describes this characterization of knowledge as rather too simple. He suggests that knowledge is better described as explicit, implicit, and tacit. Choo (2002) on the other hand, grouped organisational knowledge into tacit, explicit and cultural. No matter the grouping the essence of organisation's data is the availability of information available to the members of the organisation.

2.2.1.1 Organizational Performance

Organizational performance is the degree to which companies achieve its business objectives which may be measured in terms of organizational learning, profitability, or other financial benefits in knowledge management. Without measurable success, passion
from employees and managers will vanish. Organizational Structure is the organizations ability to allocate labour and delegate several roles and responsibilities to people and teams (Lusthaus, Adrien, & Anderson, 2002). According to Hiriyappa (2008), structure in an organization is the concept behind a firm which involves division of labour to execute works with efficiency and gives the organization clarity of purpose since interdependent functional parts work to achieve similar goals. Structure strikes a fine balance between an organization need to utilize specialization with the help of integration.

Bhattacharyya (2008) refers to organizational structure as a mode of grouping people and jobs in a firm. He goes on to highlight the fact that though organizational design and structure are used interchangeably there is a small difference. Organizational design can be seen to be a set of managerial decisions used to implement change in the work place. Organizational structure and choice of strategy employed by a firm are almost inseparable, the two complement each other in that structure is the mode by which organizational strategy is implemented. It is also witnessed as an association, division, corporation and interrelationship of organizational factor elements and activities (Miles & Snow, 1977). The structure furthermore portrays the line of authority, challenge distribution, division of labour, and coordination of the environment (Galbraith, 2002). The writer also identifies that specific groups have exceptional structures, a selection frequently primarily based at the desires, activities, operations and goals of the organization.

Organizational structure encompasses three major attributes, this includes centralization, complexity and formalization (Miles & Snow, 1977). The presence, nature and span of these qualities differ from one structure to the alternative. In organizational structure creation, Galbraith (2002) stresses that the issues a firm needs to recall and that enable effectiveness are nonetheless not limited to the know-how, clearness and flexibility. The impact of knowledge control on organizational performance is encouraged by using various factors. One of them is the organizational context or structure, some structures promote knowledge sharing amongst teams which in turn influences the firm’s performance positively. On the other hand, some organizational structures promote internal competition among team heads and other staff members leading to lack of knowledge sharing impacting the organization’s performance negatively (Lin, Kwok, & Tremain, 2006).

Gold (2001), argues that a team-based, non-hierarchical, self-organizing organisational structure is the most effective for knowledge sharing. Claver-Cortés et al. (2007) indicated
that the most important role of flexible organisational structures on successful KM implementation. They further suggest that flexible structures help achieve decentralisation of decision-making process by facilitating the communication process at all organisational levels. In the same tone, it has been emphasized that organisational structure characterized by participative decision making, ease of information flow and cross-functional teams contribute positively to support knowledge sharing (Al-Alawi, Al-Marzooqi, & Mohammed, 2007).

It also good to consider that for the structure of knowledge-based organizations it must be created in higher levels of structural dimensions (Wang & Ahmed, 2003). This level includes trust-based relationship, externally-oriented interactive relationship, emotionally-inclusive relationship. According to Loermans (2002) the relationship between members of an organization is both formal and informal in a company’s hierarchy structure. The influence of this structure to members of its organization cannot be underestimated in the ways of working. Therefore, Knowledge sharing that is motivated by greed and self-efficacy is often as a result of a number of organizational influences. For instance, an organization that advances personal and organizational learning an organizational structure is likely to be established that promotes learning and sharing of Knowledge within the whole organization. As a result of the aforementioned, the organization stands a better chance of meeting its objectives due to collective effort.

Literature describes organizations through the view of their features like specialization, observation of stipulated standards and ability to adapt to changes in their operating environment. Studies by different authors, all explicitly describe the aforementioned topic (Myers, 1996); (Roman & Giraldo, 2010); (Zelong, Yaqun, & Changhong, 2011); (Mahmoudsalehi, Moradkhannejad, & Safari, 2012); (Arora, Belezon, & Rios, 2014). Illustrating the company structure features in relation to the structural ambidextrous approach, multiple studies suggest that companies adopt low level of formalization, high decentralization, and a flat hierarchy during the stage of innovation exploration, and to adopt an organic structure with hardly any standardization and specialization e.g., (Alder & Borys, 1996; Jansen, Van den Bosch, & Volberda, 2005; Wei, Yi, & Yuan, 2011).

But, within the degree of innovation exploitation, the structure can be modified to more bureaucratic; on this section, the structure could have more standardization and specialization, a higher stage of formalization and centralization, and a taller hierarchy.
These opposite structural functions of exploration and exploitation subunits require integration at the senior level of management. There are specific models of SKM proposed by various researchers in the KM discipline; such include Meyer and Zac’s version, Wiig’s model and Nonka and Takuechi’s model. The models of SKM adopted by any firm have to be aligned well with the companies’ structure. Gjurovikj (2013) accentuates that the acceptance of a proper model of SKM is very important for an organization to improve its organizational performance and sustainable competitive advantage from knowledge-based abilities.

King (2009) states that the goals of KM are the leveraging and improvement of the organization’s knowledge assets to effectuate better knowledge practices, improved organizational behaviours, better decisions and improved organizational performance. Dewe and Wright (2007) illuminates that for a successful introduction of knowledge based initiatives within an organization, a knowledge based strategy must be formulated and enforced. A policy is a set of guiding principles envisioned to influence decisions and actions that reflect on good practice (Ball, 2006). While a strategy is a high level approach to an issue that is designed to deliver change by implementing policy. Organizations need to have knowledge management policies and strategies to underscore the need for the organization to manage its knowledge and to achieve competitive advantage. Knowledge management policies and strategies have been adopted by various organizations. In regard to organizational structure, this study intends to concentrate on KSFs which comprise of information technology, organizational learning and organizational processes.

2.2.2 Organisation structure

Bhattacharyya (2008) refers to organizational structure as a mode of grouping people and jobs in a firm. He goes on to highlight the fact that though organizational design and structure are used interchangeably there is a small difference. Organizational design can be seen to be a set of managerial decisions used to implement change in the work place. Organizational structure and choice of strategy employed by a firm are almost inseparable, the two complement each other in that structure is the mode by which organizational strategy is implemented.

It is also considered an arrangement, division, agency and interrelationship of organizational component and activities (Miles & Snow, 1977). The structure type adopted
by an organization also represents the authority, division of labour, and coordination of the
environs. Although different institutions have varied goals, based primarily on their desires,
operations and activities of the enterprise.

Organizational structure in general has three essential traits, centralization, complexity and
formalization (Miles & Snow, 1977). The presence, intensity and nature of those
characteristics range from one firm to another. In designing a firm’s structure, Galbraith
emphasizes that main facties to facilitate this effectiveness consist of knowledge, clarity
and flexibility. The impact of knowledge management on organizational performance is
influenced by a number of factors. One of them is the organizational context or structure,
some structures promote knowledge sharing amongst teams which in turn influences the
firm’s performance positively. On the other hand some organizational structures promote
internal competition among team heads and other staff members leading to lack of
knowledge sharing impacting the organization’s performance negatively (Lin, Kwok, &
Tremain, 2006).

Gold (2001), argues that a team-based, non-hierarchical, self-organizing organisational
structure is the most effective for knowledge sharing. Claver-Cortés et al. (2007) indicated
that the most important role of flexible organisational structures on successful KM
implementation. They further suggest that flexible structures help achieve decentralisation
of decision-making process by facilitating the communication process at all organisational
levels. In the same tone, it has been emphasized that organisational structure characterized
by participative decision making, ease of information flow and cross-functional teams
contribute positively to support knowledge sharing (Al-Alawi, Al-Marzooqi, &
Mohammed, 2007).

It also good to consider that for the structure of knowledge-based organizations it must be
created in higher levels of structural dimensions (Wang & Ahmed, 2003). This level
includes trust-based relationship, externally-oriented interactive relationship, emotionally-
inclusive relationship. According to Loermans (2002) the relationship between members
of an organization is both formal and informal in a company’s hierarchy structure. The
influence of this structure to members of its organization cannot be underestimated in the
ways of working. Therefore, Knowledge sharing that is motivated by greed and self-
efficacy is often as a result of a number of organizational influences. For instance, an
organization that advances personal and organizational learning an organizational structure
is likely to be established that promotes learning and sharing of Knowledge within the whole organization. As a result of the aforementioned, the organization stands a better chance of meeting its objectives due to collective effort.

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However, in the stage of innovation exploitation, the structure can be more bureaucratic; in this phase, the structure can have greater standardization and specialization, a higher level of formalization and centralization, and a taller hierarchy. These opposite structural features of exploration and exploitation subunits require integration at the senior level of management.

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2.2.2.1 Information Technology

Information technology (IT) involves the usage of computing equipment and know-how to control the system data via storing, coding transmitting and retrieving it. This is a role usually adopted from the desire to meet the customers’ needs via the integration, and
administration of records and data (Gholami et al., 2013). Maier (2010) noted that IT has in the near future developed to a point of enabling connections and conversation between the institutions employees, structures, and the various departments. Organizational SKM approaches are is inclusive of comprehending, sharing, capturing and storage, all this roles depend on IT for efficiency and automation (Wong & Aspinwall, 2005).

In the contemporary world, information technology as an organizational factor has gained a lot of prominence and the success of most organizations are highly dependent on their ability to leverage on its competencies. KM, information systems offer corporations an aggressive and powerful channel of data and expertise acquisition, introduction, sharing, storage and dissemination. Overall competitive performance in an organization can be achieved through continuous and effective control of these knowledge based techniques (Wong & Aspinwall, 2005).

Information technology (IT) as both a key contributor and an enabler in the field of knowledge management (Davenport & Prusak , 2000). Marwick (2001) proposed that a number of IT tools be applied to the different knowledge creation processes. IT that is a part of effective knowledge management can thus be classified into two types: Communication technologies (e.g., e-mail, video conferencing, electronic bulletin boards, and computer conferencing) and decision-aiding technologies (e.g., decision-support systems, expert systems, and executive information systems) (Song et al., 2001).

Stenmark (2002) has suggested a multi-perspective view of intranet, a technology that helps in creating an effective knowledge management environment, which includes Information perspective, Awareness perspective and Communication perspective. Haldin-Herrgard (2000) maintained that a great deal can be done through modern IT to diffuse explicit knowledge. It is also becoming easier to capture tacit knowledge with the aid of retrieval technologies (Singh et al., 2006). Mohamed, Stankosky & Murray (2006), through their research identified Information technology as a variable that could impact knowledge sharing. (Davenport & Prusak , 2000), explains that sharing must be initiated at human level and once it is working its application on technology will produce positive results. Hamid (2008) as cited in Wamundila (2008) asserts that basic social interaction is done with management and employees identification of knowledge and employees are encouraged to not only increase their knowledge, but share it for the benefit of the
organization and themselves as well. Without motivation, sense of security, healthy reward system, this cannot be achieved.

The study of KM and its overall effect on organizational performance has emphasized the prominence of IT know-how transfer in the organization (Bray & Konsynski 2015). Additionally, other researchers strengthen and emphasize that the advance on overall performance is developed when IT knowledge and skills are transferred to all personnel in the firm (Burtonshaw-Gunn & Salameh, 2009). Ideally because of this, for a corporation to efficaciously leverage on technological innovations, personnel should have complete familiarity with the technologies to be carried out, and this may be attained through education workshops, seminars and educational applications. Evidently, the better the capability of an enterprise to diffuse knowledge thru IT, the higher and better the SKM end result received (Bray & Konsynski, 2015). Furthermore, the better the delight and accessibility tiers of IT structures to the customers, the better the performance derived from the adoption of the technologies. A study to establish the impact of technology type and technical capabilities on knowledge management practices in the Jordanian firms established a positive relationship (Hawajreh & Sharabati, 2012). This study will seek to establish the impact of IT systems on SKM at ICRAF Kenya.

