Knowledge Management Practices and Project Performance in Tharaka Nithi County, Kenya

Grace Syontheke Mburia¹, Shadrack Bett²

¹School of Business, Kenyatta University, Kenya
²Department of Business Administration, Kenyatta University, Kenya

ABSTRACT

Public infrastructure projects have taken a moderate pace since freedom. The records from the Kenya government 2014 on vision 2030 towards an internationally serious and prosperous Kenya demonstrate that the moderate pace in execution of open foundation ventures has prompted unsatisfactory street systems; under normalized open pleasantries; non network of the national matrix line to mechanical expected regions; inadequate relief measures in agrarian territories; and ruined motorization of the once serious enterprises that are going under. A major problem facing county governments is how to maximize on knowledge management in project management. The main objective of this study is to determine the effect of knowledge management practices on project performance in Tharaka Nithi County, Kenya. The study sets out to determine the effect of knowledge creation, knowledge sharing, knowledge acquisition and knowledge storage on project performance in Tharaka Nithi County, Kenya. The study was anchored on Knowledge-Based View Theory the Resource-Based Theory and the Organization Learning Theory. The study adopted cross sectional, explanatory and descriptive research designs targeting 120 management staff and employees of Tharaka Nithi County. A census study of all the targeted staff was carried out. Primary data was collected using structured questionnaire. The questionnaires were piloted with 12 staff from the neighboring Embu County to determine their return rate. The study used multiple regression analysis, frequencies, bar graphs, means and standard deviation measures. The study established that knowledge sharing influence project performance in Tharaka Nithi County. The study found that knowledge acquisition influences project performance in Tharaka Nithi County to a great extent. The study found that knowledge acquisition influences project performance in Tharaka Nithi County to a great. The study concludes that knowledge creation has a positive and significant influence on project performance in Tharaka Nithi County. The study will be used by project management team in other counties as it will help in formulation of proper knowledge management practices that promote effective project delivery.

Key Words: Knowledge Management Practices, Knowledge Creation, Knowledge Sharing, Knowledge Acquisition, Knowledge Storage

DOI: DOI 10.35942/jbmed.v2i4.144

Cite this Article:

1. Introduction

There are a lot of rapid changes that are experienced in project management around the world. Due to these changes, the organizations have to perform better in an ever-changing environment where values are created through knowledge capability. A major problem facing organization is how to maximize on knowledge management by mobilizing revenue. As a result, the companies are forced to work on a very competitive market circumstance (Webb 2017). Many companies gains experience in the area that they are specialized on but the knowledge management (KM) remains unexplored. Knowledge is one of the important assets of an organization but it is often neglected thus the values that could have been created remains unexplored and underutilize. KM if used correctly the company should be able to improve is project performance. It is therefore important for the firms to maximally explore, develop and utilize KM more frequently and effectively.

Miring’u (2010) defined KM as a system that is used to manage companies’ knowledge. These systems used are IT-based and are developed basically to support and control knowledge creation and their applications. Not all the KM is IT-based but a considerable number uses the IT as a basic enabler. Activities that KM is involved in include knowledge acquisition, knowledge storage, knowledge creation, and knowledge sharing and knowledge implementation. This activity helps an organization to perform effectively and increase its capacity. It also helps organization to solve problems associated with project implementation, conduct strategic planning on the project and make substantial decision (Hislop, Bosua & Helms 2018). The main function of KM is to mobilize resources and knowledge asset which include infrastructures and technology to improve firms’ project performances (Webb 2017). KM relies on Social and cultural components which must be in line with firms’ developments, innovation and competitiveness (North & Kumta (2018)). This is one of the reasons why firms’ organizational culture is important to KM. Similarly, Wamitu (2016) concurred with Mayfield, 2008 finding by indicating that culture, structure, people and IT are some of the enablers of KM.

