INFLUENCE OF KNOWLEDGE MANAGEMENT CAPABILITIES ON THE PERFORMANCE OF UNITED NATIONS OFFICE FOR PROJECT SERVICES (KENYA MULTI COUNTRY OFFICE)

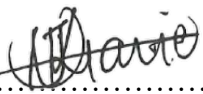**JANE KIARIE**

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

2021

DECLARATION

I, Jane Kiarie, hereby declare that this MBA project titled "Influence of knowledge management capabilities on performance of United Nations Office for Project Services (UNOPS)" is my own original work and has not been presented to any other college, university or institution for any award.

Signature .... Date 1/12/21

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SUPERVISOR'S APPROVAL

This MBA research project prepared by Jane Kiarie titled "Influence of knowledge management capabilities on performance of United Nations Office for Project Services (UNOPS)" has been submitted for examination with my approval as the appointed University Supervisor.

Signature   Date **1ST DECEMBER 2021.**

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This work was made successful through backing and support from different persons to who I am greatly in debt. First of all, I give honor and glory to Almighty God for it is by His grace that I was in a position to pursue and complete my studies.

Special thanks to my supervisor, Prof. James Gathungu for modeling this research, his consistent and guidance, insightful reviews and encouragement. I thank also my entire family and colleagues for their irreplaceable support, understanding and encouragement that they rendered to me.

DEDICATION

I dedicated this work to my parents, Mr. James Kiarie, Mrs. Keziah Kiarie, my son Aiden Rono and my husband Mr. Duncan Rono, who supported me morally as I undertook this challenge of pursuing education and continually encouraged me throughout this study. It is also dedicated to pastor. Muchoki for his prayers and mentorship throughout my life.

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LIST OF ABBREVIATIONS

BSC   Balanced Score Card

CSR   Corporate Social Responsibility

IAWG   Inter Agency Working Group

ICT   Information Communication Technology

KeNHA   Kenya National Highway Authority

KM   Knowledge Management

KMC   Knowledge Management Capabilities

LAR   Longitudinal Action Research

RBT   Resource Based Theory

ROA   Return on Assets

ROCE   Return on Capital Employed

SBSC   Sustainable Balance Score Card

SECI   Socialization, Externalization, Combination, Internalization

SMEs   Small and Medium sized Enterprises

VRIN   Valuable, Rare, Imitable, Non-substitutable

ABSTRACT

In an era of rapid technological advancement, the potential for using knowledge management to improve project implementation quality is growing at an exponential rate. Knowledge management may play a critical role in both preventing humanitarian disasters and capacity building to better disaster response, as well as helping to improve coordination as well as communication in emergency situations. When assessing the effectiveness of humanitarian aid, a precise weight is placed on the application of knowledge management in novel habits to humanitarian projects, as it is an essential constituent in extending the impact, reach, and programs scale started by global humanitarian organizations. This research aimed at analyzing the knowledge management capabilities influence on performance at UNOPS guided by the following objectives; to establish the influence of knowledge acquisition on performance, to study the effect of knowledge application on performance, to study the effect of knowledge transfer on performance and to establish the effect of knowledge protection on performance. This research adopted the knowledge based view theory, resource based view theory and dynamic capabilities theory. A descriptive research design was used in this research. The 386 employees at UNOPS served as the research population. Sample size was 112 respondents arrived at using Yamane formula. This research relied on primary data collected via questionnaires. Google forms were made use of in the questionnaire administration. The collected data was upgraded into quantitative form to enable analysis via SPSS. The statistics generated were descriptive statistics that was inclusive of mean as well as standard deviation and inferential statistics that was inclusive of both correlation analysis as well as multiple linear regression. The study revealed a significant positive correlation between knowledge application, knowledge acquisition, knowledge protection, knowledge transfer and performance at UNOPS. Regression analysis revealed that 93.3% of changes in performance at UNOPS were attributed to the four variables selected in this study. In conclusion, knowledge acquisition, knowledge application, knowledge transfer and knowledge protection are essential in enhancing performance. Based on the findings, knowledge protection recorded the greatest influence on performance followed by knowledge transfer while knowledge acquisition and knowledge application had the least influence. As a result, it is recommended that UNOPS managers and policymakers should continue utilizing knowledge management capabilities, as this improves their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Knowledge Management Capabilities (KMC) has evolved over the previous decade to become a critical tactical requirement for businesses' performance in local, regional, and worldwide markets (Sarkindaji, Hashim & Abdullateef, 2016). Knowledge Management (KM) is now one of the primary areas whereby firms have gained a competitive edge through improving how they acquire new knowledge skills, apply it, transfer it, and prevent it from being acquired by their competitors (Hislop, Bosua & Helms, 2018). Organizations have been pushed to create a competitive advantage, like knowledge management capabilities, in order to be competitive than their competitors, as a result of increased globalization and competitiveness (Bharadwaj, Chauhan & Raman, 2015).

This research was anchored on the knowledge based view theory (KBT) by Kogut and Zander (1992), and backed by Resource Based Theory (RBT) by Barney (1991) as well as dynamic capability theory by Teece (1990). The knowledge based view theory is appropriate to the research since it posits that that the core motive for organizations' presence is to manage knowledge in attempt to develop competitive advantage. The theory supports objective one to four. The RBT theory is relevant to this investigation since it provides information on how to maximize the output of an organization's core capabilities. As a result, this theory supports the study's first research objective, knowledge acquisition. Dynamic capabilities theory is significant to this research as it analyses how knowledge transfer can be utilized in an organization setting to enhance performance.

United Nations Office for Project Services (UNOPS) multi country office in Kenya offers a good context for the current study as it has embraced knowledge acquisition, application, transfer and protection. In an era of rapid technological advancement, the potential for using knowledge management to improve project implementation quality is growing at an exponential rate (Olaima, Al-ameryeen & Al-Makhadmah, 2015). KM may play a critical role in both preventing humanitarian disasters and capacity building to better disaster response, as well as helping to improve coordination as well as communication in emergency situations. When assessing the effectiveness of humanitarian aid, a precise prominence is placed on the application of knowledge management (KM) in novel habits to humanitarian projects, as it is an essential constituent in extending the impact, reach, and programs scale started by global humanitarian organizations (Hanif, Bahauddin & Hamid, 2018).

1.1.1 Knowledge Management Capabilities

Knowledge management capabilities are often viewed as multidisciplinary and multi-dimension concepts that have given rise to many definitions. Abuaddous, Al Sokkar and Abualodous (2018) assert that knowledge management is the procedure of acquiring, disseminating, and efficiently applying knowledge in the firm operations. Matin and Sabagh (2015) defined KM as a subject that enhances an integrated dimension to identify, capture, evaluate, retrieve, and distribute all information relating to assets of an enterprise. The information will constitute procedures, databases, policies, documents, and earlier un-captured experience and expertise in each and every worker (Matin & Sabagh, 2015). On their part, Gareth and White (2017) posit that knowledge administration relates to operations involving activities such as identification, acquisition, distribution and application of knowledge with the aim of enhancing the state of cost-effective measures that fosters achievement of business objective. Huang (2015) posits that knowledge

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management capability is the ability to organize and put in use KM-based assets in relation to other resources within the firm.

From these definitions, knowledge management capabilities can be considered as the procedure in which performance of organizations is enhanced via better organization of corporate knowledge by all available information essential for making corporate policies. Saini (2016) highlight that for a firm to achieve long-term competitiveness; it needs to use the available knowledge, such as innovation, to sustain the foundations of distinctive activities. Amah (2016) add that efficient KMC enhances the advancement of customs and competence, provided that the company is capacitated to acquire various resources, there is still an urgency of an efficient KMC that will exploit these resources economically

Dayan, Heisig and Matos (2017) provide an exhaustive model of KM capabilities measurements in the view of firm's capabilities. According to their study, the KM of an organization comprises of two significant mechanisms: KM process capabilities as well as knowledge management infrastructure capabilities. Infrastructure capabilities constitute culture, technology as well as structure, while process capabilities are made up of acquisition of information, application, transfer and protection. These elements are crucial organizational capabilities and are provisions for an effective KM.

1.1.2 Organization Performance

Huang (2018) describes performance as entailing attainment of goals that an organization sets out to achieve. Bharadwaj, Chauhan and Raman (2015) believe that an organization's performance is a complex relationship with the following seven criteria: efficiency, reliability, productivity, effectiveness, quality of work, creativity and profitability. Gathungu, Aiko and Machuki (2014) Performance is an organization's capability to apprehend itself and the value it provides to clients

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as well as other stakeholders. Performance is therefore closely linked to the achievement of all the seven criteria, which can be considered as performance goals. Even though there is no commonly agreed upon meaning of performance, an organization ought to have objectives and measure all outcomes based on the set objectives.

No consensus has been reached on the best or even the most satisfactory firm's performance measure. Mustafa and Yaakub (2018) proposed that organization performance encompasses several precise organization result areas namely: financial performance that is profits, sales volume, return on assets, market share, return on investment as well as shareholder return. One of the most widely adopted measures of organization performance is the Balanced Scorecard (BSC). BSC measures four aspects of an organization which are; consumer viewpoint, internal business perspective, economic perspective and perspective on technology and training (Kaplan & Norton, 2001). Conversely, knowledge management capabilities help organizations have coordinated and effective ways of communication. Therefore, knowledge management capabilities are adopted to enhance coordination and processes while BSC is a way in which the efficiency and effectiveness are measured.