2.2.2.2 Organizational Processes
Organizational strategies substantially impact the control of organizational understanding. Wong (2005) indicates that organizational processes should take priority out of all the recognized organizational essentials, as far as SKM implementation is concerned. Unmistakably, organizational tactics should be supportive for expertise management to be successful. Decentralization of organizational processes need to be emphasised in an organisation in order to foster a powerful and new knowledge introduction, dissemination and utilization in all components. Decentralization greatly permits alternate of facts both officially and informally. Resultantly, ability development and functionality constructing isn't always constrained by way of hierarchical obstacles and regulations skilled in centralized and especially bureaucratic companies.

Specifically, knowledge control can't be attained if the organizational methods are not supportive. Emphasis has been made at the significance of decentralization of organizational methods in order to foster effective and efficient expertise creation, dissemination and utilization in all segments (Ichijo & Ikuijo, 2006). Organizational
approaches pertains a number of tasks grouped as either principal, or support processes. As described by the management guru; Michel Porter, principal approaches are those elements concerned with the physical delivery of products or services. Support approaches on the other hand are those functions that aids in the facilitation or enabling of the primary procedures and include departments such as human resource management and IT (Wong, 2005). Lastly, management in itself involves the features necessary in the monitoring and management of operations and activities of the firm. The availability of suitable expertise and utilization of experienced personnel greatly fuels efficiency of these organizational processes thus enables a firm to adapt easily to the comprehensive dynamics (Wentland, 2009).

Organizational processes are majorly motivated via the infrastructure adopted in a company (Ichijo & Ikujiro, 2006). This includes mechanisms that are considered important for the effective implementation of firm obligation and roles. Moreover, it entails very important policies concerning collaborative approaches, management framework, governance, and responsibility details (Yu, 2010). Maier (2010) advocates for the appropriate application for mechanisms and interventions to allow for the effective management of knowledge or resources (Burtonshaw-Gunn, and Salameh, 2009). Maier (2010) concludes that use of IT facilitates organizational competence and its integration leads to improved reinforced performance. Gjurovikj (2013) argues that despite organisations regularly having to deal with professionals, it’s also extremely important for the firm to circle out all unique individuals who are to be made answerable for the KM systems.

Organizational techniques and SKM are complementary elements that are also noticeably correlated. Maier (2010) identifies that tactics in a company enable SKM; similarly, powerful usage of SKM has a nice effect on the efficiency of procedures. In essence, efficiency of procedures permits powerful information dissemination and acquisition. In turn, acquired knowledge among the employees helps continuous development, mastering and talent development (Wong, 2005). SKM plays a substantial function in appropriate control and sustenance of organizational tactics and forms a middle foundation for organizational performance, which offers an organisation an aggressive part and sustainability within the market and so this research seeks to investigate how organizational processes have an effect on SKM at ICRAF.
2.2.2.3 Organizational Learning (OL)

Tsang (1997) described Organization Learning as the methodology of impacting know-how into an organisation thus allowing institutions to increase their skill and functionality. Training is a not unusual technique of facilitating knowledge acquisition of agencies which allows development of capabilities, but also facilitate adoption of recent capabilities on how to handle dynamic changes within the business frontier (Mas-Machuca, 2012). Ho (2010) stresses the significance of organizational learning especially via education. Productivity in the firm is promoted through the sharing of a vision of gaining knowledge in an organisation, increased capacity and overall performance (Gjurovikj, 2013). Group-based learning if applied well has the capacity of facilitating OL and it is the main forum utilized by a firm that is focused on improving its competencies across the board (Snyder, 2006). OL for a team generates group capabilities and guarantees the complete alignment of organizational processes to the firm’s vision (Goh, 2012).

Organizational getting to gain knowledge is a core element of SKM because it enables firms to offer knowledge promotion, implementation and sustenance of SKM (Tsang, 1997). Quintessentially, firms stand to gain from the SKM competencies acquired. Further, consciousness of SKM helps in facilitation of continuous learning, both formally and informal. OL has in the past seen to improve the overall performance of a firms varied functions as a result improve productivity and efficiency, via skill improvement. Tsang (1997) studies on the relationship between performance and OL, noted a high-quality association, which has a comparable inference on SKM, tremendous modifications in employee functionality, attitude and talent attained through studying are well-thought-out large enablers of most organizational performance (Snyder, 2006).

2.2.3 Empirical Review

Organizational performance denotes the ability of a firm to accomplish its stakeholders’ needs and endure in the market (Griffin, 2003). It also considered as the consequence of the actions or actions undertaken by the members of an institution to measure how well the firm has gotten its objectives (Ho, 2008). Previously, organizational performance has mostly been assessed via financial grounded performance actions. Most used measures are return on assets (ROA), return on equity (ROE), return on investments (ROI), market share, profitability and sales growth.
According to Richard, Devinney, Yip, and Johnson (2009), organizational performance is viewed as a balance and all-inclusive valuation of different performance magnitudes (Tangen, 2003) because it can’t occur without incorporation of systems, people, operations, customers, partners and administration (Jyoti & Sharma, 2012). Moreover, researchers claim that non-financial performance trials are more valuable on predicting forthcoming performance and enhance the performance on totality (Crabtree & DeBusk, 2008). Therefore, it is vital for organizations to include non-financial performance measures to assess the intangible benefits like customer satisfaction, employee satisfaction, efficiency of internal business processes, performance enhancement from intangible assets and innovation ability (Kaplan & Norton, 2001).

Venkatraman and Ramanujam (1986) established that monetary and operational measures have been the most often used measures of organizational overall performance. Consequently, KM software must link together monetary and nonfinancial measures (Wu & Lin, 2009), because numerous dimensions of overall performance are laid low with KM approach. existing literature in the discipline, but, does now not provide a clean model about the actual effect of KM on overall performance (Choi, Kim, Kim, & Kim, 2008) consequently, this examine proposed that the effect of KM practice on organizational overall performance might be higher enhanced the usage of diverse measures of organizational performance. Measures of profitability, sales growth and market proportion will be used to decide performance.

The relationship among KM and organizational performance has been investigated through a huge wide variety of researchers in extraordinary sectors, along with education (Zwain et al., 2012), production (Yusof & Abu Bakar, 2012), SMEs (Gholami et al., 2013), high tech and telecommunication. For example, in a study of groups in Croatia, Kiessling et al. (2009) proposed that KM definitely affects organizational results of company innovation, product improvement and worker development. Even though their model suggests insignificant outcomes among employee information primarily based capability and organizational consequences. Tseng (2014) examined the relationship among KM capability, supplier-relationship management and corporate performance.

They have a look at established that KM functionality has massive nice effect on corporate performance, as supplier-courting control in part mediates amongst KM capability and corporate performance. Ghalomi et al. (2012) tested 282 senior managers of SMEs the
usage of SEM analysis. Their findings disclosed that expertise acquisition, storage, creation, sharing, and implementation are definitely associated with organizational overall performance. As a result, they advised that KM adoption directly effect at the overall performance of SMEs. Similarly, inside the Taiwanese excessive-tech industry, Yang et al. (2012) found that consumer KM impacts organizational performance via mission overall performance. They highlighted that accomplishing widespread advantageous relationship between customer KM and undertaking overall performance depends on statistics complexity. Powerful customer KM significantly assists businesses to build sound client relationships that will extensively impact on consumer delight and typical overall performance (Abdullateef et al., 2010).

Furthermore, Yueh et al. (2010) lamented that the presence of these days’s international marketing issues resulted from bad statistics coping, and that groups can handiest continue to exist opposition after they have perfect know-how about marketplace conditions and look at, and make really apt use in their gift purchaser information. The use of a logistics operations context, Fugate et al. (2009) supported a significant positive relationship amongst KM process and operational and organizational overall performance. Exactly, their effects confirmed that KM while communicated amongst operational employee mediates how the knowledge is dispensed. In addition, used to devise and practice a united operational reaction to that knowledge.

2.3 Cultural Factor of SKM on Organizational Performance

Organizational culture can be defined as the shared, basic assumptions that an organization learnt while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems. Culture of an organization is a shared knowledge within a set comprising of values and behaviours that connect sure meanings (Pugna & Boldeanu, 2014). Subculture of an organisation denotes its standards, attitudes, customs, norms, ideals, and structures shared and are utilised to define the particular virtues and suited behaviour in the organization (Irina & Boldeanu, 2014).

Alvesson (2002) stated that culture is highly significant on how companies and other organizations function: from strategic change, to everyday leadership and how managers and employees relate to and interact with customers as well as to how knowledge is created,
shared, maintained and utilized. Irina & Boldeanu (2014) also believe that an organization culture allows for an effective and efficient operation of organizational processes, and consequently promote an above average performance. Davenport & Prusak (2000), claims that one of the information management strategies if aimed to broaden a know-how-in depth way of life by encouraging and aggregating behaviours which includes information sharing (rather than hoarding) and proactively in search of and providing understanding.

The study of organizational culture has seen many concerns in the subject of strategic management as it creates a platform for organizational approaches (Raula, Vuksic and Stemberger, 2012). SKM strategies are currently dominating the modern-day corporations, this is due to the fact they have a tendency to be more adaptive, non-static and is client oriented (Wong & Aspinwall, 2005). Development of new capabilities and advancements by organizations are some of the benefits of KM initiatives. These benefits derived from SKM involve output of behaviour and movements that offer utility for the corporation, as well as, make investments inside the destiny of a company (Gjurovikj, 2013). Albeit that, SKM management and its application act as a ploy for advanced performance has been identified as a popular venture within the enterprises globally, a success organizations were able to recognize its values and benefits. This research will increase awareness on associated elements; that is consider, communication and expertise transfer and management and support

Organizational culture determines the values, notion and faith. It additionally incorporates competitiveness, social responsibility, assist in innovation and overall performance. Organizational lifestyle can be assumed to be a multidimensional and multi-level perception of organization values, faith, notion, thoughts, and simple assumption which is implemented in corporation public image (Abdullateef, Mokhtar, & Yussof, 2010).

Organizational culture may be created with management help in all level on the way to inspire knowledge sharing and interplay between business enterprise participants. Consequently, way of life affects employee and organizational conduct. Linkage to understanding control, organizational lifestyle has superb effect and correlation to expertise control implementation. Hence it turns out to be basis of expertise management infrastructure in organization (Crabtree & DeBusk, 2008). In reality organizational lifestyle has little influence in understanding management thru organizational values and behaviour that guide knowledge management, evolution of knowledge management initiative and
passage of understanding in organization (Fugate, Stank, & Mentzer, 2009). This research study will predominately pay attention on culture associated elements that consist of trust, communication and knowledge transfer and leadership and support. The study will seek to establish if culture factor of SKM affects performance at ICRAF.

2.3.1 Communication and Knowledge Transfer
Knowledge transfer is an act of communication as explained via Champika et al., (2009) understanding switch is the conveyance of expertise from one vicinity, person or ownership to every other. Successful information transfer involves the creation and application of expertise in establishments. In accordance with Dalkir (2011) verbal exchange and collaboration technologies facilitate the sharing of knowledge produced inside the enterprise. The collaboration on project oriented work can be achieved through brainstorming sessions, action plan meetings, discussions, peer-reviews, debriefs but this is not an exhaustive list. Networking technologies such as; intranets, extranets, web servers, browsers, knowledge repositories and portals can be used within organizations to store and share organization expertise within or without the organization. Information on organization policies, practise, manuals, training, expert knowledge, company profiles and more can be share on these platforms. These tools can be easily accessible and filters would be used for different target groups to enhance efficiency. With the current developments of internet and technology these tools are becoming increasingly available and easy to use for the current working class (Dalkir, 2011).