Project performance is a very important wing of an organization as it makes sure that the organization realizes its vision and mission. This basically means that the organizational projects must be formulated in line with the company goals and objectives. Companies have been forced to look at KM more broadly as it maintains there market relevance and ensure they gain market monopoly which enables them to compete effectively. KM exist in many area in project management, this entices include identification of project culture, routine and policies that govern project performance. This study sought to determine the effect of knowledge management practices and project performance in Tharaka Nithi County, Kenya. Project performance basically means organizational ability to utilize its resources to increase its profitability and pursue its goals (Kerzner, 2017). The most important method of measuring the organizational success is through its project performance. According to past studies the organizational performance is measured using the company return on its asset that was used in project development (Muller, 2017). Nicholas and Steyn (2017) identified that project performance can also be measured using market share, sales growth and firms overall project profitability. According to Fleming and Koppelman, (2016), financial and operational measures are used to determine the level of project performance.

Binder (2016) identified that to measure the project performance the firms must effectively determine the return on the asset and investors investment that was used in the project from development to implementation. Asrar-ul-Haq and Anwar (2016) also concurred with Binder (2016). The stated that there are three criteria that are used to measure the performance of
project, which include the relative quality of the products, success in the provision of new products, and the ability of the organization to keep the customers. According to Webb (2017), there are indices that control firms’ effectiveness. There are difference indices that are used to measure performance which depend on firms’ preference. Example of indices used in this study includes productivity, return on assets, staff performance and level of innovation. Key performance indicators will disclose to us whether we have been or are being effective or not and how much. Pointers give directors the most significant exhibition data to empower them to survey the presentation of an undertaking or procedures to empower them evaluate execution towards the accomplishment of targets. Average key execution pointers are timetable and spending consistence, number of extension changes, number of issues and deformities, and partner fulfillment. There is broad agreement that schedule and budget compliance during the course of the project are essential indicators. Projects must end and completion time is often closely linked to the business objectives that drove the project’s initiation. KM ensures that the project team and individuals have knowledge on how they can make their task easier to improve firms’ performance (Asrar-ul-Haq & Anwar, 2016). Knowledge originates from performance and the two work hand in hand to ensure the organization reach its goals. According to Binder (2016), knowledge and performance forms close loops which describe a close relationship. The more the employees have the knowledge the more they perform their task effectively. It is therefore clear that if you learn from the performance you increase the level of your knowledge and vice versa (Kerzner, 2018).

For a company to withstand its challenges and survive in competitive market the company must ensure that they are able to adapt an effective strategy which includes KM practices and process. Webb (2017) identified that KM practices improves how organization carry out its activities. It also allows the company to improve its quality and reduce lead-time because new techniques are learnt on how to improve the organizational performance through knowledge creation and sharing of organizational process. KM also helps the organization on how to improve its culture. This can be done through knowledge sharing culture, in this employees are allowed to generate and share knowledge on how they can improve their firms’ performance. Employees are therefore motivated to share because they feel their contributions are acknowledged (Wamitu, 2016). For a firm to be more competitive the firm must have adequate knowledge to immediately react to invent something new (Porter, 1985). KM facilitates better customer service and project performance. The project employees have adequate knowledge on where to find valuable information to assist in project performance because the information is managed effectively. KM also helps in increasing company competitiveness. This enables the company to know where they have been weak to make it stronger (Inkinen, 2016).

Tharaka Nithi County has experienced slow pace in implementation of public infrastructure projects. The challenge of substandard road networks, under standardized public amenities, substandard mitigation measures in agricultural areas and impoverished mechanization of the once competitive industries that are going under is a great. Tharaka Nithi County government has not invested in knowledge management practices as a means of improving stakeholder satisfaction and customer service. This study seeks to establish how knowledge management practices impart on project performance. Devolution has brought resources closer to the people. Projects that consume colossal amounts of tax payer’s money are being implemented in Tharaka Nithi County. In order for these projects to perform as required and meet objectives, new ideas and ways of accomplishing tasks has to be created, acquired and stored. This knowledge and information management is for the benefit of the County governor and County project management teams. Timely action on knowledge management is important considering the huge turnover of county employees.
2. **Statement of the Problem**

Effective project performance is very important for county governments in Kenya. One of the most important methods of measuring the county performance is through its project performance. County governments have a key role in ensuring that they formulate the right practices which are in line with their vision of increased customer/stakeholder satisfaction. The development of these practices enables them to provide the resources needed for the implementation of the tasks (Inkinen, 2016). Better knowledge management is necessary for efficient implementation of projects. There are a number of projects which are initiated and run by county governments in Kenya especially after the promulgation of the new constitution. Most of these projects have not performed to the expected standards. Some are initiated but do not take off, while others die off in the course of their execution. Because of corruption, tribalism and nepotism, most county officers have employed staff who in one way or another are their relatives or close associates, not based on pure merit and qualification. Some of the employees lack the necessary skills and expertise to run the specific offices assigned to them.