For humanitarian organizations, target groups such as the needy are the beneficiaries of its interventions and therefore the organizations need to know how they are meeting the beneficiaries' needs. Performance in this case is measured by outcomes which are the results of the organizations' programs and/or project and efficiency with which the organizations use available resources to achieve planned results (Sarkindaji et al., 2016). Internally humanitarian organizations need to know what they must excel at in order to achieve the reason for their existence and then look at ways of innovating and improving so as to experience improved performance. In addition, providers of funds need to get value for their money through proper utilization and control of the

available resources. A humanitarian organization performance in this regard is measured by how efficiently it achieves the goals it has set (Salama, 2017). Some of the measures of performance in humanitarian organizations include timeliness, cost reduction, quality of services and flexibility.

1.1.3 United Nations Office for Project Services (Multi Country Office in Kenya)

The United Nations (UN), formerly the League of Nations, is an interstate institution founded for promoting international cooperation. It was founded in 1945 following the end of World War II aimed on prevention of recurrence of similar wars, in the beginning it member were 51 states and the membership gradually increased to 193. It is Head quartered in Manhattan, New York City. Nairobi, Geneva and Vienna have some of their main offices. Promoting human rights, international peace and unity, social and economic development as well as protection of the environment and provision of humanitarian aid in instance of catastrophes, famine and war clashes are some of its set objectives. The organization is funded by the member states (Chief Executive's Board Secretariat, 2015). UNOPS is an arm of the UN whose main mandate is to implement projects for UN systems, international institutions, governments and other partners. UNOPS has its headquarters in Denmark but have a regional office in Nairobi which serves multiple countries and which will be the current research focus. In terms of knowledge management capabilities, UNOPS Kenya multi country office provides a good context for the current study as it has embraced knowledge acquisition, application, transfer and protection. The sub-offices covered in the Kenya office include; Kenya, Mozambique, Zimbabwe, Uganda, Zambia and Tanzania.

UNOPS and other charitable organizations operating in Kenya observe existence of a never ending necessity to establish as well as promote admittance to appropriate know how for evidence decision making process basis. As a result, many humanitarian-based information usergroups, like the Inter Agency Working Group (IAWG) concerning informaiton management and technology,

the information management working group, and the Kenya Geospatial usergroup, have been formed for coordinating purposes. Priorities for these working groups have included advancing global standards and providing a platform for members to share knowledge and best practices, thus creating a forum for cross-organizational information sharing (Kinyua, Muathe & Kilika, 2015).

1.2 Research Problem

Despite the fact that knowledge management has been proclaimed as critical to an organization's performance, Donate and de Pablo (2015) suggest that management are dissatisfied with the practice of information management proficiencies as well as the results of their implementation. Furthermore, the scholars opine those managers face a difficult task in designing and implementing knowledge management capabilities. To address these issues, experts such as Omotayo (2016) have proposed that proper management of a corporation's knowledge skills is one of the innovative competitive strategies that a firm should employ. Numerous surveys have been undertaken to assess knowledge management capability (KMC) result on the enterprises' outcome. There has been findings that information management capabilities for instance information attainment, information usage, information transfer and information protections are key in enhancing the performance of organizations. Using the KMC, organizations have been found to improve in terms of innovativeness, effectiveness, enhanced competitiveness and developing of new products into the market (Fraihat & Samadi, 2017).

UNOPS and other humanitarian organizations are having challenges in adopting effective knowledge management capabilities as evidenced by a study done by Ondari and Minishi (2017) who found that only 17% had effective knowledge management capabilities while 83% had either not implemented knowledge management capabilities or they were ineffective. Organization culture was identified as the main challenge facing implementation of knowledge management

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capabilities in these firms. Research by Beauchamp and Bowie (2010) on knowledge management capabilities influence on performance of humanitarian organizations revealed that knowledge management capabilities helps the firms enhance timeliness, reduce operating costs, enhance quality of services and flexibility in providing services.

The majority of current research on KM capacities has been pursued in developed nations, and there is a insufficiency of literature on humanitarian organizations like UNOPS (Ahmed, Fiaz, & Shoaib, 2015). A research undertaken by Kinyua, Muathe and Kilika (2015) investigated the influence of information management exercises for instance information application and conversion on commercial banks in Kenya. This examination deliberated on two facets of information management and did not review at the aspects of knowledge management capabilities. A research by Ngahu and Mbugua (2017), pursued to establish knowledge management processes of acquisition, transformation and usage on commercial banks. This study did not review on the aspect of information management competences, which are key to the functioning of commercial banks and how they inspire the functioning of commercial banks in Kenya.

Empirically, in a research done in Nigeria, Sarkindaji et al. (2016) recognized that information management competences such as information gaining and application were influencing the performance of mobile telephone firms. Chiu and Chen (2016) concluded that dynamic capabilities in organizations such as information application, information transfer and information safeguard had a progressive bearing on the financial operations of Taiwanese public utility. In Kenya, Mtawali and Kiiru (2018) concluded that information management capabilities such as information gaining, information application, information transfer and information safeguard had a statistically major inspiration on microfinance establishments functioning in Kenya, Uwezo microfinance bank

case study. The researches studies failed to apply information management capabilities on performance of humanitarian organizations.

Numerous researches in many contexts have used the descriptive study design as a method. Matin and Sabagh (2015) utilized a descriptive assessment and correlation analysis. Huang (2018) utilized multiple regression as well as descriptive statistics. Sarkindaji et al. (2016) made use of descriptive as well as causal method. Ngahu and Mbugua (2017) used descriptive statistics, multiple analysis, and correlation to draw their conclusions. This research will utilize a descriptive research design, typically utilized by scholars, but will focus on the study's four variables.

In view of these research gaps, this current study pursues at linking the gap in knowledge that the past researches failed to capture in addition to scrutinize the influence of KM capabilities on performance. Thus, this research intended to answer the following question: how do KM capabilities such as knowledge acquisition, knowledge application, knowledge transfer and knowledge protection influence the performance of UNOPS?

1.3 Research Objective

The main objective of this research was to ascertain the effect of knowledge management capabilities on the performance of UNOPS. The specific objectives were:

i.   Investigate the influence of knowledge acquisition on the performance of UNOPS.

ii. Assess the influence of knowledge application on the performance of UNOPS.

iii. Establish the role of knowledge transfer on the performance of UNOPS.

iv. Ascertain how knowledge protection influences the performance of UNOPS.

1.4 Value of the Study

The results will contribute to theory development as well as knowledge on learning. By establishing how knowledge management capabilities influence performance of firms, the conclusions of the research will either support or negate the theories the research is anchored on namely RBT, organizational knowledge theory and adaptation structuration theory Researchers as well as scholars will also utilize the results in identifying additional study aspects on topics related addressing the same aspect by reviewing literature in existence to recognize research gaps.

This study will be significant to UNOPS and other firms in general in that they may use the outcomes of this survey to determine the strengths and weakness in their use of the knowledge management capabilities and therefore make maximum use of the capabilities they possess to their advantage. Further, the findings of this may be useful in that they may use them to establish their internal policies, which will be of importance in enhancing their performance.

The conclusions of this enquiry will be substantial to the policy makers in enabling them to make policies and guidelines, which are important in setting up a level playing ground to the firms by ensuring fair competition and wade off unethical business practices. This will be achieved by knowledge transfer the knowledge management capabilities possessed by the firms, facilitating their patenting, and copyrighting and ensure that firms operating in Kenya comply with the regulations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The segment offers an analysis of the works from scholars on knowledge management capabilities and performance. To begin with, the section analyses theories on knowledge management capabilities followed by a discussion on both performance and knowledge management capabilities and then discuss other studies on the topic. A critique of the investigations is carried out, and research gaps are recognized.

2.2 Theoretical Foundation

A theory aids in the explanation of a theoretical fact regarding a topic (Zikmund, Quinlan, Griffin, Babin & Carr, 2019). This study is anchored on the knowledge based view theory which supports objective one to four of the study, resource based view theory that supports the knowledge acquisition objective and dynamic capabilities theory which supports knowledge transfer.

2.2.1 Knowledge Based View Theory

Knowledge based view (KBV) was developed by Kogut and Zander (1992). This theory posits that the main reason for organizations' existence is to manage knowledge in order to develop competitive advantage. In addition, this theory points out that knowledge is the key contributor in creating as well as developing dynamic capabilities of an organization which can be consequently transforming into valuable goods as well as services in an organization (Kogut & Zander, 1992). According to Kogut and Zander (1992), an organization exists to produce, transfer as well as transform knowledge to competitive gain and as such these organizations should invest in necessary infrastructure in order to enhance on the same.

According to Toyama and Nonaka (2015), knowledge-based view describes some other crucial concerns of the theory of the firm, such as the nature of coordination inside the firm, organizational structure, the management role and the allotment of decision-making privileges, factors that determine firm boundaries, and the theory of innovation, in addition to the conventional concerns of strategic management, such as competitive edge and strategic choice.

This theory is pertinent to this research because it clarifies how to put the knowledge and abilities obtained to work for the organization's benefit. UNOPS after acquiring new knowledge can go ahead and apply them by ensuring they remain with the young generations in the organization for a sustained performance. This theory in this regard supports all the four objectives of this research.