Communication and know-how switch is correlated and key elements that depict an organization’s subculture. The kind and possibility of communication used in a given firm directly in a way affect the importance of information transfer (Bechina & Ndlela, 2008). Essentially, these elements are entwined and affect the volume to which SKM is efficaciously accomplished. A firm with operational communication channels offers a timely and transfer of data and information from one participant to another (Raula, Vuksic & Stemberger, 2012). Additionally, say that it drastically determines the magnitude to which an institution leverages on knowledge property. Furthermore, expertise exchange within the business enterprise which acts as hyperlink among the employees and divisions in the organisation. A firm with a powerful communication system is capable to easily influence on the benefits derived from knowledge switch and diffusion. The method of knowledge transfer has been described by many researchers as the usage of fashions. Major and Cordey-Hayes (2000) look at several frameworks and models of know-how transfer
provided by way of one of a kind authors and draw conclusion among them. Such reviews include Cooley (1987), Cohen and Levinthal (1990), Trott et al. (1995), Slaughter (1995) and through Horton (1997).

Major & Cordey-Hayes (2000) distinguish two streams of models; Node models and the process model. To start with the Nodes offers explanation to nodes and discrete processes that are processed in a knowledge transfer process. The process model gives an insight into knowledge transfer by varying processes that are each developed. Most of these models, although contextually diverse, have some strong similarities. Apart from these models, some researchers have tried to relate the knowledge transfer process to different theories. Some of these theories include; translation theory by Holden & von Kortzfleisch, (2004); Abjanbekov & Padilla (2004), agency theory (Arrow 1985; as cited in Boyce, 2001), intermediate modes, game theory and voice-exit (Boyce, 2001). Fundamentally, issues concerning knowledge, learning and collaboration forms the foundation of most of these theoretical approaches.

The theories and models mentioned have resulted from the basic idea of partnership and communication between the parties, this is an idea that originated from Shannon and Weaver’s mathematical approach to communication and information (as cited in Carlile, 2004). This has been developed further by Deutsch (1952) in his communication theory. The practical strength of the original approach involves its mathematical capacity to adequately describe the relations between the parties and their differences and dependencies. From the social sciences perspective, it can be acknowledged that knowledge transfer process has sender that shares the knowledge, and the receiver who gets the knowledge. Knowledge transfer is made complex by various prerequisites, contextual and factors surrounding the process.

As a result, intermediate results, leads to improved performance in the long term. In order to fully utilize KM systems, it is vital for firms to put up varied strategies for knowledge transfer and sharing (King, 2009).

2.3.2 Leadership and Support

Leadership is vital in determining the nature of culture utilised in an organization. Management additionally undertakes the situation of donation structural path via recognising and realization and strategy and key organizational competencies (Gjurovikj,
Birasnavet al., (2011) argued that this is possible for transformational leaders to influence the employees view about human capital benefits and also able to enhance this, by way of involving employees in KM initiatives, establishing suitable culture of sharing and encouraging communication among employees.

Conversely, leadership acts as a factor of reference, and as a result must acquire necessary support and collaboration from the staff in order to ensure certain strategy and organizational talents are attained. Therefore, leadership group need to generate a clean vision and firm’s hints on how to obtain priorities aimed at understanding the organizational lifestyle (Hung, Wu, and Huang 2011). Moreover, the leadership group have to create a consolidated and flexible corporate culture via training, alignment and incentives among different techniques. This concept is of essence due to the fact powerful leadership is crucial in promoting powerful know-how control approaches (Wong & Aspinwall, 2005).

Out-dated leadership philosophies and models attain behavioural and developments theories create awareness on the leader’s attributes and emphasise the vital part of traits that vend effective leadership (Chase, 1997). However, improvements in this school of thought have re-described the importance of leadership and have currently put more emphasis on the necessity based on management (Palestini, 2009). Wong & Aspinwall (2005) also contributed to this philosophy with regard to effective SKM. The authors also indicate that strategic management includes constructing self-assurance and commitment among personnel attained through instilling confidence, fairness, and self-efficacy (Raula, Vuksic, & Stemberger, 2012). These elements are also recognized as building blocks of a help machine in an employer, and that they significantly impact and promote organizational overall performance.

Gholami (2013) also indicates that the organizations general performance in a contemporary set up in particular highly depends on intangible strengths and assets above tangible belongings. The author also recognises that total understanding is a critical immaterial advantage that encourages and lifts overall organizational performance (Raula, Vuksic, & Stemberger, 2012). A company’s overall performance is particularly stimulated through the ability of an agency to switch and disseminate facts, with reference to SKM. Numerous researchers have concurred with the findings that leadership is important in making sure there is effective KM. In essence, the leadership traits help in managing know-how as an asset substantially determines the behaviour and attitude of employees, towards
expertise. Moreover, management is diagnosed as a first-rate achievement element of SKM in more than one research, and its significance in promoting organizational overall performance is emphasized (Raula, Vuksic, & Stemberger, 2012).

2.3.3 Trust

One of the most significant factor in relationships of any calibre is trust. Evidently, the norms and attitudes of an organization play a major role in defining the level of trust amongst employees. Many organizations, informal networks are the primary means by which employees find information, solve complex problems, and learn how to do their work. Two forms of interpersonal trust—trust in a person's competence and in a person's benevolence—enable effective knowledge creation and sharing in these networks (Abrams, Cross, Lesser, & Levin, 2003). Yet, though conceptually appealing, trust is an elusive concept that is often difficult for managers to influence.

Organizational tradition varies from one company to the alternative, and there are those that inspire and preserve agree with, while others are disadvantaged of it (He, Fang, & Wei, 2009). Agreeing with is a chief organizational aspect that majorly defines the form of lifestyle followed within a firm. A way of life that builds and continues trust is relatively increase-orientated and revolutionary. It is crucial for an organisation to form the proper basis for a way of life that supports accept as true with constructing. Important foundational factors taken into consideration primal are fairness, credibility and recognize (Ho, Kuo, Lin, & Lin, 2010). The writer notes that these attributes are great instilled via modelling by means of the firm, specifically the management team.

The presence of an agency ensures a basic role in enabling cohesiveness and collaboration, which might be essential for a successful implementation of operations in an agency (Hu, Chiou, and Lin, 2012). Bray and Konsynski (2015) perceive that inter-worker believe has a large have an impact on understanding switch and dissemination. Considering factors including knowledge exchange the role of leadership which can be notably dependent on cooperation, it turns into crucial for an agency aiming for achievement to instil agree with amongst the employees (He, Fang, and Wei, 2009). Trust constructing can be received by instilling critical elements including integrity among all employees, simply interpersonal values, powerful communication, equality and ethical behavior (Ho, 2010). Ho, Kuo, Lin, & Lin (2010) asserts the importance of trust in businesses that seek to gain effective
knowledge control. Resultantly, it turns into feasible for the organization to efficiently put into effect SKM and resultantly, enhance performance via extended competence (Braym Konsynski, 2015). This research will seek to analyse how beliefs troubles have motivated SKM at ICRAF Kenya.

2.4 People factor of SKM on Organizational Performance

Knowledge management cannot exist on its own. The key drivers of the way knowledge is shared and used to produce results in an organization are people. The attitude and sheer will for an organization’s personnel to manage knowledge well for best results is critical in the try to achieve the ultimate goal of better performance. Organizational agility, the ability to respond to a rapidly changing environment, is exclusively influenced by people (Jackson & Johansson, 2003). Contrary to this, some scholars believe that agility is achievable through complex technologies. Recent studies indicate that organizations cannot be agile without an agile workforce (Sherehiy, Karwowski, & Layer, 2007).

The reason is that human beings can anticipate changes in the operating environment unlike machines. People also contribute to the success of an organization through their knowledge, ideas, judgement and interaction with other persons. Humans are flexible and also have the ability to influence other workers in order to undertake a task at hand. A workforce that is more agile is more able to troubleshoot problems by using the knowledge they have amongst themselves. In this process, knowledge sharing is extremely critical to overall success (Erande & Verma, 2008). For example, technology firms face increasing amounts of pressure to remain relevant since new innovations are always changing from day to day. For this purpose, an agile organization is necessary.

To this cease, Demirci and Erbas (2010) emphasize that it is of superb significance to manipulate humans as a unit and focus on factors that have an effect on and affect their performance. Key SKM factors influenced by means of people encompass conversation, records generation, coordination, alignment, benchmarking, performance development, knowledge sharing, collaboration, teamwork (Takahashi, 2014). But, it's far important to observe that human sources play a major position in all organizational techniques, both immediately and circuitously. Markedly, the improvement of human beings or personnel regularly interprets to organizational productiveness and development.
According to Armbrecht et al. (2001), a company’s culture and structure will be the critical factors enabling knowledge flow which will in turn affect knowledge sharing. The outcome of knowledge sharing is the creation of new knowledge and innovation that will improve organizational performance (Hawamdeh 2005). At the University of Zambia, knowledge sharing occurs through departmental meetings, informal and formal workshops, knowledge exchange seminars, summary reports, brainstorming, mentoring, notice boards, emails and face to face interactions (Wamundila 2008). Delong (2004) states that the issue of documenting knowledge has been cited as an approach that supports the transfer of knowledge amid changes in workforce demographics and knowledge attrition. Organizations must develop knowledge repositories where they store their knowledge. This is to prevent knowledge loss, and knowledge can be captured and documented in databases and groupware technologies. Besides storage, they enhance interaction hence promote sharing and transfer of knowledge.

Muller, Zenker, Ramos (2012) in their work highlight project teams as a very strategic way of enhancing the transfer on knowledge. This encourages sharing of knowledge across organizational units as employees work on the same project and exchange ideas both in a formal and informal fashion. The collaboration on project oriented work can be achieved through brainstorming sessions, action plan meetings, discussions, peer-reviews, debriefs but this is not an exhaustive list. According to Dalkir (2011) communication and collaboration technologies facilitate the sharing of knowledge produced within the organization. Information can be disseminated through tools such as internet, emails, phones, video conferencing, chat rooms, messages, twits, discussion forums, wikis, webinars, social networks, group where and various work flow management tools. These collaboration tools make it possible for organizations to work in teams or projects despite geographical difference.

Knowledge sharing is the sharing of one’s own knowledge to other individuals; it is one of major organizational KMS processes. Knowledge sharing through a repository KMS involves what Alavi and Leidner (2001) refers to as codification and storage process, the process of storing the explicit knowledge for later use. Knowledge sharing is critical to a firm’s success as it leads to faster knowledge deployment to portions of the organization that can greatly benefit from it (Syed-Ikhsan and Rowland, 2004). According to Syed-Ikhsan and Rowland (2004), employees need a strong motivator in order to share
knowledge. It is unrealistic to assume that all employees are willing to easily offer knowledge without considering what may be gained or lost as a result of this action. This section has noted the massive role played by people in facilitating KM and therefore this study will aim to analyse the impact of people on SKM at ICRAF Kenya.

2.4.1 Employee Empowerment

Demirci and Erbas (2010) stresses that it’s of great importance to ensure that employees work as a unit and focus on what affects and what has an effect on their general performance. The key SKM factors that are have are influenced by employees include; performance development, knowledge sharing, collaboration, teamwork conversation, and alignment (Takahashi, 2014).