Many researchers have tried to explain factors that promote effective management of knowledge with most of the studies examining the link between knowledge management capabilities, process and performance. Miring’u (2010) investigated knowledge management as one of the strategic tools used in Kenyan banks a case study of Barclays bank. The study indicated that knowledge is used to control employees’ knowledge. Miringu also conducted a study to explain and determine how Kingsway Tyres used knowledge management in managing competition. The result indicated that competency level increases as a result of effective use of knowledge management. Wamitu, (2016) also studied how knowledge management practices affect organizational competitiveness in Kenya; a case study of Insurance Companies. The finding concurred with Mugo (2016) finding. Based on what other scholars have studied, there exists a gap. None of these studies had assessed the cumulative effect of knowledge acquisition, storage, creation and sharing on performance of projects initiated and run by county governments. For that reason this study seeks to determine the effect of knowledge management practices on project performance in Tharaka Nithi County, Kenya.

3. **Research Objective**

The main objective of this study was to determine the effect of knowledge management practices on the project performance in Tharaka Nithi County, Kenya.

The study was guided by the following specific objectives:

i) To determine the effect of knowledge creation on project performance in Tharaka Nithi County, Kenya

ii) To examine the effect of knowledge sharing on project performance in Tharaka Nithi County, Kenya

iii) To assess the effect of knowledge acquisition on project performance in Tharaka Nithi County, Kenya

iv) To investigate the effect of knowledge storage on project performance in Tharaka Nithi County, Kenya
4. Theoretical Framework

This section of the study outlines a critical review of theories regarding the linkages between the study variables. The study was anchored on Knowledge Based Theory and the Organizational Learning Theory.

4.1 Knowledge-Based View Theory

This hypothesis was first authored by Grant in 1996. This hypothesis guesses that information the board practices, for example, information obtaining, information stockpiling, information creation, information sharing and information execution assume a basic job in accomplishing elevated level efficiency, money related and human asset execution lastly improving economical upper hand (Soderberg and Holden, 2002). This hypothesis helps fundamentally towards understanding the significant job of information the board. Malik and Malik (2008) in accordance to the Knowledge-Based View (KBV) posit that companies require innovative knowledge to outperform competitors in the industry. According to this theory a firm is a distributed knowledge system whose obligation is coordinating the work of its employed personnel’s so as to create value of the firm and knowledge within the firm. In order for a firm to survive in a competitive environment, knowledge asset plays a significant role than financial and physical assets (Carlucci et al., 2004). According to (Barnely, 2001; Felin and Hesterly, 2007), knowledge-based and capability-based views suggests that knowledge is the primary asset underlying innovation of new value, heterogeneity advantage and competitive advantage hence have greatly extended resource based reasoning.

According to Tsai and Lin (2012), the capability of an organization is established by a set of related knowledge that consists of knowledge assets and the level of such knowledge sets. According to (Grant; 1996 and Felin and Hesterly, 2007), knowledge is an important resource of an organization practices and the origin of competitive merit as the integration of a set/group of knowledge rather than an individual knowledge. Furthermore, Felin and Hesterly (2007) argue that knowledge ensures that firms are in strategic development of market products and provides an alternative of achieving uniqueness and competitive advantage. The KBV facilitates a shift from a competitive advantage based on position of the market to one that is firm capabilities focused. Orientation of practices of a firm has been changed to capability-based from a position based orientation. The KBV stresses competition based on knowledge competition and one that enables firms to fully differentiate firms on the basis of their knowledge management practices. Kale and Sign (2007) suggests that firms absorb new knowledge in order to improve their potential and develop effective mechanism. Capron and Mitchell (2009) in as much as individual knowledge asset can be difficult to imitate and complex to acquire firms that have achieved competitive advantage by incorporating knowledge management have learned to combine their knowledge assets to effectively innovate an overall potential. This theory provides a relevant framework for application of knowledge sharing, acquisition, storage and its relation to performance of projects. This theory is applicable to our study since county governments can share knowledge acquired through innovation and new methods of project management thereby increasing their service delivery and ensuring stakeholder satisfaction of their end products.