2.2.2 Resource Based Theory

Barney (1991) pioneered the RBT which was an advancement of the theory of the firm developed by Penrose (1959) and later advanced by Wernerfelt (1984). This theory proposes that an organization should seek to make the most of its existing resources. The physical, human, and organizational resources that a company has that may be used to understand and implement tactics are referred to as capabilities (Ketchen, Barney & Wright, 2011). To be valuable, an organization's resources must have four distinct characteristics: Valuable, Rare, Imitable, and Non-subtitutable (VRIN) (Barney, 1991).

These traits enable an organization's resources to be more advantagous than it's rivals. In this context, valuable means that the resources can add value to the company and hence be more advantagious. In this case, rare indicates that the resources must develop a unique strategy to gain a competitive advantage over the competition. To get a competitive advantage, the resource must not be present with the opponent. In this case, inimitable means that competitors must be unable to get a resource in order for it to be a competitive edge source. The term "non-substitutable

resource" refers to a resource that cannot be substituted by a purposefully comparable valuable resources (Barney, 1991). The RBV theory is relevant to this investigation since it provides information on how to maximize the output of an organization's core competences. As a result, this theory supports the study's first research objective, knowledge acquisition.

2.2.3 Dynamic Capabilities Theory

Teece (1990) founded the theory. Dynamic capabilities are defined as "an ability by the organization to actively build, extend, or adapt its resource base" in order to capture a higher economic value than competitors. Furthermore, dynamic capabilities are thought of bolstering firms by transforming resources to greater performance. Teece (1990) argues that in contexts of rapid (technological) change, dynamic capabilities constitute the cornerstone of enterprise-level competitive edge. Dynamic capabilities, according to Gathungu and Mwangi (2012), are component competencies that are required to maintain exceptional enterprise performance in a very dynamic environment.

This theory is used in this research because it examines internal as well as external resources and competencies in relation to the changing environment in order to respond to new technologies and markets. It also describes the interaction of people with technology, such as how people interact with use of internet. This theory is significant to this research as it analyses how new technology and knowledge can be utilized in an organization setting to enhance performance. Once an organization achieves new knowledge, it needs to apply it to its products to produce quality products, which are superior to their competitors' products. This theory thus supports the third research objective's aspect, which is knowledge transfer.

2.3 Knowledge Management Capabilities and Performance

Numerous surveys have been undertaken to assess knowledge management capabilities (KMC) result on the enterprises' outcome. There has been findings that information management capabilities for instance information attainment, information usage, information transfer and information protections are key in enhancing the performance of organizations. Using the KMC, organizations have been found to improve in terms of innovativeness, effectiveness, enhanced competiveness and developing of new products into the market (Fraihat & Samadi, 2017). These capabilities enhance performance.

As per Papa et al. (2018), as the requirement for enterprises to participate in open inventions grows, organizations are high probability to face strains and opportunities, yielding a shift in human resource management. When new knowledge is discovered from outside the business, it must be shared within the organization to raise awareness among the crucial employees. Huang (2018) points out that acquiring knowledge might be a key step toward being competitive in a crowded industry. Following the acquisition of knowledge, it must be categorised and transferred to other divisions within the firm, where it will be utilized to offer a financial benefit for the company (Sarkindaji *et. al.,* 2016).

As proven by inventions and the development of new goods, knowledge application stimulates data to develop value in the firm (Wakhu & Bett, 2019). As per Gareth and White (2017), a firm will succeed in establishing an economic advantage over a specific time frame if it develops knowledge with the less effort and at a fast speed comparison to its competitors, and then uses it brilliantly and efficiently. New ideas occur as a result of the application of knowledge. An enterprise can build additional capacity through innovation, giving it a competitive advantage over its market competitors. The many designs, establishments or formations that a firm will develop

whenever it uses the new knowledge that it has learned to its benefit are known as new creations (Wakhu & Bett, 2019).

Interaction between people of diverse departments of the company and learning from one another is a reliable way to transfer knowledge inside the organization. It's also the most cost-effective technique to ensure that information is well-transferred inside the company. Knowledge transfer will occur within the company and between the two departments as a result of the partnership of different divisions (Bharadwaj *et al.,* 2015). Through benchmarking with other firms,companies can transfer knowledge where new methods and operating processes are learned and implemented in order to enhance efficiency (Chiu & Chen, 2016).

Knowledge safeguarding entails ensuring that acquired information is kept safe within the company and is not discarded or lost (Estrada *et al.,* 2016). The data protection process is significant in an organization for the goal of enhancing functioning as well as crucial business controls, that often includes copyrights and patents utilization, with the system of information technology allowing operators to access their practice's rights via file names, user names, passwords, and shared procedures (Matin & Sabagh, 2015).

Whereas it can be argued that information acquisition has a major inspiration on enterprise's operation, consensus among researchers is lacking. It is therefore expected that this will continue to attract the attention of scholars because of the paramount importance played by knowledge acquisition on shaping the competitive edge of organizations. It can therefore be postulated that information acquisition has a progressive bearing on running of establishments. Difference in viewpoints broadens the variety available literature and inspire diversity in understanding of a subject. Organizations are therefore able to properly put in place strategy to enable them apply

knowledge and make them competitive and hence influence their performance. Knowledge application, therefore, has an influence on the working of establishments.

2.4 Review of Empirical Studies and Research Gaps

In Malaysia, Hanif, Bahauddin and Abdul Hamid (2018) accomplished an examination to discover the consequence of information transfer and entrepreneurial orientation on the working of organizations. The researchers embraced a descriptive research design to describe the association amongst information transfer and working of organizations. First-hand information were used for the study where to gather first-hand information, research enquiry forms were used. It was established that both knowledge transfer and entrepreneurship orientation had a progressive inspiration on operation of banks in Malaysia.

In United Kingdom (UK), Gareth and White (2017) researched on how Pmapping can be utilized for knowledge acquisition and how this shaped the functioning of organizations in UK. The enquiry embraced a longitudinal action research (LAR) where three organizations were engaged in a Pmapping to enable business process enhancement. The researchers used questionnaires to assemble first-hand information, which was scrutinized for descriptive statistics. The enquiry realized that knowledge acquisition had a major inspiration on the functioning of work-based activities in the United Kingdom.

In Kenya, a study on knowledge management capacities was undertaken by Ngahu and Mbugua, (2017). The theme of the examination was to discover the consequences of information management acquisition on the working of financial establishments in Kenya. The enquiry assumed a descriptive research strategy. The focus populace of the enquiry was 22 commercial banks in Kenya. Sample was selected from supervisors in the Administration, Operations and Human resource department in the selected twenty-two commercial banks. It was established that

information acquisition had a progressive inspiration on the operations of financial establishments in Kenya.

Gachungi and Mugambi (2017) explored the aspect of knowledge application on utilization of ICT and its effect on the performance of Kenya National Highway Authority (KeNHA). The researchers embraced a descriptive research design. The exploration established that communication via electronic means possessed a major inspiration on the working of KeNHA.

In Nigeria, Amah (2016) undertook a research to ascertain the consequences of knowledge acquisition on the operations of manufacturing industry. The target population was respondents selected from thirty-two industrial companies in Rivers State. Enquiry forms were employed to assemble information gathered firsthand where the focus populace was managers from the industrial companies, which are registered with Nigerian Manufacturers Association. It was established that there was a major connection amongst continuous knowledge acquisition and the operations of the industrial establishments in the Rivers State, Nigeria.

In Iran, Matin and Sabagh (2015) executed an enquiry on the outcome of information application on the operations of export businesses. The researchers embraced a descriptive research design. The focus populace was 252 high-ranking managers. Morgan Table was used to choose the sample where a sample of 148 was selected. It was established that information application had an inspiration on the operations of export companies in Iran.

In Jordan, Olaima, AL-ameryeen and Al-Makhadmah (2015) undertook a study to conclude how transfer of information affected the operations of service companies in Jordan. First-hand information was used for the study, which was assembled by aid of enquiry forms. It was

established that information transfer had a progressive inspiration on the operations of organization.

Kinyua, Muathe and Kilika (2015) studied the motivation of information transfer on operations of commercial banks in Kenya. This exploration assumed both first hand and secondary statistics for exploration. Primary data was assembled by aid of questionnaires. Secondary information was gathered by aid of secondary data collection sheet. It was recognized that information transfer and information application had a progressive inspiration on the operations of commercial banks in Kenya and that the administration of commercial banks ought to inspire collaboration amongst staffs and customer to facilitate knowledge transfer. Knowledge transfer is important for an institute to have an economic edge in the industry. It can therefore, be advanced that information transfer sways the operations of organizations in Kenya.

2.5 Summary of Empirical Studies and Research Gaps

The literature review identified contextual, conceptual, and methodological research gaps which the research pursued to fill. Studies amongst the humanitarian firms seems to be flimsy and in precise UNOPS in Kenya. Partaking keen interest on this gap, this enquiry therefore pursued to determine the effect of KM capabilities on the performance of UNOPS in Kenya.