But, it's far important to observe that human sources play a major position in all organizational techniques, both immediately and circuitously. Markedly, the improvement of human beings or personnel regularly interprets to organizational productiveness and development (Mas-Machuca & Martínez, 2012).

Self-efficacy is likewise a key defining detail of an effective organizational lifestyle. A success implementation of an approach is notably decided via the capacity of employees to adopt and contribute definitely toward the method, which is a defining aspect of empowerment. Mas-Machuca and Martínez (2012) denotes that empowered personnel extensively carry out greater implementation endeavours rather than personnel whose empowerment is restricted. Demirci and Erbas (2010) stress that employee empowerment initiatives generally fosters a more proactive culture in the organization. This results in employees who have the capabilities to actively take part in team activities, making informed decisions and handling major issues (Demirci & Erbas, 2010).

A proactive conduct allows voluntary analysing and non-stop information acquisition even within the absence of education. As an end result, getting to know within the corporation will become a non-prevent technique, which in flip promotes skills improvement and continuous improvement in overall performance and efficiency (Quartey, 2012). In keeping with Snyman and Kruger (2009), key elements which can be essential in reaching empowerment of personnel inside the private region has include constructing an experience of be given as proper with, self-effectiveness, self-willpower, meaningfulness, and cost (Quartey, 2012). Moreover, removal or lessening of organizational barriers and hierarchies’
bolsters equality, and a feel of oneness, this is crucial in improving self-efficacy. From the literature above employee empowerment positively influence SKM however this research will seek to establish if the scenario is the same at ICRAF Kenya.

2.4.2 Employee Training

Employee training involves mastering tasks primarily based on an enterprise’s operations, goals, and targets, for the purpose of expertise introduction and ability improvement. In preceding studies, it’s far evident that employee training has been predominantly studied as a key element in useful human resource management (Skyttner, 2005). Nevertheless, modern research like Mas-Machuca and Martínez (2012) apprehend the need for worker training as a core requirement in effective SKM. Furthermore, Goh (2012) explains that companies that put money into employee improvement and improvement through schooling are easily adaptable to changing environments or organizational responsiveness (Quartey, 2012).

Similarly, these organizations are considered dynamic and with no trouble in meeting customers’ needs mainly in turbulent modern environments. Worker training is considered a critical element in best control and employee development, ultimately has a wonderful effect on workforce overall performance and organizational performance. Worker training in line with overall performance development requires use of control sources trivial to attaining the goals (Lee, 2006). Availability of these materials greatly affects the probability of fulfilment and endorses efficiency of training. Principal elements encompass finances, trainers, and time taken for the process (Pugna & Boldeanu, 2014).

Additionally, the sum of the trainees, is vital in determining the allocation of the training resources in the organization. It's very important to first have the required resources for training and the firm should only seek ways to replenish in case of a shortage (O'Sullivan, 2008). Employee training is necessary in order to facilitate knowledge management. Atahis study will seek to analyze employee training at ICRAF and how it affects SKM at the institution.

2.4.3 Employee Involvement

Pugna & Boldeanu (2014) defines employee involvement as worker’s active participation that aids in knowing a company’s desires and performed goals with the useful resource of
placing into attention and using personnel’ ideas, attempt, and knowledge. Wong and Aspinwall (2005) recommend that equity and equality form the principle upon which employee participation is reinforced. Moreover, teamwork gives an excellent platform on which worker involvement is advanced thru collaboration and joint try. consistent with Ferraro & Briody (2012) groups are located to make more knowledgeable choices and also are able to screen every different overall performance as a result for this reason lessening the want for supervision. Moreover, Pugna & Boldeanu (2014) emphasizes that teams virtually sell overall performance and regular organizational performance, greater resourcefully than what individuals would have.

Phipps, Prieto, & Ndinguri (2013) studies on the relationship among employee involvement and productiveness, shows a high-quality dating, in which the former promotes the latter. Organizational productivity is likewise recognized as a central detail of performance degree. The research installed that agencies that sell employee involvement thru SKM projects done higher as opposed to people who fail to implement those initiatives. SKM projects recognized, on this regard encompass understanding creation and expertise sharing among individuals, similarly to, teams. Phipps, Prieto, and Ndinguri (2013) additionally emphasize that companies stand to benefit from core talents at the side of personnel’ ability improvement, innovativeness, autonomy, and choice overall performance. Employee development due to heightened involvement has a tremendous impact on organizational productiveness and additionally offers the employer a sustainable gain. This research will try to find out how worker involvement has influenced SKM at ICRAF.

2.5 Chapter Summary

The chapter analyses literature of a similar nature that was authored by other researchers. The review takes systematic approach by looking at knowledge management process including both tools and approaches that have been used and integrated by different organizations and effect of knowledge management on organizational performance. Chapter three describes the research design and methodology that will be applied to carry out the study. The study’s results and findings will constitute chapter four and chapter five will entail the discussions, conclusions and recommendations of these findings.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This study targets to examine the effects of knowledge management in influencing organizational performance. This chapter offers an outline and description of methodology carried out on the research. This will include, a research design, data collection methods, research procedures and data analysis. The description of data sources and type of data to be collected and analysed will also be included.

3.2 Research Design

Research design is a plan or outline which provides the overall environment for data collection, analysis and measurement in a format that dictates the realization of the research purpose (Cooper & Schindler, 2013). Research design is also a blue print for the collection, measurement and evaluation of data (Grove & Burns, 2012). It is the strategy and structure of research so conceived as to have answers to research questions (Cooper & Schindler, 2013). Research design items include: observations or measures, groups, assignment to groups, treatments of programs, and time.

The research design used in this study was descriptive in nature. Ghauri & Grönhaug, (2005) explain that descriptive research attempts to describe how, when, why of a situation and requires a level of understanding of the nature of the problem. The basis for a descriptive research is to describe the state of affairs as they exists (Mutua & Oteyo, 2013). Thus descriptive studies are not only restricted to fact finding, but may often result in the formulation of important principles of knowledge and solution to significant problems. The main features of descriptive research are structure, precise rules and procedures.

Descriptive research is the most direct way to understand the key strategic knowledge factors influencing organizational performance. This design facilitated the collection of information from the management team. The data collection tool that was used was primarily questionnaires to enhance standardization of the entire data collection process. A sample of subjects was selected by the researcher and questionnaires administered. A survey was conducted on the population. The dependent variable of the study was performance of the organization and the independent variables was the strategic knowledge management factors which are structure, culture and people.
3.3 Population and Sampling Design

3.3.1 Population

Research population is the total collection of elements or units whereby reference have to be made or from which data can be collected e.g. individuals, organizations or all elements relevant to the study (Grove & Burns, 2012).

The population in this research compromised of ICRAF managers based at the headquarters in Nairobi, Kenya. This is because they are best placed to provide information on ongoing activities and information regarding strategic knowledge management. ICRAF has of a total population of 70 managers in headquarters constituting of 16 top level managers, 30 middle level managers and 24 lower level managers.

Table 3.1: Categories of management in ICRAF HQ

<table>
<thead>
<tr>
<th>Types</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Managers</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>30</td>
<td>43</td>
</tr>
<tr>
<td>Low level managers</td>
<td>24</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (World Agroforestry Centre, 2016)

3.3.2 Sampling Design

Sampling design is simply the procedure by which a particular sample is drawn from a population (Cooper & Schindler, 2013).

3.3.2.1 Sampling Frame

The sampling frame for a study represents all the population elements who are accessible during the data collection (Smith & Albaum, 2012). A sampling frame is a list of elements from which the sample is drawn. This may be the whole population or a segment of it.

As Roger and Jupp (2006) proposes, this list needs to facilitate admittance to the selected sampling units. A frame may also provide additional 'auxiliary information' about its elements. When this information is related to variables or groups of interest, it may be used to improve survey design. While not necessary for simple sampling, a sampling frame used for more advanced sample techniques, such as stratified sampling, may contain additional information (such as demographic information). This information can be used to ensure that a sample taken from that frame covers all demographic categories of interest.
Sometimes the auxiliary information is less explicit; for instance, a telephone number may provide some information about location.

The sample frame for this study constituted all the managers in ICRAF headquarters. This list was obtained from ICRAF human resources unit.

### 3.3.2.2 Sampling Technique

This denotes the mode of selecting the sample which may be a group of people, events or behaviour with which to conduct a study (Grove & Burns, 2012). It involves selecting a portion of the population from which the study is based and the findings were used to generalize on the characteristics of the entire population.

### 3.3.2.3 Sample Size

Garson (2012) defines a sample size as what represents a subset of sampling units from a population. A sample is a subset of the main population for research, to which the researcher intends to generalize the effects (Berinsky, 2008). Constant with Best & Kahn (1998), the relatively perfect sample ought to be big enough to serve as adequate presentation of the population about which the researcher wishes to generalize and small enough to be selected economically in terms of subject availability, expenses in both time and money and complexity of the data analysis. According to (Berinsky, 2008) a good sample size is a necessity, and a large sample size is almost always better than a small sample size.

A sample of 60 respondents was considered as shown.

Where: \( n = \) sample size

\[ N = \text{Population} \]

\[ e = \text{error} \]

At 95% confidence interval and a population of 50 the sample size was calculated as:

\[ n = \frac{70}{1 + 70 (0.5)^2} \]
\[
\begin{align*}
= 70 \\
1 + 0.175 \\
= 70 \\
1.175 \\
\end{align*}
\]

Sample size \(= 60\)

3.4 Data Collection Methods
A survey data collection method was used to collect primary data. A Structured questionnaire was adopted as the appropriate tool for data collection. The use of questionnaires was determined to be appropriate as it ensured cost effective standardized response gathering, objectivity and speed. Data and information can also be collected from a large number of respondents within a short period (Harris and Brown, 2010). Most managers will be assumed to be busy thus questionnaires were most convenient for them.

The questionnaire was split into five main sections. The first part of the questionnaire will entails questions on respondents’ general information. The second, third and fourth parts entailed questions will have questions from the respective research objectives, namely culture related KSFs, people related KSFs, and processes related KSFs respectively. The final part of the questionnaire was to assess the overall measures/indicators of organization performance in ICRAF.

This study’s questionnaire included partly open-ended and partly close-ended. The open-ended questions will allow the respondent to offer their opinions without restriction while closed ended questions will be in the form of a Likert scale of 5 where the respondents selected the appropriate responses that best describes the level of degree to which factors affect organizational performance (Where 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – disagree, 1 – Strongly disagree).

3.5 Research Procedures
Before the actual data collection, a pre-test exercise of the research questionnaire will be carried out in two different phases. The first phase involved the development of the data collection instruments by the researcher, and seeking professional advice from the supervisor with a purpose to ensure the validity of the study instrument. Validity in data
collection means that the findings surely constitute the phenomenon the look at claims to measure (Shields, 2013).

Then a pilot study will be carried out with a few of the respondents mainly knowledge management practitioners, statistician and ICRAF staff to examine whether the questionnaire will be able to exhibit the expected outcome.

Polit, Beck, & Hungler, (2001) advices that the questionnaire should be administered to pilot subjects in exactly the equal manner as the main study. The respondents were asked to give remarks and to pick out ambiguities and difficult questions.

It was also important to record the time taken to complete the questionnaire and decide whether it is reasonable, discard all unnecessary, difficult or ambiguous questions, assess whether each question gives an adequate range of responses, establish that replies can be interpreted in terms of the information that is required, check that all questions are answered, re-word or re-scale any questions that are not answered as expected, shorten, revise and, if possible and pilot again” (Prescott & Soeken, 2009).

