

**THE INFLUENCE OF KNOWLEDGE MANAGEMENT ON PERCEIVED
PERFORMANCE OF COMMERCIAL BANKS IN NAIROBI**

**BY
CECILIA SANGULI**

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DECLARATION

Declaration by Candidate:

This research work is my original work and has not been submitted for a degree in any other University for any other award.

Sign _____

Date _____

CECILIA SANGULI MSHINGO

D64/84066/2015

This research work has been submitted with my approval as the University of Nairobi Supervisor.

Sign _____

Date _____

PROF. K' OBONYO

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This research project is dedicated to my mother Jackline Kongoda Mshingo for her commitment, moral support, and financial support throughout my years of study.

ACKNOWLEDGEMENT

Am thankful to the God Almighty for the sustenance, wisdom and strength he has granted me while undertaking this project. Secondly, I thank my family and friends for their undying love and support throughout the period of my studies. I would like to sincerely appreciate the works of my supervisor Prof. K' Obonyo whose guidance and incisive comments have enabled me see the success of this project; not forgetting the entire fraternity of University of Nairobi for their assistance in my studies. To all of you, thank you and may God bless you.

ABSTRACT

The study is about knowledge management and performance of commercial banks in Nairobi. The objective of this study was to establish the influence of knowledge management on performance of commercial banks in Nairobi. This study employed a descriptive census research design. The target population was all the 44 commercial banks in Nairobi. A structured questionnaire was used in this study to collect primary data. Data was collected from all the 44 banks. Data was analyzed using descriptive statistics such as mean, standard deviation, frequencies and percentages. Further, simple linear regression analysis was used to determine the influence of knowledge management on performance of commercial banks. Based on the research findings, the study concludes that knowledge management is key in improving the performance of commercial banks in Nairobi. Knowledge management is ensured in the commercial banks by having a good system for capturing, collecting and transferring relevant knowledge. The use of proper channels for communications created an effective tool for knowledge management mean. Knowledge management enhanced product and service delivery in these commercial banks and ensured improved employee productivity as well as the overall performance of commercial banks. This study recommends that other organizations which have not embraced knowledge management should consider doing so in order to improve their productivity and performance. It is suggested that a similar study be done in both the public as well as the private sector in order to obtain generalizable results.

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LIST OF ABBREVIATION AND ACRONYMS

AST	Adaptive Structuration Theory
ATM	Automated Teller Machines
CBK	Central Bank of Kenya
KM	Knowledge Management
OKC	Organizational Knowledge Conversion
OP	Organizational Performance
PC	Personal Computer
RBV	Resource-Based View
SECI	Socialization, Internalization, Externalization and Combination
SPSS	Statistical Packages for Social Sciences

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

For several organizations, periods of rapid technological changes are also periods of incessant struggles with maintain a high performance. Obviously, knowledge is slowly becoming the key factor in production after labor, land as well as capital (Moffett *et al.*, 2008). Although several forms of intellectual capital can be transferred, internal knowledge cannot be easily duplicated. This implies that the knowledge that employees hold in their minds easily gets lost once these employees leave the organization. Thus, the main goal of the management is to ensure that the acquisition process, integration as well as the use of that knowledge is improved, which is what knowledge management deals with (Kruger, 2009).

Knowledge management can enable banks in the region to achieve high performance in the now increasingly global economy. Knowledge is now recognized as a resource that is at par with other economic resources. As a resource, it should be managed and planned for systematically, just like any other economic resource. Despite some empirical studies having studied the relationship existing among KM and OP, the obtained results so far have remained uncertain (Ali, Al-Hakim and Hassan, 2013). Depending on the various outlined arguments, this study investigates the impact that KM has on organizational performance of the listed commercial banks.

The research study is anchored on three theories namely; the Resource-Based theory (RBV), the Adaptive Saturation theory as well as the organizational Conversion theory (OKC). The RBV opinions that a firm's resource aggregations are usually translated into strengths and weaknesses by the management. This theory holds that firms obtain sustainable high performances by arraying key inelastic resources as well as capabilities in supply (Grunert &

Hildebrandt, 2009). This establishes that the high performance of a firm is as a result of the presence of valuable, scarce, costly and inimitable strategic resources. On the other hand, the adaptive saturation theory relates to how individuals behave as they make use of technology and especially computers in the bank (Sedera & Zakaria, 2008). The organizational conversion (OKC) theory is used to identify socialization, externalization, internalization as well as combination (SECI), as the key interaction levels that actualize the knowledge management concept within the organization. Converting knowledge into different forms leads to knowledge retention within the system of the organization. Knowledge sharing as well as the experience implies that, as the aged retire from employment, the knowledge they possessed is retained within the new young employees who replace them in the organization (Dewah, 2011).