Table 2.1: Summary of Empirical Studies Research Gaps

No.	Study	Methodology	Key Findings	Research Gaps	Current Study Focus
1	The impact of KM and entrepreneurial orientation on the performance of Malaysian banks (Hanif et al.,2018)	Descriptive research design	Knowledge transfer and entrepreneurship orientation have a positive influence on performance	Focused on only knowledge transfer leaving a gap on effect of other knowledge management capabilities on performance of firms	Focuses on how firm performance is influenced by knowledge acquisition, transfer, protection and application
2	Publicly traded firms' KM skills and organizational performance: A conceptual framework (Fraihat & Samadi ,2017)	Critical review of literature	KM capabilities influence performance of public listed companies	The study was a review of literature and therefore its findings cannot be generalized to a specific context	The current study is empirical in nature focusing on humanitarian organizations and specifically UNOPS
3	KM capabilities, organizational learning, and supply chain management methods impact on the food industry in Indonesia's organizational performance (Salama ,2017)	Regression and structural equation modelling	Firm performance is influenced by KM competence, organizational learning, and supply chain strategies	The conclusions of this study were limited to the food business, thus they cannot be applied to other situations	The current study focuses on knowledge management on performance of humanitarian organizations and specifically UNOPS
4	KM practices effect on chosen industries: a structural equation modeling approach Saini (2016)	Structural equation modeling approach	KM capabilities were found to enhance firm performance	The impact of certain characteristics of knowledge management capabilities on company performance was not determined in this study.	This research focus on specific aspects of knowledge management capabilities and how each of them influences firm performance

5	The function of organizational commitment as a mediator in the research of KM capability and organizational success in Taiwanese public utilities (Chiu &Chen ,2016)	Structural equation modeling	Knowledge process capability has a significant influence on effectiveness while knowledge infrastructure capability has no significant influence	The study focused on organization effectiveness leaving a gap on the influence of knowledge management capabilities on firm performance	The study focuses on the influence of the different types of knowledge management capabilities on firm performance
6	Using intellectual capital as a mediator, the impact of KM adoption on organizational performance at Taiwan-listed integrated circuit businesses.(Huang ,2015)	Structural equation modelling	KM has a positive effect on organizational performance	This study did not break down knowledge management into its various sub-components.	This study focuses on specific aspects of knowledge management capabilities and how each of them influences firm performance
7	Effects of KM capabilities on organizational performance in Iranian export companies Matin and Sabagh (2015)	Descriptive research design	Knowledge application has a positive influence on firm performance	The research focus was on only one aspect of knowledge management capability leaving a gap on the others	Focuses on how firm performance is influenced by knowledge acquisition, transfer, protection and application
8	KM practices impact on organizational performance: empirical study of banking sector in Pakistan (Ahmed et al. 2015)	Survey methodology questionnaire	knowledge management activities leads to improved organizational performance	This study focused on the banking sector and therefore the findings cannot be generalized to other contexts.	The current study focuses on knowledge management on performance of humanitarian organizations and specifically UNOPS

Source: Researcher (2021)

2.6 Conceptual Framework

A conceptual structure helps to link the research variables diagrammatically (Zikmund et al., 2019). This study contains independent variables (KM capabilities) and the dependent variable (performance) linked by a conceptual structure. Figure 2.1 shows the conceptual background of the investigation.

Independent Variables	

Dependent Variable

Knowledge Management

Knowledge acquisition
- Sharing of knowledge
- Creation of knowledge

Knowledge application
- New innovations
- New creations

Performance
- Financial focus
- Customer focus
- Internal business process
- Learning and growth

Knowledge transfer
- Collaborations
- Benchmarking

Knowledge protection
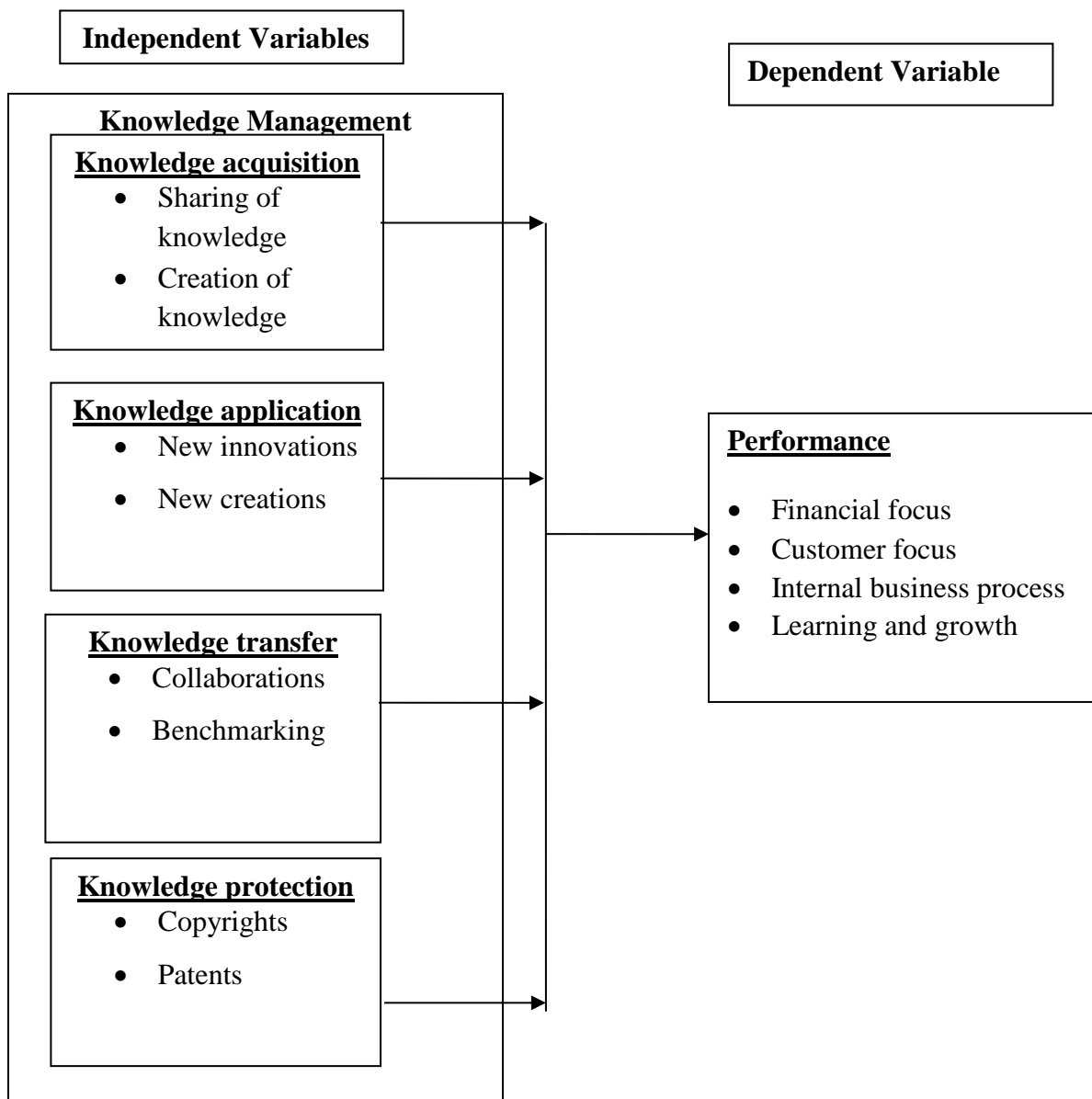- Copyrights
- Patents

Figure 2.1: Conceptual Framework

Source: Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter covers methodology which elucidates the systematic protocols that are followed to arrive at outcomes that are able to effectively address the study objectives and the questions the study aims to answer. In this regard, thus, this chapter covered the research design which guides the research. Others include target population, sampling protocol, data collection instrument and procedure, and lastly is the analysis of data and its presentation.

3.2 Research Design

This study made use of descriptive research design. This was on the basis that the current research purposed in provision of detailed description of the knowledge management capabilities that influenced UNOPS performance. The research utilized a quantitative technique in addition to a descriptive survey design. The study used quantitative data utilizing a structured questionnaire in conjunction with all of the study characteristics that characterized UNOPS performance. According to Burns and Burns (2008), a quantitative approach can be reduced to an inferential approach, which allows conclusions to be drawn about correlations in a particular population.

3.3 Target Population

This entails a group of people who share similar or common features (Kothari, 2004). In relation to this research, the 386 UNOPS employees formed the population of the study.

3.4 Sample Design and Sample Size

The stratified random sampling method was used in this research. According to Cooper and Schindler (2013), stratified sampling enhances a sample's statistical efficiency, offers appropriate data for evaluating multiple sub-populations, and allows alternative research methods to be employed in diverse strata. This method permitted the researcher to split the sample into relevant, mutually exclusive strata. Lower-level managers (supervisors), managers at middle and top level were classified into three groups.

The sample size for this research was chosen through use of the formulae suggested by Yamane, with assumption of 92% of confidence level.

$n=N/(1+Ne^2)$ where, n = sample size, N= study population, 386 in this case, e= alpha level of 0.08

Substituting these values in the above equation gives 112 respondents that were used as the sample size for the current study. The sample size was as shown in Table 3.2

Table 3.1 Sample Size Distribution

Section	Population	Sample Size	% Distribution
Junior staff	229	67	59.8
Middle-level managers	112	33	29.5
Top-level managers	45	12	10.7
TOTAL	**386**	**112**	**100**

Source: Researcher (2021)

3.5 Data Collection

The type of data gathered influences the research instruments used. The participants were requested to fill out a questionnaire in attempts to gather primary data. The primary data was essential in conveying the actual scenario of the dependent and independent variables' relationship.