The questionnaires was administered using an online data collection tool called SurveyMonkey, this was because of frequent travel of the respondents. Hard copies of the questionnaires were also available for the respondents who preferred to use them. The hard copies were given to the respondents and picked up at a later date. Formal meetings with the respondents will be made to build respondents confidence and portray importance for a higher response rate.

A cover letter detailing the purpose of this study was used as part of the introduction and to provide assurance of confidentiality of the information provided by the respondent and to further enhance response rate and truthfulness. Reminders was made to respondents through phone calls and visits throughout the entire data collection period. Thereafter, the data was collected, coded and entered into Statistical Package for Social Sciences (SPSS) tool. Analysis was done and findings disseminated to the various relevant stakeholders.

3.6 Data Analysis Methods
Data analysis is the editing and reducing accumulated data to a manageable size, developing summaries and seeking for patterns using statistical methods (Cooper and Schindler, 2008). Issues for address in this study was be based on perceptions thus descriptive statistics is ideal for analysis and to compare the variables after the results are
presented. Descriptive Statistics comprise classification analysis, measurement, comparison and interpretation of data with the benefit of describing respondents’ perceptions. (Kombo & Tromp, 2006).

The data that was collected and cleaned for accuracy, completeness and consistency. Thereafter, this data was coded and entered into Statistical Package for Social Sciences (SPSS) software for cleaning and to perform descriptive analysis of the data to generate frequencies and percentages. Measures of central tendency and dispersion such as mean and standard deviation respectively, variance (ANOVA) and correlation was also used to describe the data and the findings was presented through charts, graphs, tables and figures. The regression equation \( Y = B_0 + B_1ST + B_2C + B_3P + e \) was established where:

\[
Y = \text{Performance}; \quad ST = \text{structure}; \quad C = \text{Culture}; \quad P = \text{People}; \quad B = \text{Constant}; \quad e = \text{error term}
\]

\[
Y = 4.531 + 0.265ST + 0.221C + 0.391P + 3.501
\]

3.7 Chapter Summary

This chapter covers the comprehensive methodology that was used to undertake this study. It points out the suitability of the research design and goes on to shows the study population, the sample design, the data collection method, the research procedure and the data analysis methods as well as presentation methods used. Chapter four will broadly cover the research findings. Chapter five entail the discussions, conclusions and recommendations of these findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The purpose of this study was to analyse the key success factors of strategic knowledge management that affects organizational performance. This chapter therefore shows the results collected from respondents based on the research objectives.

4.1.1 Response Rate

Out of the 60 questionnaires distributed, 41 were completed and submitted. This made approximately 68% of the population thus it’s a representative and adequate proportion as indicated in Table 4.1

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and Returned</td>
<td>41</td>
<td>68</td>
</tr>
<tr>
<td>Not returned</td>
<td>19</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographic Information

4.2.1 Gender of the Respondents

As indicated in figure 4.1, the findings indicate that 51 percent of the respondents were female while 49 percent were male respondents. These findings indicate that that the organization is generally well balanced in terms of gender.
4.2.2 Age of the Respondents

Figure 4.2 shows that 63% of the respondents were between 26 to 35 years which accounts for a large portion of the total respondents, 12% of the respondents fall under the 36 to 45 year bracket while lastly is the 7% of the respondents fall under the 46 to 60 year bracket. This result shows that ICRAF is mostly made of young and vibrant managers, it also shows that the organization is well balanced in regard to the age of its employees.

4.2.3 Number of Years as an Employee

To indicate the number of years worked as an employee, the findings indicated that large portion had worked for 6-10 years and accounted for 46.3%, those of between 0-5 years
were 31.7%, while those who had worked for 11-15 years were 12.2% and those who had worked for 16-20 years and above 20 years were 4.9% respectively as indicated in Figure 4.3.

Figure 4.3: Number of Years as an Employee

4.2.4 Level in the Organization Structure
The respondents in the study were managers of the organization. Figure 4.4 shows that the respondents were made of 46% middle level managers, 46% supervisors and 7% top level management. The results infer that there were a decent number of personnel in management positions and consequently in good position to understand certain strategic decisions made by the management.

Figure 4.4: Management Level
4.3 Structure Related Factors of SKM and Organization Performance

This study sought to scrutinise the impact of structure related factors of SKM on organizational performance. The succeeding section presents results with regard to this objective of the study.

4.3.1 Descriptive on Factors of SKM and Organization Performance

The findings indicate that 53.7% agree that information technology promote knowledge creation, transfer and sharing among its employees, 46.3% strongly agreed. On the other 46.3% agreed that the firm offers training on use of technology to improve performance, while 19.5% were neutral and those who disagreed and strongly agreed were 17.1% respectively. To establish if information technologies has improved performance, 65.9% agreed, while those who strongly agreed were 24.4%, and only 9.8% were neutral. It was also noted that organizational processes are well aligned and improves performance, 48.8% agrees, while 34.1% were neutral, those who disagree were 7.3%, and 9.8% strongly agreed. The study also sought to establish if there was a sufficient coordination of organizational functions those who agree were 56.1%, strongly agreed were 22%, neutral were 19.5%, and only 2.4% disagreed.

Large portion of the respondents agree that knowledge and information are easily accessible in the organization, this were 43.9%, on the other hand 41.5% were neutral, those who strongly agreed were 12.2%, and 2.4% were in disagreement. The findings also indicate that 17.1% strongly agreed that in the firm operational decisions followed strict hierarchical protocols, 41.5% agreed, 19.5% were neutral while those who disagreed were 14.6%, however 7.3% strongly disagreed.

It was also established that 43.9% agreed that employee skill development was influenced by knowledge sharing among co-workers in the organization. 24.4% strongly agreed while 22.0% were neutral and those who strongly disagree, or disagreed were 4.9% respectively as shown in table 4.2
### Table 4.2: Descriptive on Factors of SKM and Organization Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information technology promote knowledge creation, transfer and sharing among its employees</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>53.7</td>
<td>46.3</td>
</tr>
<tr>
<td>Training on use of technology to improve performance.</td>
<td>0.0</td>
<td>17.1</td>
<td>19.5</td>
<td>46.3</td>
<td>17.1</td>
</tr>
<tr>
<td>Information technologies has improved performance.</td>
<td>0.0</td>
<td>0.0</td>
<td>9.8</td>
<td>65.9</td>
<td>24.4</td>
</tr>
<tr>
<td>Organizational processes well aligned and improve performance</td>
<td>0.0</td>
<td>7.3</td>
<td>34.1</td>
<td>48.8</td>
<td>9.8</td>
</tr>
<tr>
<td>Sufficient coordination of organizational functions</td>
<td>0.0</td>
<td>2.4</td>
<td>19.5</td>
<td>56.1</td>
<td>22</td>
</tr>
<tr>
<td>Knowledge and information are easily accessible in my organization</td>
<td>0.0</td>
<td>2.4</td>
<td>41.5</td>
<td>43.9</td>
<td>12.2</td>
</tr>
<tr>
<td>In my organization operational decisions follow strict hierarchical protocols</td>
<td>7.3</td>
<td>14.6</td>
<td>19.5</td>
<td>41.5</td>
<td>17.1</td>
</tr>
<tr>
<td>Employee skill development is influenced by knowledge sharing among co-workers in our organization</td>
<td>4.9</td>
<td>4.9</td>
<td>22.0</td>
<td>43.9</td>
<td>24.4</td>
</tr>
</tbody>
</table>

SD = Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree

Source of data: Survey Data, 2017

#### 4.3.2 Relationship between Structure Related Factors and Performance

The study sought to establish the relationship between structure related factors and performance, to establish this a correlation analysis and regression analysis was done and the findings are indicated in Table 4.3
Table 4.3: Relationship between Structure Related Factors and Performance

<table>
<thead>
<tr>
<th>Dependent variable:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td>0.405**</td>
</tr>
<tr>
<td></td>
<td>(0.173)</td>
</tr>
<tr>
<td>Constant</td>
<td>13.663***</td>
</tr>
<tr>
<td></td>
<td>(4.577)</td>
</tr>
</tbody>
</table>

| Observations | 41 |
| R²           | 0.123 |
| Adjusted R²  | 0.101 |
| Residual Std. Error | 3.723 (df = 39) |
| F Statistic  | 5.483** (df = 1; 39) |

Note: *p<0.1; **p<0.05; ***p<0.01

For the regression analysis, the R squared was 0.123 and therefore 12.3% of the variations in performance was caused by the variation in structure related factors. The F statistic was 5.483 and was significant (p<0.05).

Linear regression analysis was established where the equation

Y = β₀ + β₁X₁

Where: Y = performance
X₁ = Structural factors

β₀, β₁ = Intercepts

Performance = 13.633 + 0.415X₁

This implies that with all factors held constant performance increased by 13.633 and for every unit change in structural factors resulted into 0.415 increase in performance.

4.4 Cultural Factors of SKM on Employee Performance

The study sought to examine the impact of culture related factors of SKM on organizational performance. This subsection will present findings that relate to how the respondents perceived this aspect of the study.

4.4.1 Descriptive on Cultural Factors of SKM on Employee Performance

The study indicate that 46.3% agreed that communication is important and plays a major role in influencing the performance of employees, 36.6% agreed while 12.2% were neutral with only 4.6% in disagreement. It was also noted that 61% agree that knowledge and
information transfer for problem-solving purposes is encouraged in the organization, 19.5% Strongly agreed while 17.1% were neutral and only 2.4% disagree.

To establish if the organisational environment enables employees to freely access information, the findings indicate that 51.2% agreed, 24.4% were neutral while 22% strongly agreed, those who disagreed were the least and represented only 2.4%. On the other hand 43.9% agreed that the form of leadership adopted promotes employee productivity, however 26.8% were neutral and 22% strongly agreed and only 7.3% disagreed.

The findings also indicate that 29.3% agreed that leadership and support promotes employee productivity, 24.4% were neutral, while 22% disagreed. In addition those who strongly agreed were 17.1% and only 7.3% strongly disagreed. To analyse if employees were satisfied with the form of leadership and support in the organization, the findings indicate that 29.3% disagreed, while those who either agreed or were neutral represented 24.4% respectively. The findings also indicate that 12.2% strongly agreed while those who strongly disagreed were 9.8%.

It was also established from the findings that 41.5% of respondents agreed that they trust in the organization promotes knowledge sharing, 19.5% agreed while those who strongly agreed were 17.1%, those who disagreed were 14.6% and those who strongly disagreed were 7.3%. The findings also established 43.9% of the respondents agreed that trust is one of the major strengths in the organization, 24.4% of the respondents strongly agreed, however 22% were neutral and those who either strongly disagreed or disagreed were 4.9% respectively as indicated in table 4.4
Table 4.4: Descriptive on Cultural Factors of SKM on Employee Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication is important and plays a major role in influencing the performance of employees</td>
<td>0</td>
<td>4.9</td>
<td>12.2</td>
<td>36.6</td>
<td>46.3</td>
</tr>
<tr>
<td>Knowledge and information transfer for problem-solving purposes is encouraged in my organization</td>
<td>0</td>
<td>2.4</td>
<td>17.1</td>
<td>61</td>
<td>19.5</td>
</tr>
<tr>
<td>The organisational environment enables employees to freely access information</td>
<td>0</td>
<td>2.4</td>
<td>24.4</td>
<td>51.2</td>
<td>22</td>
</tr>
<tr>
<td>The form of leadership adopted promotes employee productivity</td>
<td>0</td>
<td>7.3</td>
<td>26.8</td>
<td>43.9</td>
<td>22.0</td>
</tr>
<tr>
<td>Leadership and support promotes employee productivity</td>
<td>7.3</td>
<td>22.0</td>
<td>24.4</td>
<td>29.3</td>
<td>17.1</td>
</tr>
<tr>
<td>I am satisfied with the form of leadership and support in my organization</td>
<td>9.8</td>
<td>29.3</td>
<td>24.4</td>
<td>24.4</td>
<td>12.2</td>
</tr>
<tr>
<td>Trust in my organization promotes knowledge sharing</td>
<td>7.3</td>
<td>14.6</td>
<td>19.5</td>
<td>41.5</td>
<td>17.1</td>
</tr>
<tr>
<td>Trust is one of the major strengths in my organization</td>
<td>4.9</td>
<td>4.9</td>
<td>22.0</td>
<td>43.9</td>
<td>24.4</td>
</tr>
</tbody>
</table>

SD = Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree

Source of data: Survey Data, 2017

4.4.2 Relationship between Culture Related Factors and Performance

The study sought to establish the relationship between culture related factors and performance, to establish this a correlation analysis and regression analysis was done and the findings are indicated in Table 4.5
For the regression analysis, the R squared was 0.208 and therefore 20.8% of the variations in performance was caused by the variation in culture related factors. The F statistic was 10.242 and was significant (p<0.01). Linear regression analysis was established where the equation

\[
Y = \beta_0 + \beta_1 X_1
\]

Where: \( Y \) = performance
\( X_1 \) = Cultural factors
\( \beta_0, \beta_1 \) = Intercepts

Performance = 14.870 + 0.424X_1

This implies that with all factors held constant performance increased by 14.870 and for every unit change in cultural factors resulted into 0.424 increase in performance.