From the perspective of service delivery, banks offer services that can be linked as well as distinguished to public establishments e.g. Municipalities that are required to efficiently and effectively transfer services to the citizens. Shamin & Cloete (2010) highlighted that knowledge management is essential to the local government. By implementing knowledge management practices, the banks can deliver effective services, be able to function efficiently and operate in transparent environments characterized by accountability. To support the findings by Shamin & Cloete (2010), Fowler and Pryke (2003) established that one of the outcomes is that organizations ought to deliberately align themselves with their customers in order to ensure the provision of quality services and be able to understand the needs of the clients. Municipalities and banks ought to communicate constantly with their clients so as to ensure that their needs are met. This enables the two parties to share knowledge in form of documented information which eventually becomes organizational knowledge. In order for the managers to reserve knowledge, the enablers associated with it such as its creation, the sharing capability as well as how it can be retained should be available in the organization.

Despite the aim of knowledge management in organizations, independent studies have been done on the role of knowledge acquisition, conversion and application on the performance of the organization. Most of them on knowledge management have been carried in developing economies and there is a limited empirical finding on commercial banks (Lee & Choi, 2003). Hence the reason as to why I am conducting this study.

1.1.1 Knowledge Management

Knowledge management is the explicit as well as the systematic management of the key knowledge and is related to the methods of creating, gathering, diffusion, use as well as exploitation. It needs converting personal knowledge into corporate knowledge that is possible to widely be used jointly all over the organization and application be done appropriately. It concerns the essential issues of the organizations ability to adopt, survive as well as have competence encountered with changes in the environment that are discontinuously increasing. Basically, it is a representation of the organizational processes that are after synergistic combination of data as well as capacity of processing information and the creativity as well as innovativeness of human beings' capacity (Moffett, 2008).

Effective knowledge management can help an organization to achieve high performance through the improvement of internal undertakings, customer services, products, and even through creating a conducive work environment for the staff members. Knowledge management is essential in the banking industry because these commercial banks compete based on the knowledge possessed since majority of their work is based on knowledge. The product-service innovation rate is always rising in response to the complex customer needs. Moreover, while there has been a decline in the human capital due to competition, employee turnover as well as early retirements have been on the rise, the available time for one to gain the required experience and the necessary knowledge has also diminished. As a result, essential

knowledge is lost in the process. The global requirements have also increased the complexity and the dynamics of the existing business setting and with liberalizing majority of the economies all over the world; the financial markets embrace both big as well as the small players in the market (Wiig, 2009).

1.1.2 Organizational Performance

Performance is used to refer to the capability of the enterprise to attain the goals states as increased profits, delivering quality products, have an increased market share, improved financial results as well as surviving at set times with the use of essential strategies for action (Koonts & O'Donnell, 2008). Performance may also be used to determine how an enterprise is performing in relation to profit, market share as well as the quality of products in comparison to other enterprises in the same industry. Thus, it is a reflection of the member's productivity determined by the use of profit, revenue, growth, development as well as the extent of organizational expansion. Performance is comprised of several activities that assist in determining the organizational goals and monitoring their proceedings towards achieving the target. It's applicable in adjusting to accomplish the organizational goals more effectively as well as efficiently.

Organizational performance is comprised of the real output or the results of a firms' measures in relation to the anticipated outputs which are normally in the terms of goals as well as the objectives. With regard to the description of Richard *et al.*, (2009), Organizational performance comprises of 3 aspects namely, financial performance (profit, return on asset, returns on investment), product-market performance (sales, market share) as well as shareholders return (total shareholder return, economic value added). Organizational performance is regarded as the degree at which the firm is capable of meeting the stakeholders' needs as well as the survival of the firm itself (Griffin, 2008). Richard *et al.*, (2009) states that organizational

performance is the essential output of a given establishment either in goods or even services. It can be sectioned into financial (profit), internal non-financial (productivity) as well as external non-financial (satisfaction of customers) performances. Organizations in the private sector strive to ensure better financial results whereas organizations from the public sector mainly focus on non-financial results which are in the form of delivering essential public services to the citizens.

In order to achieve performance through the use of the staff members, the organization ought to perceive them as assets to the firm and must be give adequate attention so that they may remain productive. Various indicators exist through which the performance of the company may be judged. The effect of a balanced score card is that both qualitative and quantitative measures knowledge, the stakeholder's expectations as well as the choice of a strategy. Through this, performance is associated with both the short-term output as well as the process managements. After realizing that employees are highly valued assets in a firm, the importance of knowledge management has been set at the forefront (Kaplan and Norton, 2009).