The questionnaire use was justifiable since it is a low-cost, effective, and efficient method of acquiring data in a short amount of time.

The questions were closed-ended and given to all of the workers in the sample. The questions were separated into two segments: the first contained demographic data on the participants, and second contained the study's research questions. A Likert scale of five-point was utilized to answer the closed-ended questions. The scale allows respondents to give their thoughts on a scale of 1 to 5 on a scale.

3.6 Reliability of the Research Instrument

Reliability is used to describe the overall consistency of an instrument. When a measure generates consistent results under the same conditions, it is considered to have high reliability (Burns & Burns, 2008). The Cronbach alpha analysis helped to assess the reliability of the research tools by demonstrating the internal accuracy of the data collection instrument. Cronbach's Alpha is a metric of reliability that displays a true 'base' score. Even though questions are substituted with similar ones, Cronbach's Alpha is important to a scholar in ensuring accuracy and reliability of the questionnaire (Khan, 2008). Reliability of 0.7 range is generally deemed satisfactory and over 0.8 is excellent. This thresh-hold was applied to the study. The results are as shown in Table 3.1

Table 3.2 Reliability Results

Variables	Cronbach's Alpha	Critical Value	Conclusion
Knowledge acquisition	0.864	0.7	Reliable
Knowledge application	0.821	0.7	Reliable
Knowledge transfer	0.818	0.7	Reliable
Knowledge protection	0.802	0.7	Reliable
Performance	0.833	0.7	Reliable

Source: Field Data (2021)

All variables were higher than 0.7 Chronbach alphas, as Table 4.2 shows. This indicates that the questionnaire utilized in this study was very coherent internally. Therefore, the questionnaire was reliable in assessing the impact of knowledge management capabilities on UNOPS performance.

3.7 Validity of the Research Instrument

Cooper and Schindler (2013) define validity as the extent by which the test measures what it purports to measure. The question of validity is posed in the light of the three points: the nature of the test, its purpose and intent for which it is intended. Face validity was used for this analysis to assess the validity of the instrument established. Khan (2008) opined that face validity refers as the extent to which a test measures what it is required. This property was determined by experts in management. They assessed all the statements in the questionnaires to determine their validity, and eliminate all invalid questions. To check its validity, the Kaiser-Meyer-Olkin (KMO) test was used. The KMO Measure of Sampling Adequacy's interpretive adjectives are: marvelous in the 0.90s, meritorious in the 0.80s, middling in the 0.70s, mediocre in the 0.60s, terrible in the 0.50s, and unsatisfactory below 0.50. The minimum requirement for the study is 0.5. Bartlets test of sphericity must be significant at ≤ 0.05.

Table 3.3 Sampling Adequacy and Bartlets Test of Sphericity

Variables	KMO Test	Critical Value		
		App. Chi2	df	Sig
Knowledge acquisition	0.661	33.79	96	0.004
Knowledge application	0.562	61.758	96	0.000
Knowledge transfer	0.755	40.925	96	0.000
Knowledge protection	0.712	61.758	96	0.000
Performance	0.598	81.143	96	0.000

Source: Field Data (2021)

The results indicate that all the study variables had a KMO value above 0.5 indicating they were valid and was also supported by a Bartletts significance values which were less than 0.05.

3.8 Operationalization of Study Variables

Variable	Operational indicators	Measurement	Measurement scale	Data Collection Tool	Data Analysis
Knowledge acquisition	Creation of knowledge Sharing of knowledge Distribution of knowledge	Likert scale	Interval	Questionnaire Section B	• Descriptive statistics • Correlation analysis • Regression analysis
Knowledge application	New innovations New creations New products	Likert scale	Interval	Questionnaire Section C	• Descriptive statistics • Correlation analysis • Regression analysis
Knowledge transfer	Interaction Collaboration Benchmarking	Likert scale	Interval	Questionnaire Section D	• Descriptive statistics • Correlation analysis • Regression analysis
Knowledge protection	Copyrights of knowledge Patents of knowledge Passwords protections	Likert scale	Interval	Questionnaire Section E	• Descriptive statistics • Correlation analysis • Regression analysis
Performance	Financial Customer Internal processes	Likert scale	Interval	Questionnaire Section F	• Descriptive statistics • Correlation analysis • Regression analysis

3.9 Data Analysis

Completeness of data was checked, and variables with missing or partial data removed. Cases with more than 20% missing replies were excluded from the analysis. The goal of data cleaning was to eliminate outliers, which can jeopardize the validity and reliability of research findings. SPSS tool, version 24, was utilized to analyze data. Exploration of descriptive as well as inferential statistics was part of the data analysis process. The former consisted of distributional measures such as frequencies and percentages. Inferential statistics were computed using Pearson's correlation, and multiple regression analyses were conducted to determine the influence of independent factors on the dependent variable. The findings of the analysis were provided in tables with relevant interpretations and discussions. The empirical model below was used.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_{4+} \varepsilon$$

Where:

Y represents 'performance'; B_0 represents 'Constant'; X_1 represents 'knowledge acquisition'; X_2 represents 'knowledge application' ; X_3 represents 'knowledge transfer'; X_4 represents 'knowledge protection'; ε represents 'Error Term'

β_1, β_2, β_3, β_4 represent 'Regression Coefficients of Predictor Variables

CHAPTER FOUR

DATA ANALYSIS RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and discussion. It includes demographic data as well as general details such as response rate. The chapter also provides the results of the investigation in relation to the research goals.

4.2 Response Rate

In a study, this refers to a percentage of the total number of answers received by the number of participants. Depicted in Table 4.1 are the study outcomes.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Returned	96	85.7
Unreturned	16	14.3
Total	**112**	**100**

Source: Field Data (2021)

According to Table 4.1, 112 questionnaires were distributed to UNOPS employees who were chosen as the sample size for the current analysis. From 112, distributed questionnaires 96 were fully completed and returned, resulting in 85.7 percent rate of response. This is above the recommended level of 50% or more, and it agrees with Cooper and Schindler (2013), who claimed a research having a 50% or more response rate is appropriate for investigation and conclusion drawing.

4.3 Demographic Analysis

This section provides descriptive data about the respondents' demographic characteristics.

4.3.1 Gender of the Respondent

Those polled were requested to stipulate their gender. Table 4.2 displays the results.

Table 4.2: Gender Distribution

Gender	Frequency	Percentage
Male	56	58%
Female	40	42%
Total	**96**	**100%**

Source: Field Data (2021)

According to the findings, male participants' percentage was 58% whereas females were 42%. This also implies the research was capable to get responses from both genders which enrich the study findings.

4.3.2 Age of the Respondents

The research tried to ascertain the individuals' age. It is essential to understand the age of respondents, since someone's age may affect their research answer. The outcomes are shown in Table 4.3.

Table 4.3: Respondents' Age Composition

Age	Frequency	Percentage
Less than 30 years	8	8.33%
31-40 years	27	28.13%
41-50 years	38	39.58%
51 and Above	23	23.96%
Total	**96**	**100%**

Source: Field Data (2021)

Table 4.3 depicts that the largest respondent number (39.58%) ranging the ages of 41 and 50, 28.13 percent were between the ages of 31 and 40, 23.96 percent were 51 and up, and the smallest

percentage (8.33%) were below 30years. According to the findings, UNOPS employees are relatively young.

4.3.3 Highest Education Level

Specific participants were requested to state their highest level of education. Table 4.4 shows the findings.

Table 4.4: Distribution of Respondents by Highest Level of Education

Education	Frequency	Percentage
PhD	4	4.17
Undergraduate degree	58	60.42%
Postgraduate degree	34	35.41%
Total	**96**	**100%**

Source: Field Data (2021)

The majority of respondents (60.42 percent) had an undergraduate degree, while 35.41% had a postgraduate degree. Only 4.17 % had the highest level of education being a PhD. None of the interviewed respondents indicated a different level of education. These findings suggest that UNOPS employees are relatively well educated as all of them had achieved at least a degree education level. High levels of education are essential in a company because they enable an organization to comprehend and resolve its problems.

4.3.4 Experience with the Organization

The researcher pursued to find how long had the respondents stayed in the organization. The results are as depicted in Table 4.5.

Table 4.5: Experience with the Organization

Experience	Frequency	Percentage
Below 2 years	10	10.4
2-5 years	16	16.7
6-10 years	37	38.5
11-15 years	11	11.5
Above 15 years	22	22.9

	Total	96	100%	

Field Data (2021)

The results revealed that 38.5% had been with the organization for between 6 and 10 years, 22.9% for above 15 years, 16.7% for 2-5 years, 11.5% for 11-15 years and 10.4% for those below 2 years of experience. This is an indicator that the respondents had been with the organization for a good period of time to answer questions regarding knowledge management capabilities and performance.

4.4 Analysis of Study Variables

This section presents descriptive results in means, as well as standard deviations for every variable under investigation.

4.4.1 Knowledge Acquisition

The research pursued to investigate the degree of knowledge acquisition in UNOPS. Knowledge acquisition is the first stage of knowledge management capabilities. Table 4.6 contains the mean, standard deviation and coefficient of variation for knowledge acquisition indicators.