4.5 People Related Factors of SKM on Employee Performance

The study also sought to examine the impact of people related factors of SKM on organizational performance. The next sub-section will present results with regard to this objective.

4.5.1 People Related Factors of SKM on Employee Performance

The findings indicate that 61% of the respondents agreed that employees are adequately empowered, 19.5% were uncertain while 12.2% disagreed and 4.88% strongly disagreed. The findings also indicate that 43.9% of the respondents were neutral about Empowerment
initiatives are extremely satisfactory resulting in high employee productivity, 26.8% disagreed and 4.9% strongly agreed while 2.4% agreed.

The study also sought to establish if leadership is continuously promoting employee empowerment at the organisation and the findings indicated that 36.6% agreed and 24.4% strongly agreed, those disagreed or were neutral were 17.1% respectively, and only 4.9% strongly disagreed. It was also indicate that 34.1% of the respondents were neutral that employees were highly satisfied with the training initiatives provided, while 31.7% disagreed with the statement, those who agreed were 24.4%, 7.3 % strongly disagreed and only 2.4% strongly agreed.

On the other hand, 46.3% agreed that the training provided has improved performance, 26.8% were neutral while 14.6% disagreed, 9.8% strongly agreed and only 2.4% strongly disagreed as indicated in Table 4.6

**Table 4.6: People Related Factors of SKM on Employee Performance**

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are adequately empowered</td>
<td>0.0</td>
<td>12.2</td>
<td>19.5</td>
<td>61</td>
<td>4.9</td>
</tr>
<tr>
<td>Empowerment initiatives are extremely satisfactory resulting in high employee productivity</td>
<td>0.0</td>
<td>26.8</td>
<td>43.9</td>
<td>24.4</td>
<td>4.9</td>
</tr>
<tr>
<td>The leadership is continuously promoting employee empowerment</td>
<td>4.9</td>
<td>17.1</td>
<td>17.1</td>
<td>36.6</td>
<td>24.4</td>
</tr>
<tr>
<td>Employees highly satisfied with the training initiatives provided</td>
<td>7.3</td>
<td>31.7</td>
<td>34.1</td>
<td>24.4</td>
<td>2.4</td>
</tr>
<tr>
<td>The training provided has improved performance</td>
<td>2.4</td>
<td>14.6</td>
<td>26.8</td>
<td>46.3</td>
<td>9.8</td>
</tr>
<tr>
<td>Employees in my organization contribute to decision-making processes</td>
<td>2.4</td>
<td>17.1</td>
<td>24.4</td>
<td>39</td>
<td>17.1</td>
</tr>
</tbody>
</table>

SD = Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree

Source of data: Survey Data, 2017

**4.5.2 Relationship between People Related Factors and Performance**

The study sought to establish the relationship between people related factors and performance, to establish this a correlation analysis and regression analysis was done and the findings are indicated in Table 4.7
Table 4.7: Relationship between People Related Factors and Performance

<table>
<thead>
<tr>
<th>Dependent variable:</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>0.423***</td>
</tr>
<tr>
<td></td>
<td>(0.124)</td>
</tr>
<tr>
<td>Constant</td>
<td>15.829***</td>
</tr>
<tr>
<td></td>
<td>(2.534)</td>
</tr>
</tbody>
</table>

Observations: 41
R²: 0.231
Adjusted R²: 0.211
Residual Std. Error: 3.487 (df = 39)
F Statistic: 11.691*** (df = 1; 39)

Note: *p<0.1; **p<0.05; ***p<0.01

For the regression analysis, the R squared was 0.231 and therefore 23.1% of the variations in performance was caused by the variation in people related factors. The F statistic was 11.691 and was significant (p<0.01). Linear regression analysis was established where the equation

\[ Y = \beta_0 + \beta_1X_1 \]

Where: Y = performance  
X₁ = People factors  
\( \beta_0, \beta_1 = \) Intercepts  
Performance = 15.829 + 0.423X₁  

This implies that with all factors held constant performance increased by 15.829 and for every unit change in people factors resulted into 0.423 increase in performance.

4.6 Overall evaluation of SKM on Organizational Performance

The study also sought to examine the impact of SKM on organizational performance. The next sub-section will present results with regard to this objective.

4.6.1 Descriptive on Evaluation of SKM on Organizational Performance

The results indicate that 48.8% agreed that utilization of SKM has improved return on assets in the organization, however 31.7% were neutral and 17.1% strongly agreed while only 2.4% disagreed. On the other hand, 46.3% agreed that utilization of SKM has resulted in increased employee productivity above the industry average, 36.6% were neutral and 12.2% strongly agreed with 4.6 disagreeing.
It was also noted that 46.3% agreed that knowledge management has been critical for creating a sustainable competitive advantage in the organisation, 24.4% strongly agreed while those who were neutral were 22%, and on the other hand 4.9% and 2.4% strongly disagreed. It was also noted that 52.1% agreed that knowledge management practices has improved organization’s operational activities, 22% were neutral while those who disagreed and strongly disagreed were 2.4% as indicated in table 4.8.

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilization of SKM has an improved Return on Assets in our organization.</td>
<td>0</td>
<td>2.4</td>
<td>31.7</td>
<td>48.8</td>
<td>17.1</td>
</tr>
<tr>
<td>Utilization of SKM has resulted in increased employee productivity above the industry average.</td>
<td>0.0</td>
<td>4.6</td>
<td>36.6</td>
<td>46.3</td>
<td>12.2</td>
</tr>
<tr>
<td>Knowledge management has been critical for creating a sustainable competitive advantage in the organisation.</td>
<td>2.4</td>
<td>4.9</td>
<td>22</td>
<td>46.3</td>
<td>24.4</td>
</tr>
<tr>
<td>Knowledge management practices has improved organization’s operational activities</td>
<td>2.4</td>
<td>2.4</td>
<td>22</td>
<td>52.1</td>
<td>22</td>
</tr>
</tbody>
</table>

4.6.2 Relationship Evaluation of SKM on Organizational Performance

The study sought to establish the relationship between SKM and performance, to establish this a correlation analysis and regression analysis was done and the findings are indicated in Table 4.9.

For the regression analysis, the R squared was 0.227 and therefore 22.7% of the variations in performance was caused by the variation in SKM factors. The F statistic was 11.438 and was significant (p<0.01).

Linear regression analysis was established where the equation

\[ Y = \beta_0 + \beta_1 X_1 \]

Where: \( Y \) = performance

\( X_1 \) = SKM factors

\( \beta_0, \beta_1 \) = Intercepts
Performance = 12.491 + 0.767X_1

This implies that with all factors held constant performance increased by 12.491 and for every unit change in SKM factors resulted into 0.767 increase in performance.

Table 4.9: Relationship Evaluation of SKM on Organizational Performance

<table>
<thead>
<tr>
<th></th>
<th>Dependent variable:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Performance</td>
</tr>
<tr>
<td>Overall evaluation</td>
<td>0.767</td>
</tr>
<tr>
<td></td>
<td>***</td>
</tr>
<tr>
<td></td>
<td>(0.227)</td>
</tr>
<tr>
<td>Constant</td>
<td>12.491***</td>
</tr>
<tr>
<td></td>
<td>(3.532)</td>
</tr>
<tr>
<td>Observations</td>
<td>41</td>
</tr>
<tr>
<td>R²</td>
<td>0.227</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.207</td>
</tr>
<tr>
<td>Residual Std. Error</td>
<td>3.496 (df = 39)</td>
</tr>
<tr>
<td>F Statistic</td>
<td>11.438*** (df = 1; 39)</td>
</tr>
</tbody>
</table>

Note: *p<0.1; **p<0.05; ***p<0.01

4.7 Indicators of organizational performance in ICRAF

The study also sought to examine the indicators of organizational performance in ICRAF. The next sub-section will present results with regard to this objective.

4.7.1 Descriptive of Indicators of Organizational Performance

As indicated in Table 4.10 the findings indicate that large portion of the respondents accounting for 51.2% strongly agreed that ICRAF has high value and quality research outputs, 36.6% agreed while those who were neutral were 7.3%, and 4.9% disagreed. On the other hand, 31.7% agreed that the organisation has attracted and retained world class scientists, while 29.3% strongly agreed and 19.5% were neutral while 12.2% disagreed while 7.3% strongly disagreed.

The findings also indicate that 41.5% agreed that ICRAF has high value grants and awards, 29.3% were neutral while 26.8% strongly agreed, and only 2.4% disagreed. It was also noted that 51.2% agreed that ICRAF has produced innovative research methods, 34.1%
strongly agreed, 9.8% were neutral and those who disagreed or strongly disagreed was 2.4% respectively. The findings also indicate that 43.9% agreed that ICRAF has complied to donors requirements and 41.5% strongly agreed, it was also noted that those who disagreed and were neutral representing 7.3% respectively.

To establish if ICRAF has built and maintained strong partnerships, the findings show that 48.8% agreed, those who strongly agreed were 31.7% and 14.6% were neutral, those who disagreed were 4.9%.

Table 4.10: Descriptive of Indicators of Organizational Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>High value and quality research outputs</td>
<td>0</td>
<td>4.9</td>
<td>7.3</td>
<td>36.6</td>
<td>51.2</td>
</tr>
<tr>
<td>Attracting and retaining world class scientists</td>
<td>7.3</td>
<td>12.2</td>
<td>19.5</td>
<td>31.7</td>
<td>29.3</td>
</tr>
<tr>
<td>High value grants and awards</td>
<td>0.0</td>
<td>2.4</td>
<td>29.3</td>
<td>41.5</td>
<td>26.8</td>
</tr>
<tr>
<td>Producing innovative research methods</td>
<td>2.4</td>
<td>2.4</td>
<td>9.8</td>
<td>51.2</td>
<td>34.1</td>
</tr>
<tr>
<td>Compliance to donors</td>
<td>0.0</td>
<td>7.3</td>
<td>7.3</td>
<td>43.9</td>
<td>41.5</td>
</tr>
<tr>
<td>Building and maintaining strong partnerships</td>
<td>0.0</td>
<td>4.9</td>
<td>14.6</td>
<td>48.8</td>
<td>31.7</td>
</tr>
</tbody>
</table>

SD = Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree

Source of data: Survey Data, 2017

4.7.2 Multiple Regression Analysis

The study sought to establish the relationship between structure, people and culture, to establish this a correlation analysis and regression analysis was done and the findings are indicated in Table 4.11

For the regression analysis, the R squared was 0.264 and therefore 26.4% of the variations in performance was caused by the variation in structure, performance and culture factors.