4.2 The Organization Learning Theory

Organization learning theory was created by Scholars Nevis, DiBella, and Goulds' in 1995. Researchers Nevis, DiBella, and Goulds' characterized hierarchical learning as the aptitudes of making, obtaining, and moving information and altering conduct to reflect new information and bits of knowledge. A learning organization refers to an organization that encourages and facilitates learning of the members and continuous transformation within the
organization. The pressures facing today’s organization enables these them to have a competitive advantage thus leading to a need for learning. The main features of a learning organization include personal mastery, mental models, shared vision, systems thinking and team learning. This concept promotes and encourages organizations to shift their focus to a more interconnected and an integrated way of thinking. According to Serenko, Bontis and Hardie (2007), organizations should be more like community that staff can be committed thus creating a hardworking. According to Janz and Prasarnhanich (2003), organization learning theory organization must change their activities and goals in order to achieve its competitive advantage. Cha, Pingry and Thatcher (2008) argue that organizational learning is has numerous similarities with cognitive and psychology research this is because the initial learning occurs at the individual level, however not until the information is shared, stored in the firm’s memory in a way that there is transmission and accessibility of the information and used for the organization’ goals it becomes organizational learning. A firm’s memory of valid action-outcome links is acquired when the environmental conditions are valid and probability of outcome and uncertainty under the probability are. It is through experimental, experiential, benchmarking and grafting that the action outcomes links are acquired however it takes conscious effort to confirm, discover and utilize a cause-effect.

Actions of a firm will and must translate to a change in response to environmental changes, this is because each and every action-outcome must be categorized and specified in terms of acceptable conditions. According to Hult, Tomas, Hurly, Giunipero and Nichols (2000), successful organizations must scan its environment in order to establish if change is necessary. This is due to the fact that the environmental scan indicates the importance of the firms to evaluate what level of change in environment requires change in actions. Interpretation is the second process where firms consistently compare actual results to its expected results in order to update their data base. During this phase unexpected results are examined for causation and new-action outcome links are specified and hence learning is increased this phase doesn’t always imply that any action is taken into consideration. Although some scholars argue and insist that for learning to take place an action must occur, others insist that the expansion of knowhow base and change in understanding is what matters the most. The third phase is the adaptation; in this phase the organization utilizes the interpreted knowledge to choose new action-outcome links correctly to the new conditions of the environment. Once the adaptation occurs, the firm’s knowledge base is reviewed and updated in order to include new-action outcome links, uncertainty, probability applicable conditions and the process continues. Serenko et al., (2007) the feedback occurs continuously and iteratively during the entire process. Debowski (2006) suggests that organizations experience many changes in how they operate as a result of a change and shift in knowledge economy and an increased streamlining of firms operations due to technological innovations.

According to Kinick and Kreitner (2009) in a learning set up in an organization new ideas and information are integrated by scanning of external conditions of the environment, hiring new expertise when needed and devoting of appropriate and significant amount of resource to develop their staff inform of trainings. Marquardt (2011) argues that mistakes made by employees should be viewed as potential sources of new ideas of the ways of handling things and operating around the firm. The shift in focus from products to services has promoted greater recognition of the role and importance of knowledge held within a firm. Every organization that desires to achieve and sustain a competitive advantage must learner faster and better from their achievements and failures. According to Debowski (2006), firms seeks to utilize a range of authoritative sources, these sources include individual knowledge and knowledge data base systems maintained by these organizations. Explicit knowledge can be categorized, documented and transferred to others as information and be explained to others
through practical demonstrations, explanations and other forms of sharing. Tacit knowledge remains hard to duplicate, interpret and replace because it is grounded in a blend of experience, research and induction which might have been refined over a period of years.