Table 4.6: Descriptive Statistics for Knowledge Acquisition

Statements	N	Mean	Std. Dev	CV
The organization encourages search of knowledge earlier created for use in current tasks.	96	4.24	0.55	0.13
Knowledge creation is an integral part of every organization staff.	96	4.21	0.73	0.17
The firm encourages knowledge sharing between different departments to create a competitive advantage.	96	4.03	0.63	0.16
Sharing of knowledge within the organization leads to creation of a pool of experienced staff and this leads to innovation.	96	3.55	0.86	0.24
The management encourages distribution of acquired knowledge to different departments.	96	4.45	0.50	0.11
Acquired knowledge is distributed in the organization through electronic or print media to all key stakeholders.	96	4.33	0.53	0.12

Overall mean Score		96	4.14

The results revealing majority participants concurred that management encourages distribution of acquired knowledge to different departments (Mean =4.45, std. dev=0.5). Results further revealed that acquired knowledge is distributed in the organization through electronic or print media to all key stakeholders (Mean=4.33, std. dev=0.53). Respondents further agreed that the organization encourages search of knowledge earlier created for use in current tasks (Mean=4.24, std. dev=0.55). Additionally, findings discovered that knowledge creation is an integral part of every organization staff (Mean= 4.21, std. dev=0.73). The findings, furthermore, showed that the firm encourages knowledge sharing between different departments to create a competitive advantage (Mean=4.03, std. dev=0.63). Lastly, results revealed that sharing of knowledge within the organization leads to creation of a pool of experienced staff and this leads to innovation (Mean=3.55, std dev=0.86). The overall mean was 4.14 implying that knowledge acquisition is being practiced in UNOPS to a great extent.

4.4.2 Knowledge Application

The research sought to establish the extent of knowledge application at UNOPS. Table 4.8 shows the mean, std. dev and coefficient of variation for knowledge application indicators.

Table 4.7: Descriptive Statistics for Knowledge Application

Statements	N	Mean	Std. Dev	CV
Application of new information results in invention in the business.	96	4.00	0.55	0.14
New innovation provides the organization with an economic benefit in the market.	96	3.91	0.67	0.17
Application of acquired knowledge leads to new inventions in the market.	96	3.82	0.80	0.21

Statements	N	Mean	Std. Dev	CV
New designs as a result of acquired knowledge leads to inventions of new markets and customers.	96	3.85	0.78	0.20
Knowledge application leads to creation of new and unique products in the market.	96	3.97	0.58	0.15
New products as a result of knowledge application leads to increased sales volumes.	96	3.82	0.83	0.22
Overall Mean Score	**96**	**3.90**		

Source: Field Data (2021)

The findings showed that application of new information results in invention in the business (Mean=4.0, std. dev=0.55). The findings further noted that knowledge application leads to creation of new and unique products in the market (Mean=3.97, std. dev=0.58). Similarly, findings showed that new innovation provides the organization with an economic benefit in the market (Mean=3.91, std. dev=0.67). The conclusions further showed that new designs as a result of acquired knowledge leads to inventions of new markets as well as consumers (Mean=3.85, std dev=0.78). Furthermore, findings showed that application of acquired knowledge leads to new inventions in the market (Mean=3.82, std. dev=0.80). Finally, findings showed that new products as a result of knowledge application leads to increased sales volumes (Mean=3.82, std. dev=0.83). The overall mean was 3.90 indicating that on average, UNOPS practice knowledge application to a great extent.

4.4.3 Knowledge Transfer

The research pursued to determine the extent of knowledge transfer in UNOPS. Table 4.9 displays the mean, standard deviation and coefficient of variation for knowledge transfer indicators.

Table 4.8: Descriptive Statistics for Knowledge Transfer

Statements	N	Mean	Std. Dev	CV
Our organization encourages collaboration between members to help in knowledge transfer.	96	4.21	0.69	0.16
Collaboration of members has fostered knowledge transfer to various departments of the organization.	96	4.03	0.63	0.16

Statements	N	Mean	Std. Dev	CV
Our organization collaborates different systems for knowledge transfer various departments.	96	4.03	0.52	0.13
Collaboration of various systems and technologies leads to knowledge transfer to different staff members who learn different technologies in the organization.	96	4.42	0.55	0.12
Our organization organizes benchmarking with other organizations in the same industry.	96	4.33	0.96	0.22
Benchmarking transfers knowledge and technology from other organizations to our organization.	96	4.21	0.75	0.18
Overall Mean Score	**96**	**4.21**		

Source: Field Data (2021)

The conclusions showing collaboration of various systems and technologies leads to knowledge transfer to different staff members who learn different technologies in the organization (Mean=4.42, std. dev=0.55). The findings also discovered that the organization organizes benchmarking with other organizations in the same industry (Mean=4.33, std. dev=0.96). Results also show that benchmarking transfers knowledge and technology from other organizations to the organization (Mean=4.21, std. dev=0.69). Additionally, findings revealed that collaboration of members has fostered knowledge transfer to various departments of the organization (Mean=4.03, std. dev=0.63). Further, findings shown that the organization collaborates different systems for knowledge transfer various departments (Mean=4.03, std. dev=0.52). The overall mean was 4.21 suggesting that knowledge transfer in UNOPS is practiced to a great extent.

4.4.4 Knowledge Protection

The research pursued to determine the magnitude of knowledge protection in UNOPS. Knowledge protection is the fourth stage of knowledge management capabilities. Table 4.10 contains the mean, standard deviation and coefficient of variation for Knowledge protection indicators.

Table 4.9: Descriptive Statistics for Knowledge Protection

Statements	N	Mean	Std. Dev	CV

Our organization has copyright protections of our knowledge and technology.	96	4.21	0.73	0.17
Copyrighting our technologies has protected us from competitors copying our innovations.	96	4.03	0.63	0.16
We have Patents on our inventions and this helps us avoid legal suits.	96	3.55	0.86	0.24
Patenting our inventions has increased our competitive advantage in the market.	96	4.33	0.53	0.12
Within our organization, every staff has a password which they use to log in to our system.	96	4.25	0.75	0.18
Password protection in our system helps to prevent unauthorised access to our systems.	96	3.98	0.67	0.17
Overall mean Score	**96**	**4.06**		

Source: Field Data (2021)

The findings revealed that patenting our inventions has increased our competitive advantage in the market (Mean=4.33, std. dev=0.53). The conclusions too revealed that within our organization, every staff has a password which they use to log in to the system (Mean=4.25, std. dev= 0.75). Additionally, findings discovered that the organization has copyright protections of our knowledge and technology (Mean= 4.21, std. dev=0.73). The descriptive outcomes also revealed that copyrighting technologies has protected the organization from competitors copying the innovations (Mean=4.03, std. dev=0.63) whereas password protection in the system helps to prevent unauthorized access to the systems (Mean=3.98, std. dev=0.67). Lastly, the findings revealed that the organization has Patents on their inventions and this helps them avoid legal suits (Mean=3.55, std dev=0.86). On average, the results revealed that UNOPS has adopted Knowledge protection to a greater degree as shown by an average mean of 4.06.

4.4.5 Organization Performance

The mean as well as std. dev. for precise attributes of performance are as indicated in Table 4.10.

Table 4.10: Descriptive Statistics for Performance

Statements	N	Mean	Std. Dev	CV
All our services are offered within the set timelines	96	4.24	0.64	0.15
The cost of running our projects has been reducing with time	96	4.08	0.55	0.13
The quality of our services has been increasing over time.	96	4.00	0.55	0.14
Service delivery to our clients has greatly improved due to focusing on their needs.	96	3.91	0.67	0.17
Our internal business processes have greatly improved leading to high efficiencies.	96	3.82	0.80	0.21
Expenditure in the organization is incurred as per the work plans	96	3.85	0.78	0.20
We have been undertaking employee training and this has greatly improved our performance.	96	3.82	0.83	0.22
Training employees led to high quality services being rendered to our clients leading to improvement in performance.	96	3.83	0.81	0.21
Our organization undertakes CSR activities which are beneficial to the community in which we operate within.	96	3.91	0.65	0.17
The number of complaints from the stakeholders e.g. (communities, donors) concerning our organization has reduced.	96	4.08	0.62	0.15
Overall Mean Score	**96**	**3.95**		

Source: Field Data (2021)

The findings showed that all services are offered within the set timelines (Mean=4.24, std. dev=0.64). Similarly, findings showed that the cost of running projects has been reducing with time (Mean=4.08, std. dev=0.55). The outcomes also showed that the quality of services has been increasing over time (Mean=4.0, std. dev=0.55). The conclusions further noted that service delivery to clients has greatly improved due to focusing on their needs (Mean=3.91, std. dev=0.67).

The conclusions further shown that expenditure in the organization is incurred as per the work plans (Mean=3.85, std dev=0.78). Furthermore, internal business processes have greatly improved leading to high efficiencies (Mean=3.82, std. dev=0.80). In addition, the organization has been undertaking employee training and this has greatly improved the performance (Mean=3.82, std. dev=0.83). The overall mean was 3.95 implying that an average, UNOPS has enhanced performance to a great magnitude.

4.5 Inferential Statistics

This section contains the inferential statistic for all of the variables. Pearson correlations and multiple regressions were used as inferential statistics. All of the variables were correlated using Pearson correlations, and the connection between the KM capabilities of UNOPS and performance was examined using regression.