The F statistic was 4.429 and was significant (p<0.01)

The regression equation $Y=B_0+B_1ST+ B_2C+B_3P+e$ was established where:

$Y= Performance; ST=structure; C=Culture; P= People; B =Constant; e=error term$

$Y=4.531+0.265ST+0.221C+0.391P+3.501$
Table 4.11: Multiple Regression

<table>
<thead>
<tr>
<th></th>
<th>Dependent variable: per_score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
<td>−0.119 (0.265)</td>
</tr>
<tr>
<td>People</td>
<td>0.536 (0.319)</td>
</tr>
<tr>
<td>Culture</td>
<td>0.289 (0.221)</td>
</tr>
<tr>
<td>Constant</td>
<td>12.735*** (4.531)</td>
</tr>
</tbody>
</table>

Observations: 41
R²: 0.264
Adjusted R²: 0.205
Residual Std. Error: 3.501 (df = 37)
F Statistic: 4.429*** (df = 3; 37)

Note: *p<0.1; **p<0.05; ***p<0.01

4.8 Chapter Summary

This chapter presented the findings from the analysis done, the first section gives findings on the respondent’s demography, and the subsequent section covers the findings on the respective research question. The descriptive statistics inform of frequencies are presented in tables. Chapter 5 offers discussion, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter offers the discussion, conclusion and recommendations, this is in line with the specific research objectives which are to determine the influence of structure related aspects in SKM on organizational performance, to evaluate the effect of culture related aspects in SKM on organizational performance, and to determine the influence of people related factors of SKM on organizational performance.

5.2 Summary and Findings
The purpose of this study was to assess Key Success factors of Strategic Knowledge Management (SKM) that impact organizational performance at the World Agroforestry Centre (ICRAF). The study was directed by the following research objectives; to determine the influence of structure related aspects in SKM on performance of organisations; to evaluate the effect of culture related aspects in SKM on organizational performance; to determine the influence of people related factors of SKM on organizational performance.

The study adopted a descriptive research approach and was limited to World Agroforestry Centre (ICRAF) management team based at ICRAF headquarters in Nairobi, Kenya. The total population of 70 managers in headquarters constituting of 16 top level managers, 30 middle level managers and 24 lower level managers out of which 60 respondents was selected and only 41 respondents filled and returned the questionnaires representing 68% of the respondents.

The questionnaire was the main and only tool for collection data in this study, the questions were structured and were administered to all respondents. A pre-test survey was incorporated to test validity and applicability of the questionnaire. The data analysis entailed descriptive and inferential statistics, this was done using SPSS (Statistical Package for Social Sciences). The data was analysed by means of statistical techniques of analysis such as frequencies and percentages, mean, standard deviations and correlation. The findings were obtainable through bar graphs, pie charts and summarized figures and tables.

This study sought to scrutinise the impact of structure related factors of SKM on organizational performance. The findings indicate that the great portion agree that information technology promote knowledge creation, transfer and sharing among its
employees. On the other hand, most agreed that the organization offers training on use of technology to improve performance. It was also indicated that information technologies have improved performance, and it was also noted that organizational processes are well aligned and improves performance. It was established that there is sufficient coordination of organizational functions and knowledge and information are easily accessible in the organization, and the firm’s operational decisions followed strict hierarchical protocols. It was also established that employee skill development was influenced by knowledge sharing among co-workers in the organization.

The study sought to examine the impact of culture related factors of SKM on organizational performance. The study indicated that most respondents agreed that communication is important and plays a major role in influencing the performance of employees. It was also noted that knowledge and information transfer for problem-solving purposes is encouraged in the firm. It was also established that the organisational environment enables employees to freely access data and form of leadership adopted promoted employee productivity. The findings also indicate that leadership and support promotes employee productivity, and employees were pleased with the form of leadership and support in the organization. It was also established from the findings that trust in the firm encourages knowledge sharing, and trust is one of the major strengths in the firm.

The study also sought to examine the impact of people related factors of SKM on organizational performance. The findings indicate that most of the respondents agreed that employees are adequately empowered, and there was uncertainty about empowerment initiatives being extremely satisfactory and resulting in high employee productivity. Large portion agreed that leadership is continuously promoting employee empowerment at the organisation. It was also indicated that many disagreed that employees were highly satisfied with the training initiatives provided and this improved performance.

The study also sought to examine the indicators of organizational performance in ICRAF and large portion of the respondent’s admitted that ICRAF has high value and quality research outputs. On the other hand, many agreed that the organisation has attracted and retained world class scientists and ICRAF has high value grants and awards. It was also noted that ICRAF has produced innovative research methods, and ICRAF has complied with donor’s requirements and ICRAF has built and maintained strong partnerships.
5.3 Discussion

5.3.1 Influence of Structure Related Aspects in SKM on Organizational Performance

The findings indicate that 53.7% agree that information technology promotes knowledge creation, transfer and sharing among its employees. Similarly, Maier (2010) identifies that IT has evolved from a static file of records to a quintessential enabler of connections and conversation between employees, systems, and departments. Organizational SKM approaches aren't any exception, this procedures together with information sharing, taking pictures and storage significantly depend on IT for performance and automation, greater so in modern commercial enterprise world that is intensively, IT-orientated (Wong & Aspinwall, 2005).

On the other hand, 46.3% agreed that the firm offers training on use of technology to improve performance, and those who strongly agreed were 17.1%. Knowledge management, information technology systems offer organizations competitive and effective channels of information and knowledge acquisition, creation, sharing, storage and dissemination. An organization that is able to effectively manage these knowledge-based processes is strategically positioned for competitive performance (Wong & Aspinwall, 2005). Information technology (IT) as both a key contributor and an enabler in the field of knowledge management (Davenport & Prusak, 2000). To establish if information technologies has improved performance, 65.9% agreed, while those who strongly agreed were 24.4%. Bray & Konsynski (2015) study on KM and its impact on organizational overall performance emphasizes the importance of IT information diffusion within the whole organisation. The authors intensify that development on overall performance is obtained excellent whilst IT information and talents are conveyed to all personnel across the board (Burtonshaw-Gunn & Salameh, 2009). It was also established that organizational techniques are nicely aligned and improves overall performance. The better the ability of an enterprise to diffuse knowledge via information technologies, the better and better the SKM result acquired (Bray & Konsynski, 2015).

The study also sought to establish if there was a sufficient coordination of organizational functions those who agree were 56.1%, strongly agreed were 22%. Haldin & Herrgard (2000) maintained that a great deal can be done through modern IT to diffuse explicit knowledge. It is also becoming easier to capture tacit knowledge with the aid of retrieval technologies (Singh et al., 2006). Mohamed, Stankosky & Murray (2006), through their research identified Information technology as a variable that could impact knowledge
sharing. (Davenport & Prusak, 2000), explains that sharing must be initiated at human level and once it is working its application on technology will produce positive results.

Large portion of the respondents agree that knowledge and information are easily accessible in the organization. The higher the satisfaction and accessibility levels of IT systems to the users, the higher the aggregate performance derived from the adoption of the technologies. A study to establish the impact of technology type and technical capabilities on knowledge management practices in the Jordanian firms established a positive relationship (Hawajreh & Sharabati, 2012). King (2009) states that the goals of KM are the leveraging and improvement of the organization’s knowledge assets to effectuate better knowledge practices, improved organizational behaviours, better decisions and improved organizational performance. Dewe & Wright (2007) illuminates that for a successful introduction of knowledge based initiatives within an organization, a knowledge based strategy must be formulated and enforced.

It was also established that 43.9% agreed that employee skill development was influenced by knowledge sharing among co-workers in the organization. Previous studies by Hamid (2008) as cited in Wamundila (2008) asserts that basic social interaction is done with management and employees identification of knowledge and employees are encouraged to not only increase their knowledge, but share it for the benefit of the organization and themselves as well. Without motivation, sense of security, healthy reward system, this cannot be achieved. According to Loermans (2002) the relationship between members of an organization is both formal and informal in a company’s hierarchy structure. The influence of this structure to members of its organization cannot be underestimated in the ways of working. Therefore, Knowledge sharing that is motivated by greed and self-efficacy is often as a result of a number of organizational influences.

5.3.2 Effect of Culture Related Aspects in SKM on Organizational Performance

The study indicate that 46.3% agreed that communication is important and plays a major role in influencing the performance of employees. According to Dalkir (2011) communication and collaboration technologies facilitate the sharing of knowledge produced within the organization. Communique and knowledge transfer are correlated and key elements that depict an organisation’s subculture. The character, type and channels of communique adopted in a given organisation greatly have an impact on the effectiveness of knowledge transfer (Bechina & Ndlela, 2008). Moreover, verbal exchange efficiency
significantly determines the extent to which an enterprise can leverage on understanding property. Further, understanding transfer within the corporation acts as a link a few of the personnel and departments inside the company. An organisation with effective verbal exchange structures is capable of comfortably leverage at the advantages derived from knowledge transfer and dissemination.

It was also noted that 61% agree that knowledge and information transfer for problem-solving purposes is encouraged in the organization, the process of knowledge transfer has been described by many researchers using models. Major & Cordey-Hayes (2000) look at several frameworks and models of knowledge transfer presented by different authors and draw parallels between them. Models reviewed are by Cooley (1987), Cohen & Levinthal (1990), Trott et al. (1995), Slaughter (1995) and by Horton (1997).

To establish if the organisational environment enables employees to freely access information, the findings indicate that 51.2% agreed. A firm’s performance is highly influenced by the ability of an organization to transfer and disseminate information, with regard to SKM. Most researchers concur that leadership plays a key role in ensuring effective KM. In essence, the behaviour of leaders in managing knowledge as an asset greatly determines the behaviour and attitude of employees, towards knowledge. Furthermore, leadership is identified as a major success factor of SKM in multiple studies, and its significance in promoting organizational performance is emphasized (Raula, Vuksic, & Stemberger, 2012).

On the other hand, 43.9% agreed that the leadership form adopted promotes employee productivity. Leadership plays a major role in predetermining the type of culture adopted in an organization. Leadership also plays the role of providing organizational direction by identifying and executing strategy and key structural competencies (Gjurovikj, 2013). Birasnav et al., (2011) argued that this is possible for transformational leaders to influence the staff view about human capital welfares and also be able to enhance this, by way of involving employees in KM initiatives, establishing suitable culture of sharing and encouraging communication among employees.

The findings additionally suggest that huge element agreed that leadership and assist promotes worker productivity, leadership acts as a point of reference, and as a result should acquire necessary help and collaboration from the employees that allows you to ensure method and organizational abilities are attained. Therefore, management crew ought to
create a clean vision and organizational recommendations on a way to obtain priorities aimed at knowing the organizational subculture (Hung, Wu, and Huang 2011). Moreover, the management crew must create a consolidated and flexible corporate culture thru learning, alignment and incentives among different techniques. This concept is of essence because effective leadership is vital in promoting powerful understanding control tactics (Wong & Aspinwall, 2005).

It was additionally set up from the findings that 41.5% of respondents agreed that they consider within the employer promotes expertise sharing. The presence of accept as true within an organization plays a simple function in facilitating collaboration and cohesiveness, which are critical inside the hit implementation of a strategy and standard walking of operations in an employer (Hu, Chiou, & Lin, 2012). Bray and Konsynski (2015) discover that inter-employee trust has a giant influence on knowledge switch and dissemination. considering factors including expertise transfer and the role of leadership that are extensively depending on cooperation, it turns into vital for an organisation aiming for achievement to instil trust amongst the personnel (He, Fang, and Wei, 2009).