Practically the entirety of the distributed writing surveys on authoritative learning concede to the idea that the procedure of hierarchical learning begins with obtaining and dispersing data. Silly and Weick (1984) saw the capacities of firms to decipher data as the principle part of hierarchical learning. Such learning is said to happen when new information is created (Huber, 1991). This study will use the Learning organization theory for integration and understanding role played by a firm learning culture in performance. A learning organization fosters a learning culture which is key in facilitating learning mode in organizations promoting customer satisfaction, boosting performance, sustain innovativeness in process, enhancing sales growth, and enhancing cooperate performance. The learning organization culture is key in promoting decision making process, improving products and processes, and initiating ideas. The postulates and contribution of this theory is therefore relevant to this study as it informs the moderating variables that determines knowledge management practices and its influence on project performance in Tharaka Nithi County. This theory is applicable to our study as it emphasizes on the importance of knowledge in the execution and management of projects within county government with the aim of improving quality and effectiveness of the projects initiated by county governments in Kenya. County governments and departments can share knowledge acquired through innovation to secure, new methods of project management thus improving on their level of productivity and efficiency.

4.3 Resource-Based Theory

The (1984 resource-based view (RBV) was proposed by Wernerfelt). The hypothesis proposes that intensity can be accomplished by inventively conveying better an incentive than clients. The surviving writing centers around the key recognizable proof and utilization of assets by a firm for building up a continued upper hand (Barney, 1991). Worldwide business scholars likewise clarify the achievement and disappointments of firms across limits by thinking about the seriousness of their auxiliaries or nearby partnerships in developing markets (Luo, 2003). Nearby information gave by an auxiliary or neighborhood partnership turns into a significant asset for conceptualizing an incentive according to the neighborhood necessities (Gupta et al., 2011). In vital administration research, RBV hypothesis has risen as one of the hypothetical points of view used to clarify persistency in between firm execution contrasts (Barney and Griffin, 1992). As per RBV hypothesis, firms have assortments of one of a kind assets and abilities that are important, uncommon, supreme and non-substitutable and which can give them a reasonable upper hand. Henceforth, assets are unmistakable and elusive resources that are either claimed or constrained by a firm, while capacities allude to its capacity to adventure and join assets through hierarchical schedules so as to accomplish its targets (Amabile et al, 1996).

Diary of Arts and Humanities (JAH) 27 The RBV holds that to blend human exertion securing human exertion obtaining capacity, to viably connect with and to proficiently save elusive and substantial assets may fill in as the premise of the association's arrangement and in this way, its establishment for understanding the presentation (Echols, 2000). Its goal is recognizing how to support an upper hand (Barney, 1989, 1991). The primary presumptions of RBV states that any firm may make sure about economical preferred position by conceiving vital abilities and appropriate assets which are exact (Helfat, 1994), strong (Mahoney and Pandian, 1992), immaterial, important, uncommon and incapable to be either subbed or imitated (Barney, 1991), and/or are untradeable and static (Dierickx and Cool, 1989). On account of SMEs, RBV is basic since it tends to assets and a capacity of a firm as
key to its exhibition, Resource-based hypothesis is along these lines seen as a fitting hypothesis to be utilized in this examination.

5. Conceptual Framework

The study sought to determine the relationship between knowledge management practices and project performance in Tharaka Nithi County, Kenya. The study concentrated on knowledge creation, knowledge sharing, and knowledge acquisition, and knowledge storage as part of the variable that contribute to effective performance of projects. Conceptual framework is illustrated on the figure 1 shown in the next page.

**Figure 1: Conceptual Framework**

Source: Researcher (2020)
6. Research Methodology

The study adopted cross sectional, explanatory and descriptive research designs because it purposes to determine the extent to which KM practices affect project performance at Tharaka Nithi County at one point in time. Maxwell and Miltapalli (2008) contends that explanatory research design is used where the study in question is intended to explain the causal relationships between variables after analysis of quantitative data objectively collected from the field and empirical testing of hypotheses. This is in agreement with Cooper and Schindler (2011) who asserts that cross sectional and explanatory research designs are useful in explaining the relationships between variables for studies carried out at one point in time. The study used multiple regression models that involve analysing the relationship between the independent variables and dependent variable. Cooper and Schindler (2011) posit that multiple regression analysis is suitable for predicting values of dependent variable where various independent variables are involved. The analyzed data was then presented in tables for ease of interpretation and reporting of findings. A regression model was used to determine the effect of KM practices on project performance.