4.5.1 Correlation Analysis

The Pearson correlation illustrates the connection between each of the indicated independent factors and the result/related variable. The coefficient r was determined and whether the connection was positive or negative. Table 4.11 displays the findings.

Table 4.11: Correlation Results

	Performance	
	Pearson 's correlation	P
Knowledge acquisition	0.918	0.000
Knowledge application	0.650	0.000
Knowledge transfer	0.660	0.000
Knowledge protection	0.566	0.000

Source: Field Data (2021)

According to Pearson coefficients and P-values, the connection between knowledge acquisition and performance is positive as well as significant (r=0.918, p<0.05). This is an indication that knowledge acquisition leads to improved performance. The correlation findings too show a strong and significant association between performance and knowledge application as revealed by a 0.650 Pearson correlation coefficient as well as a 0.000 P-value. This is a sign that better knowledge application lead to higher performance at UNOPS.

Furthermore, the correlation findings show a strong and significant link between performance and knowledge transfer, as shown by a 0.660 Pearson correlation coefficient as well as a 0.000 P-value. This is an indication that a rise in knowledge transfer yields an increase in performance at UNOPS. Finally, the correlation findings reveal a significant connection between knowledge protection and UNOPS performance, as shown by a 0.566 Pearson correlation and a 0.000 P value. This is an indication that improvement in knowledge protection is linked to an increase in UNOPS performance.

4.5.2 Regression Analysis

The impact of each of the four chosen predictor variables on UNOPS performance, as in table 4.12. The R square of 0.933 in Table 4.12 depicting knowledge protection, knowledge application, knowledge acquisition, and knowledge transfer at UNOPS account for 93.3%, while the other 6.7% is explained by elements not included in this study. The R value of 0.966 indicates a significant connection between performance and the predictor factors at UNOPS (knowledge protection, knowledge application, knowledge acquisition, and knowledge transfer).

The whole model is statistically significant, as evidenced by a F value of 316.630 and a 0.000 p value in Table 4.12. The extent of the effect of knowledge protection, knowledge application,

knowledge acquisition, and knowledge transfer on performance at UNOPS is demonstrated by regression coefficient results.

Table 4.12: Regression Results

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.966[a]	.933	.930	.23635

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.750	4	17.687	316.630	.000[b]
	Residual	5.083	91	.056		
	Total	75.833	95			

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.351	.225		6.011	.000
	Knowledge acquisition	.500	.084	.410	5.941	.000
	Knowledge application	.297	.060	.393	4.932	.000
	knowledge transfer	.604	.070	.588	7.197	.000
	Knowledge protection	.813	.070	.846	11.549	.000
a. Dependent Variable: performance						

Source: Field Data (2021)

The multiple regression model used is illustrated below:

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

Where,

Y denoted performance

β_0 denoted the constant

X_1 represented knowledge acquisition

X_2 represented knowledge application

X_3 denoted knowledge transfer

X_4 denoted knowledge protection

ε was the error term when there was assumed normal distribution

$\beta_1, \beta_2 \beta_3, \beta_4$ denote independent variable coefficients

The regression model was substituted as below.

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

$$Y = 0.351 + 0.500 X_1 + 0.297 X_2 + 0.604 X_3 + 0.813 X_4$$

Interpretatively, a unit change in knowledge protection, knowledge application, knowledge acquisition, and knowledge transfer will lead to a 0.500, 0.297, 0.604 and 0.813 change in performance at UNOPS respectively, whereas variables that were not part of this research remained unchanged. The four factors included in this research were critical for improving UNOPS' performance. It is evident that the most essential element is knowledge protection ($\beta_3 = .813$) while the least important was knowledge application ($\beta_1 = 0.297$). It was also shown that if the four variables chosen for this research were held constant, performance would still be significant ($\beta = 0.351$, $p < 0.05$). This implies that management and policy makers should ensure they enhance knowledge application, knowledge acquisition, knowledge transfer as well as knowledge protection as this will improve performance.

4.7 Discussion of Results

The results of the research showed presence of positive and substantial link exist between knowledge acquisition and performance. This is a sign that knowledge acquisition leads to improved performance. This study finding concurs with Gareth and White (2017) who researched

on how Pmapping can be utilized for knowledge acquisition and how this shaped the functioning of organizations in UK. The enquiry embraced a longitudinal action research (LAR) where three organizations were engaged in a Pmapping to enable business process enhancement. The researchers used questionnaires to assemble first-hand information, which was scrutinized for descriptive statistics. The enquiry realized that knowledge acquisition had a major inspiration on the functioning of work-based activities in the United Kingdom.

The findings also show a strong, positive and significant connection between UNOP's performance and knowledge application. This is an indication that improved knowledge application leads to increased performance at UNOPS. These findings support a study by Gachungi and Mugambi (2017) who explored the aspect of knowledge application on the use of information and communication technology (ICT) and its impact on the performance of Kenya National Highway Authority (KeNHA). The researchers embraced a descriptive research design. The exploration established that electronic communication had a major inspiration on the working of KeNHA.

Moreover, the results of the correlation indicate a strong, positive and substantial connection between UNOPs' performance and knowledge transfer. This shows that increased knowledge transfer leads to an increase in performance. These findings corroborate with Olaima, AL-ameryeen and Al-Makhadmah (2015) who undertook a study to conclude how transfer of information affected the operations of service companies in Jordan. First-hand information was used for the study, which was assembled by aid of enquiry forms. It was established that information transfer had a progressive inspiration on the operations of organization.

Finally, the correlation findings reveal a positive connection between knowledge protection and UNOPS performance. This indicates that improved knowledge protection is related to an increase in UNOPS performance. This finding is in accordance with Kinyua, Muathe and Kilika (2015)

who studied the motivation of information protection on operations of commercial banks in Kenya. It was recognized that information protection and information application had a progressive inspiration on the operations of commercial banks in Kenya and that the administration of commercial banks ought to inspire collaboration amongst staffs and customer to facilitate knowledge protection.

The findings of this study support knowledge based view theory by Kogut and Zander (1992) which clarifies how to put the knowledge and abilities obtained to work for the organization's benefit. UNOPS after acquiring new knowledge can go ahead and apply them by ensuring they remain with the young generations in the organization for a sustained performance. The study results also support resource based view theory by Barney (1991) which provides information on how to maximize the output of an organization's core competences. As a result, this theory supports the study's first research objective, knowledge acquisition.

The dynamic capabilities theory by Teece (1990) is also supported by the findings of this study. In position to react to evolving technologies and markets, the theory examines internal and external resources and capabilities in relation to the changing environment. This theory also describes the interaction of people with technology, such as how people interact with use of internet. This theory is significant to this research as it analyses how new technology and knowledge can be utilized in an organization setting to enhance performance. Once an organization achieves new knowledge, it needs to apply it to its products to produce quality products, which are superior to their competitors' products. This theory thus supports the third research objective's aspect, which is knowledge transfer.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter entails summary, conclusions, implications and finally recommendations. This part also includes the limitations and for future studies.

5.2 Summary of Study

The main objective was to evaluate the knowledge management capabilities influence on performance of UNOPS. The research was backed by three theories: namely; resource based view theory, knowledge based view theory and dynamic capabilities theory. Likert scale questions were used to represent performance, which was a dependent variable. Knowledge protection, knowledge application, knowledge acquisition, and knowledge transfer were the independent variables. Descriptive research design was applied. 112 UNOPS employees comprised the study sample. Descriptive and inferential analyses were conducted. The findings are discussed in this section in line with research objectives.

The first objective of this research was to evaluate knowledge acquisition effect on performance at UNOPS. The results revealed that UNOPS practice knowledge acquisition to a large degree. The correlation outcomes exhibited a positive as well as significant connection between knowledge acquisition and performance. The conclusions of the regression showed that a unit change in knowledge acquisition would possess a significant positive impact on performance.

Objective two was to evaluate knowledge application effect on performance at UNOPS. The descriptive analysis revealed that UNOPS have a favorable knowledge application to a great extent. The link between knowledge application and performance was studied using correlation analyzes and the findings showed that the two variables possessed positive as well as significant link. Regression outcomes revealed that an improvement in knowledge application resulted in improved performance. This shows the significant knowledge application impact on performance at UNOPS.

Objective three was to establish knowledge transfer effect on performance of UNOPS. The descriptive findings show that UNOPS enjoys favorable knowledge transfer to a great extent. The findings of a correlation research showed a strong and significant connection between knowledge transfer and performance. The conclusions of the regression analyzes revealing a positively significant impact of knowledge transfer on performance. Findings indicate a rise in knowledge transfer yields a rise in performance.

The study's fourth goal was to assess how knowledge protection at UNOPS influenced performance. The results of the descriptive analysis revealed that UNOPS enjoys knowledge protection to a large extent. Knowledge protection has a connection with performance, according to the correlation analysis. The relationship was also strong and statistically significant. Regression analysis reveals a positively significant effect of knowledge protection on performance. UNOPS performance increases as a result of an increase in knowledge protection.