Trust building may be received by using instilling important elements along with integrity among all personnel, just interpersonal values, powerful conversation, equality and moral behavior (Ho, 2010). Ho, Kuo, Lin, & Lin (2010) asserts the significance of accept as true with in corporations that are searching for to obtain powerful know-how control. Resultantly, it turns into possible for the organization to correctly implement SKM and resultantly, improve performance through increased competence (Braym Konsynski, 2015).

5.3.3 Influence of People Related Factors of SKM on Organizational Performance
The findings indicate that 61% of the respondents agreed that employees are adequately empowered. Knowledge management cannot exist on its own. The key drivers of the way knowledge are shared and used to produce results in an organization are people. Organizational agility, the ability to respond to a rapidly changing environment, is exclusively influenced by people (Jackson & Johansson, 2003). Contrary to this, some scholars believe that agility is achievable through complex technologies. Recent studies indicate that organizations cannot be agile without an agile workforce (Sherehiy, Karwowski, & Layer, 2007). According to Armbrecht et al. (2001), a company’s culture and structure will be the critical factors enabling knowledge flow which will in turn affect
knowledge sharing. The outcome of knowledge sharing is the creation of new knowledge and innovation that will improve organizational performance (Hawamdeh 2005). At the University of Zambia, knowledge sharing occurs through departmental meetings, informal and formal workshops, knowledge exchange seminars, summary reports, brainstorming, mentoring, notice boards, emails and face to face interactions (Wamundila 2008).

The findings also indicate that 43.9% of the respondents were neutral about the empowerment initiatives being extremely satisfactory ensuing in high employee productivity, Demirci & Erbas (2010) emphasize that it is of vital significance to manage people as a unit and focus on issues that influence and affect their routine. Key SKM factors influenced by people include communication, IT, coordination, arrangement, benchmarking, performance improvement, knowledge sharing, collaboration, teamwork (Takahashi, 2014). However, it is vital to note that human resources play a key role in all organizational processes, either directly or indirectly. Markedly, the development of people or personnel often relate to organizational productivity and development.

The study also sought to establish if leadership is continuously promoting employee empowerment at the organisation and the findings indicated that 36.6% agreed and 24.4% strongly agreed. Mas-Machuca & Martinez (2012) denotes that empowered personnel extensively carry out greater implementation endeavours rather than personnel whose empowerment is restricted. Demirci & Erbas (2010) endorse that empowerment projects allow or foster proactive behaviour and employee autonomy. Resultantly, employees are able to completely contribute in teamwork, selection-making and additionally with ease control bobbing up occurrences (Demirci & Erbas, 2010).

It was also indicated that 34.1% of the respondents were neutral that employees were highly satisfied with the training initiatives provided, while 31.7% disagreed with the statement. Despite this, Goh (2012) explains that companies that put money into employee improvement and improvement through schooling are easily adaptable to changing environments or organizational responsiveness (Quartey, 2012). Worker training is considered a critical element in best control and employee development, ultimately has a wonderful effect on workforce overall performance and organizational performance. Worker training in line with overall

On the other hand, 46.3% agreed that the training provided has improved performance. Employee training involves mastering tasks primarily based on an enterprise’s operations,
goals, and targets, for the purpose of expertise introduction and ability upgrading. In preceding studies, it's far evident that employee training has been mainly studied as a key element in useful human resource management (Skyttner, 2005). Nevertheless, modern studies like Mas-Machuca & Martínez (2012) apprehend the need for worker training as a core requirement in effective SKM. Performance development necessitates use of control sources trivial to attaining the goals (Lee, 2006). In addition, the scale of the trainees, in numbers, is a key component in the determining the allocation of the exercise resources. It's very vital to first have the required resources for training and the firm should only seek ways to replenish in case of a shortage (O'Sullivan, 2008). Employee training is very vital in order to facilitate information management.

5.4 Conclusion

5.4.1 Influence of Structure Related Aspects in SKM on Organizational Performance

The study concluded that indeed information technology played a vital role in knowledge creation, transfer and sharing among employees at ICRAF, this is attributed to the organisations use of training on use of technology to improve performance. In addition, the firm also has well aligned process to improve performance. It can also have inferred that sufficient coordination of organizational functions is necessary so as to ensure sufficient flow knowledge and information accessibility in the organization. In the sector, employee skill development has been facilitated by knowledge sharing among employees.

5.4.2 Effect of Culture Related Aspects in SKM on Organizational Performance

Communication is vital and plays a key role in influencing the employee performance, at the same time the firms have encouraged knowledge and information transfer for problem-solving purposes. Despite this, employee productivity is influenced by the form of leadership adopted and the support in the institution. Trust in the organization is very vital in promoting knowledge sharing and also acts as a major strengths in the organization.

5.4.3 Influence of People Related Factors of SKM on Organizational Performance

Empowering employees is vital as such tactics result into high employee productivity, there is a need for leaders to continuously promote employee empowerment. Although this is important, training initiatives should also be encouraged in order to facilitate improved performance.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Influence of Structure Related Aspects In SKM on Organizational Performance

At ICRAF, there should be a continuous promotion of information technology to facilitate knowledge creation, transfer and sharing among its employees. There is also a need for the organization to align the processes as well as enable easy accessibility of knowledge and information. There is also a need to ensure that the firms promote employee skill development among co-workers in the organization.

5.5.1.2 Effect of Culture Related Aspects in SKM on Organizational Performance

The organisation should ensure effective communication to facilitate performance of employees. The leadership adopted in the firm should be one that promotes employee productivity. In addition, the organisation needs to ensure employees are satisfied with the leadership in order to ensure smooth operation and knowledge sharing.

5.5.1.3 Influence of People Related Factors of SKM on Organizational Performance

There is a need to increase employee’s empowerment through initiatives that are satisfactory to ensure high employee productivity. Moreover, there is also a need to establish a leadership that is capable to promote empowerment for all employees. While doing so, there is a need to ensure employees are highly satisfied with the training initiatives provided in order to ensure effective performance.

5.5.2 Recommendation for Further Studies

This study intended to assess the influence of key strategy knowledge management factors on organizational performance. The study focussed on influence of structure related aspects, culture related aspects and people related factors of SKM on performance at ICRAF, there is a need to undertake a similar research in other companies in order to generalize the findings. There is also a need undertake further studies at ICRAF to analyse knowledge and information accessibility, and impact of leadership and support on employee productivity.
REFERENCES


APPENDIX I: QUESTIONNAIRE

Dear Respondent

This questionnaire is intended to collect data that will help the researcher to assess the key success factors of strategic knowledge management that influence organizational performance in the World Agroforestry Centre (ICRAF). This exercise is only meant for academic purposes in partial fulfillment of a MBA research project. Any information you provide will be kept confidential.

There are 6 sections and this will take you about 15- 20 minutes to complete. Please give your honest opinion as freely as possible.

ASSESSMENT OF THE KEY SUCCESS FACTORS OF STRATEGIC KNOWLEDGE MANAGEMENT THAT INFLUENCE ORGANIZATIONAL PERFORMANCE: A CASE OF WORLD AGROFORESTRY CENTRE.

The purpose of this research is to identify critical success factors of SKM that influence performance. Please take note that utter anonymity will be maintained and you are assured of confidentiality and your identity shall not be used in this research.

Section A: Demographic Information (Tick where appropriate)

1. Gender  ☐ Male  ☐ Female
2. Age:
   ☐ 20 to 25 years  ☐ 26 to 35 years  ☐ 36 to 45 years
   ☐ 46 to 60 years  ☐ Above 60 years
3. Number of Years as an Employee
   ☐ 0-1 year  ☐ 1-3 years  ☐ 3-5 years
   ☐ 6-10 years  ☐ Above 10 years
4. What is your level in the organization?
   ☐ Top Level Management
   ☐ Middle Level Management
   ☐ Supervisory Level
Section B: The role of structure related factors of SKM on organisational performance

Please indicate your level of agreement or disagreement with each of the following statements regarding the structure related SKM factors and their influence on organizational performance

*Where 5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly Disagree,*

Tick ✔ where appropriate.

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<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>1. Information technology is used by my organization to promote knowledge creation, transfer and sharing among its employees</td>
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<td>2. My organization provides sufficient training to its employees on how to use technology to improve performance.</td>
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<td>3. Information technologies adopted by my organization have improved performance.</td>
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<td>4. Organizational processes in my organization are well aligned and improve performance</td>
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<td>5. In my organization, there is sufficient coordination of organizational functions</td>
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<td>6. Knowledge and information are easily accessible in my organization</td>
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<td>7. In my organization operational decisions follow strict hierarchical protocols</td>
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<td>8. Employee skill development is influenced by knowledge sharing among co-workers in our organization.</td>
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<td>9. My organization encourages employees to learn from experience and adopt new work strategies in order to improve their performance.</td>
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Section C: The role of cultural factors of Strategic Knowledge Management (SKM) on organization performance

Please indicate your level of agreement or disagreement with the following statements regarding culture related SKM factors and their influence on organizational performance

*Where 5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly Disagree,*

Tick ✔ where appropriate.
1. In my organization, communication is important and plays a major role in influencing the performance of employees

2. Knowledge and information transfer for problem-solving purposes is encouraged in my organization

3. The organisational environment at my workplace enables employees to freely access information

4. The form of leadership adopted in my organization promotes employee productivity

5. Leadership and support in my organization is enabling and promotes employee productivity

7. Trust in my organization promotes knowledge sharing

8. Trust is one of the major strengths in my organization

**Section D: The role of people related factors of SKM on organisational performance**

Please indicate your level of agreement or disagreement with each of the following statements regarding the people related SKM factors their influence on organizational performance

Where 5 = strongly Agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = strongly Disagree

Tick ✔ where appropriate.

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<td>1. Employees in my organization are adequately empowered</td>
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<td>2. Empowerment initiatives in my organization are extremely satisfactory resulting in high employee productivity</td>
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<td>3. Employees in my organization are highly satisfied with the training initiatives provided by the organization</td>
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<td>4. The training provided by my organization has significantly improved my performance</td>
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<td>5. Employees in my organization contribute significantly to decision-making processes</td>
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<td>6. The culture of team work embedded in my organization has enabled employees to perform their duties better.</td>
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Section E: The overall evaluation of SKM on organisational performance

Please indicate your level of agreement or disagreement with each of the following statements regarding the performance in your organization.
*Where 5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly Disagree*
*Tick ✔ where appropriate.*

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<tr>
<td>1. Utilization of SKM has an improved Return on Assets in our organization.</td>
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<td>2. Utilization of SKM has resulted in increased Employee productivity above the industry average.</td>
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<td>3. Knowledge management has been critical for creating a sustainable competitive advantage in the organisation.</td>
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<td>4. Knowledge management practices has improved organization’s operational activities</td>
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Section F: Measures/Indicators of Organizational Performance in ICRAF

Please indicate your level of agreement or disagreement with each of the following statements regarding the Measures/Indicators of Organizational Performance in ICRAF
*Where 5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly Disagree*
*Tick ✔ where appropriate.*

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<td>1. Producing high value and high quality research outputs e.g. publications and data</td>
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<td>2. Attracting and retaining world class scientists</td>
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<td>3. Winning high value grants and awards</td>
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<td>4. Producing innovative research methods</td>
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<td>5. Compliance to donors</td>
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<td>6. Building and maintaining strong partnerships</td>
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*Thank you for your participation!*