The target population for this study was 27 staff working in Human Resource Department 50 staff drawn from Finance Department and 43 operating staff. The target population is therefore 120 staff working on projects in Tharaka Nithi County. Since the population of the study was less than 200, the study employed census of the whole population (Mugenda and Mugenda, 2003) to purposively collect the necessary information. All the 120 members of staff therefore formed part of the study population and provided necessary information on knowledge management practices and project performance within Tharaka Nithi County. The primary data was collected using structured questionnaire that was by the researcher in consultation with the supervisor. Questionnaires are preferred because they are easy to administer. The questionnaires were structured (represented by items of the Likert Scale). The study employed self-managed mechanism for data collection where the questionnaire were dropped to the target respondents and later picked at the secretary desk. Questionnaires were given directly to the key informants.

7. Data Analysis Results

Regression analysis was used to model, examine, and explore the relationships between the dependent variable (Project Performance in Tharaka Nithi County) against the four independent variables (knowledge creation, knowledge sharing, knowledge acquisition, knowledge storage) used for the study.

Table 1: Results of multiple Regression

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.868a</td>
<td>.754</td>
<td>.719</td>
<td>.23437</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), IRC, DR, DER*

The four independent variables (knowledge creation, knowledge sharing, knowledge acquisition, knowledge storage) that were studied, explain 86.8% of the Project Performance in Tharaka Nithi County as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 13.2% of the Project Performance in Tharaka Nithi County.
Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F(calculated) and its significance level was obtained. The results are shown in Table 2.

Table 2 : Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>88.574</td>
<td>4</td>
<td>29.525</td>
<td>112.365</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>54.128</td>
<td>96</td>
<td>.263</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>142.702</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Findings (2020)

From the data findings in table 2 above, the sum of squares due to regression is 88.574 while the mean sum of squares is 29.525 with 3 degrees of freedom. The sum of squares due to residual 54.128 while the mean sum of squares due to residual is 0.263 with 97 degrees of freedom. The value of F calculated is 112.365 and the significance value is 0.000. The p value is 0.000. Since the p value is less than 0.05 it implies that the relationship is significant at 95% level of significance; the model is therefore significant for the study and prediction.

Table 3: Coefficient of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.088</td>
<td>.229</td>
<td>.386</td>
<td>.700</td>
</tr>
<tr>
<td>Knowledge creation</td>
<td>.365</td>
<td>.073</td>
<td>.291</td>
<td>5.008</td>
</tr>
<tr>
<td>Knowledge sharing</td>
<td>.094</td>
<td>.048</td>
<td>.113</td>
<td>1.950</td>
</tr>
<tr>
<td>Knowledge acquisition</td>
<td>.522</td>
<td>.061</td>
<td>.494</td>
<td>8.532</td>
</tr>
<tr>
<td>Knowledge storage</td>
<td>.622</td>
<td>0.074</td>
<td>.589</td>
<td>8.426</td>
</tr>
</tbody>
</table>

Source: Research Findings (2020)

In regard to how knowledge creation influences the project performance in Tharaka Nithi County, the respondents indicated that the county management generates new knowledge, holds various brainstorming sessions, benchmark their projects to best international standards for quality performance. The county management also ensures that project management team is made up of various professionals; project management team is made up of members with varying years of experiences to share knowledge, continuous full-scale education and further education, sponsors members to attend training on project planning, execution, monitoring and evaluation. All these are helpful in improving project performance in Tharaka Nithi Count

In regard to how knowledge sharing influences project performance in Tharaka Nithi County. The respondents indicated that management teams attend workshops to share knowledge on project management, project management teams arrange for stakeholder's dissemination meeting to share knowledge on projects performance, project management teams hold internal meetings to train one another on project management. Project management teams
also hold internal meetings to train one another on project management. All these are helpful in the project performance in Tharaka Nithi County. Furthermore, several town hall meetings in our county which provide a forum for sharing knowledge, county has effective feedback mechanisms that allow sharing of information, employees working on a project are undertaken through formal training to ensure successful project implementation and an external consultation is normally included in projects to share their professionalism. All these are helpful in improving project performance in Tharaka Nithi County.