5.3 Conclusion of the Study

From the conclusions of this research, it can be stated that knowledge acquisition has a favorable effect on performance at UNOPS. According to the results of regression and correlation there is a favorable connection between knowledge acquisition and UNOPS performance. According to the

research results, UNOPS knowledge application had a positive impact on performance. The research indicates that UNOPS favorable knowledge application leads to an increase in performance. The findings are confirmed by regression and correlation analyses, showing a favorable connection between UNOPS performance and knowledge application.

The research also indicates that knowledge transfer at UNOPS possess positive impact on performance. Regression and correlated results corroborate the findings that demonstrate a positive connection between the knowledge transfer and UNOPS performance level. The research also found that knowledge protection at UNOPS has a favorable effect on performance. The results of correlation and regression depict strong positive link between knowledge protection and performance.

5.4 Implications for Policy and Practice

This study has significant implication to UNOPS and other firms in general in that they may use the outcomes of this research to establish the strengths and weakness in their use of the knowledge management capabilities and therefore make maximum use of the capabilities they possess to their advantage. Further, the findings of this may be useful in that they may use them to establish their internal policies, which will be of importance in enhancing their performance.

The conclusion of the research too has implication to the policy makers in enabling them to make policies and guidelines, which are important in setting up a level playing ground to the firms by ensuring fair competition and wade off unethical business practices. This will be achieved by transferring the knowledge management capabilities possessed by the firms, facilitating their patenting, and copyrighting and ensure that firms operating in Kenya comply with the regulations.

The results of this research also have implication to theory development as well as knowledge on learning. By establishing how knowledge management capabilities influence performance of firms, the conclusions of this research supports the theories the study was founded on namely resource based view theory, knowledge based theory and dynamic capabilities theory. Researchers as well as scholars will also utilize the results in identifying additional study aspects on topics related addressing the same aspect by reviewing literature in existence to recognize research gaps.

5.5 Recommendations of the Study

The conclusions depict the UNOPS practice of knowledge acquisition has a beneficial impact on the performance. The research recommends the need for humanitarian organizations and other organizations in general to continue practicing knowledge acquisition practices as this will enhance their performance. Policy makers ought to develop policies which will enhance knowledge acquisition among humanitarian organizations such as UNOPS.

According to the findings, UNOPS knowledge application had a positive effect on performance. The study recommends the need for humanitarian organizations and other organizations in general to continue practicing knowledge application practices as this will enhance their performance. Policy makers ought to develop policies which will enhance knowledge application among humanitarian organizations such as UNOPS.

Performance at UNOPS was positively influenced by knowledge transfer, according to the findings of this study. The research recommends the need for humanitarian organizations and other organizations in general to continue practicing knowledge transfer practices as this will enhance their performance. Policy makers ought to develop policies which will enhance knowledge transfer among humanitarian organizations such as UNOPS.

Performance at UNOPS was positively influenced by knowledge protection, according to the study findings. The research recommends the need for humanitarian organizations and other organizations in general to continue practicing knowledge protection practices as this will enhance their performance. Policy makers ought to come up with regulations that enhance knowledge protection among humanitarian organizations such as UNOPS.

5.6 Limitations of the Study

Primary data was utilized in this study. To minimize the number of likely outliers, a structured questionnaire was used in the research. This may, however, pose the issue of biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including but not limited to the organization and the University. In addition, ethical concerns were considered. Finally, the researcher stated willingness to share the study with interested participants.

5.7 Areas for Further Research

The R^2 showed a variation of 93.3% which implies that other variables not considered in this study explains 6.7% of changes in performance. As a consequence, future study may concentrate on other variables that had probability of influencing performance such as internal control systems and organization culture. Policymakers would be able to devise and firmly implement an effective apparatus to improve performance by determining how each of the factor influences performance.

The research aimed to identify factors that influence performance at UNOPS. Similar investigations may be carried out in other humanitarian organizations or organizations in other sectors such as manufacturing, insurance among others. A cross-sectional research may also be performed for comparative reasons among many firms in a certain industry or across sectors.

Finally, this research relied on a model of multiple linear regression, which has its own set of drawbacks, such as errors and misleading results when a variable is changed. Future academics should investigate the many relationships between legacy stems cost management practices adoption and firm performance using models like the Vector Error Correction Model (VECM).

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APPENDICES

Appendix I: Letter of Introduction

JANE KIARIE

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NAIROBI, KENYA

<u>LETTER OF INTRODUCTION</u>

This to inform you that am a student taking MBA Reg Number D61/74179/2014. She is in her final year of studies and is therefore required to undertake research in her field of study specialization. The goal of this letter is to ask for your assistance so that she can administer her data collection instrument in your organization and compile a report that will be strictly be utilized for academic purposes alone.

Yours faithfully,

JANE KIARIE

Appendix II: Research Questionnaire

Dear Respondent,

I'm a Master of Business Administration student at the University of Nairobi and I have developed the questionnaire with respect to **"INFLUENCE OF KNOWLEDGE MANAGEMENT CAPABILITIES ON THE PERFORMANCE OF UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)"**. Kindly, specify with a tick or filling in the provided space(s). This is only for research work and all evidence will be preserved with the confidentiality it deserves.

Section A: Demographic Characteristics of the Respondents.

1. Kindly indicate your gender

       (a) Male   (   )

       (b) Female   (   )

2. Please indicate your age

       (a) Below 30 years   (   )

       (b) Between 31-40 years   (   )

       (c) Between 41-50 years   (   )

       (d) Above 50 years   (   )

3. How long you have worked at the organization.

       Less than 2 years   (   )

       Between 3-5 years   (   )

       c) Between 6-10 years   (   )

       d) Between 11-15 years   (   )

       e) More than 15 years   (   )

4. Please indicate the highest level of education

       (a) Undergraduate Degree   (   )

       (b) Postgraduate Degree   (   )

       (c) PhD   (   )

Section B: Knowledge Acquisition on Performance

The following statements show the influence of knowledge acquisition on performance of firms. Through ticking, kindly specify your rating appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

Knowledge Acquisition on Performance	5	4	3	2	1
1. The organization encourages search of knowledge earlier created for use in current tasks.					
2. Knowledge creation is an integral part of every organization staff.					
3. The firm encourages knowledge sharing between different departments to create a competitive advantage.					
4. Sharing of knowledge within the organization leads to creation of a pool of experienced staff and this leads to innovation.					
5. The management encourages distribution of acquired knowledge to different departments.					
6. Acquired knowledge is distributed in the organization through electronic or print media to all key stakeholders.					

Section C: Knowledge Application on Performance

The following assertions show the effect of knowledge application on performance of firms. Through ticking, kindly specify your rating appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

Knowledge Application on Performance	5	4	3	2	1
7.Application of new information results in invention in the business.					
8.New innovation provides the organization with an economic benefit in the market.					
9.Application of acquired knowledge leads to new inventions in the market.					
10. New designs as a result of acquired knowledge leads to inventions of new markets and customers.					
11. Knowledge application leads to creation of new and unique products in the market.					
12. New products as a result of knowledge application leads to increased sales volumes.					

Section D: Knowledge Transfer and Performance

The following statements show how knowledge transfer influences performance of firms.

Through ticking, kindly specify your rating appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

Knowledge Transfer and Performance	5	4	3	2	1
13. Our organization encourages collaboration between members to help in knowledge transfer.					
14. Collaboration of members has fostered knowledge transfer to various departments of the organization.					
15. Our organization collaborates different systems for knowledge transfer various departments.					
16. Collaboration of various systems and technologies leads to knowledge transfer to different staff members who learn different technologies in the organization.					
17. Our organization organizes benchmarking with other organizations in the same industry.					
18. Benchmarking transfers knowledge and technology from other organizations to our organization.					

Section E: Knowledge Protection and Performance

The following statements show knowledge protection on performance of firms.

Through ticking, kindly specify your rating appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

Knowledge Protection and Performance	5	4	3	2	1
19. Our organization has copyright protections of our knowledge and technology.					
20. Copyrighting our technologies has protected us from competitors copying our innovations.					
21. We have Patents on our inventions and this helps us avoid legal suits.					
22. Patenting our inventions has increased our competitive advantage in the market.					
23. Within our organization, every staff has a password which they use to log in to our system.					
24. Password protection in our system helps to prevent unauthorised access to our systems.					

Section F: Organization Performance

The following statements show measures of organization performance.

Through ticking, kindly specify your rating appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

Organization Performance	5	4	3	2	1
25. All our services are offered within the set timelines					
26. The cost of running our services has been reducing with time					
27. The quality of our services has been increasing over time.					
28. Service delivery to our customers has greatly improved due to focusing on their needs.					
29. Our internal business processes have greatly improved leading to high efficiencies.					
30. Expenditure in the organization is incurred as per the work plans					
31. We have been undertaking employee training and this has greatly improved our performance.					
32. Training our employees led to high quality services being rendered to our clients leading to improvement in performance.					

33. Our organization undertakes CSR activities which are beneficial to the community in which we operate within.					
34. The number of complaints from the community concerning our organization has reduced.					

Thank you for your time and response.

APENDIX III: TURNITIN REPORT.

IKOthuungu   **1/12/21**

INFLUENCE OF KNOWLEDGE MANAGEMENT CAPABILITIES ON THE PERFORMANCE OF UNITED NATIONS OFFICE FOR PROJECT SERVICES (KENYA MULTI COUNTRY OFFICE)

ORIGINALITY REPORT

15%	**13**%	**4**%	**7**%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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