In regard to how knowledge acquisition influences the project performance in Tharaka Nithi County, the respondents indicated that the county holds several professional trainings for employees to acquire necessary skills required in their work, employees hold regular internal training sessions to learn from one another, induction process of new employees at the county has been streamlined to ensure new employees learn much of the required knowledge on County operations, county staff have a fast and early response to innovations, county provides institutional support of acquired innovation as well as fast development of knowledge level knowledge, county staff are placed next to the project management knowledge sources and county staff are open to receiving new information on project management. All these are helpful in improving project performance in Tharaka Nithi County.

In regard to how knowledge storage influences the project performance in Tharaka Nithi County, the respondents indicated that the county has a policy on knowledge storage/preservation, the county amends its internal policies and guidelines to capture new emerging knowledge, the county stores knowledge in manuals and job descriptions available within reach. Furthermore, the county stores knowledge in manuals and job descriptions available within reach, the county stores knowledge on projects through well documented processes on task performance, the county stores knowledge in hard and flash disks and the county has enough security measures to prevent loss of information. All these are helpful in improving project performance in Tharaka Nithi County.

8. Conclusions

The study concludes that knowledge creation has a positive and significant influence on project performance in Tharaka Nithi County. Knowledge creation influences service project performance and that it involves reforms such as generation of new knowledge by holding various brainstorming sessions, benchmarking their projects to best international standards for quality performance. The project management team should be made up of various professional. The project management team should be made up of members with varying years of experiences to share knowledge, continuous full-scale education and further education. The study also supports county project management to sponsors members to attend training on project planning, execution, monitoring and evaluation. The study concludes that knowledge sharing has a positive and significant influence on project performance in Tharaka Nithi County. Knowledge sharing involves management teams attending workshops to share knowledge on project management, project management teams arranging for stakeholder’s dissemination meeting to share knowledge on projects performance, project management teams holding internal meetings to train one another on project management and project management teams holding internal meetings to train one another on project management.

The study concludes that knowledge acquisition has a positive and significant influence on project performance in Tharaka Nithi County. Knowledge acquisition such as holding of several professional trainings for employees to acquire necessary skills required in their work by the county, employees holding regular internal training sessions to learn from one another, induction process of new employees at the county has been streamlined to ensure new
employees learn much of the required knowledge on County operations, county staff have been having a fast and early response to innovations, county has been providing institutional support of acquired innovation as well as fast development of know-how level knowledge. All these have an effect in project performance. The study concludes that knowledge storage has a positive and significant influence on project performance in Tharaka Nithi County. Knowledge storage such as the county having a policy on knowledge storage/preservation, amending its internal policies and guidelines to capture new emerging knowledge, storing knowledge in manuals and job descriptions available within reach, storing knowledge in manuals and job descriptions available within reach, storing knowledge on projects through well documented processes on task performance, storing knowledge in hard and flash disks and having enough security measures to prevent loss of information. All these are helpful in improving project performance.

9. Recommendations

The study recommends that the Tharaka Nithi County should implement the knowledge creation by first defining the steps involved in creation so that they can determine how best they can enhance project performance in the county. The study recommends for the county to achieve its vision of improving project performance, it should align the annual goals to its major project performance initiatives needed to be undertaken. This will ensure that knowledge creation, knowledge haring, knowledge acquisition and knowledge sharing becomes part of the plan to enhance project performance in the county and ensure its sustainability. Tharaka Nithi County should focus on embracing project performance that enhances service delivery. The study recommends that Tharaka Nithi County should focus on county citizens on projects wants and expectations. There is also much need for more training, knowledge sharing and development to achieve success of projects within the county that in the long-run will help the county achieve both its short-term and long-term goals.

References


This is an open-access article published and distributed under the terms and conditions of the Creative Commons Attribution 4.0 International License of United States unless otherwise stated. Access, citation and distribution of this article is allowed with full recognition of the authors and the source. Authors seeking to publish with an Internationally Peer Reviewed Journals should consider https://www.ijcab.org/ by writing to the Editor at editor@ijcab.org or submitting online at https://journals.ijcab.org/journals/index.php. The articles must be quality and meet originality test.