1.1.3 Commercial Banks in Kenya

In Kenya, the establishment of the banking industry was by the Banking Act, the Companies Act, the CBK Act as well as the existing practical regulations given by the CBK. Kenya has 44 commercial banks currently that are licensed to carry out the business of financial mediation (CBK, 2017). Over the years, the banking sector has witnessed a noticeable increase in its assets, high performance, improved profits, increased deposits as well as diversification of products offered (CBK, 2017). The stated changes in the growth of the banking sector is said to be due to expanding of the commercial banks either in the local of the regional setup and venturing in the segment of the society previously seen as 'unbankable'. Secondly, growth can be related to the adoption of automated systems especially with the introduction of ATMs,

mobile banking systems as well as internet banking that has spread all over. The commercial banks have witnessed immense knowledge management over the past years, the management has been emphasizing on knowledge management since it is the backbone to improved performance because employees are a great element in the growth of the organization. This has been due to increased innovations from the commercial banks across the country (CBK, 2017).

The main aim of commercial banks in economic development is ensuring financial intermediation, which is mobilizing of surpluses and availing credit to those in deficits. They also enable the facilitation of implementation of monetary policies via open market operations, reserve requirements, among others. Commercial banks have also been able to provide a safe and efficient system of making payments for all individuals in the local sector as well as internationally. The banking sector in Kenya is a source of livelihood to a significant number of residents, with a total employment level of over 28,846 staff as at end of 2011.

1.2 Research Problem

Knowledge management (KM) has been considered over and over by every organization. In a broad dimension, it has been recognized that knowledge is a significant component of strategic organization in ensuring that innovation is enhance and that organizational performance is consequently improved (Rhodes *et al.*, 2008). According to Garavelli et al. (2004), regardless of the increased view on knowledge as a perceived strategic resource, there exists lack still no agreed way through which knowledge management is to be implemented. Since knowledge is not termed as a key factor of production as well as in creation knowledge in the society, research on this area contend that there is need to determine the proper use and management of knowledge in commercial banks in Kenya and commercial banks of other Sub-Saharan African countries to enable quality service delivery (Bloemer, 2008).

Saini (2013) suggest that the core objective of commercial banks is to be able to cover its expenses and ensure a return on investment, the returns made should be on the increase as bank continues operating. As competition continues to intensify many strategies are put in place to ensure that wealth is maximized in the world. Free entry to the markets has seen many commercial banks join the financial market, new innovative products and services are being released from time to time. Although, technology enhances innovation among commercial banks the entrance of Micro finance institutions and savings and credit cooperative societies have intensified the demand for product and service innovation among commercial bank (Cytonn Investments, 2015). On top of these, customers' expectations keep on changing as the literacy level rises and therefore to meet their demand banks have to rethink through their processes.

Knowledge management has been recognized as the most essential element in ensuring performance of any organization and the banking sector is no exception. Various studies have been conducted on knowledge management in the banking industry as well as in other industries. Cross and Weller (2011) surveyed 300 European banks and insurers on knowledge management. Similarly, Curado (2008) researched on perceived knowledge management existing in the banking industry in Portugal. Nyawade (2009) carried out a case study of BAT Kenya on Employee Perception of knowledge management Practices. Osano (2007) studied knowledge management in public quoted firms in Kenya. Likewise, Murianki (2008) surveyed knowledge management structures between Internet Service Providers in Kenya, while a study by Wangari (2009) on the link between the essential factors of success with relation to knowledge management existing in Olivado in Kenya (EPZ) Ltd. In Kenya, only a few studies (Mosoti and Mesheka, 2010) have been done relating to knowledge management. However, none of these studies have been able to address the subject of analyzing knowledge management and its influence on the performance of the 44 commercial banks registered in

Kenya. With the importance attached to knowledge management as a successful factor in the current world, it ought to be well studied and adequately documented. Thus, this study seeks to answer the question based on the research topic; what is the influence of knowledge management on the performance of commercial banks in Nairobi?

1.3 Study Objective

The study objective was to determine the influence of knowledge management on performance in commercial banks in Nairobi.

1.4 Value of the Study

This study analyzes knowledge management on performance in commercial banks in Nairobi; results of this study are useful to the following group of people: Managers of banks in Kenya benefit widely from the study, as it helps the banks assess the knowledge management and put the best measures in place so as to ensure that bank performance is enhanced and improved thus increasing on productivity and better services to clients.

Government benefits widely from this study. It's important for growth in terms of revenue that government organizations remain profitable because this is where the government earns its revenue via taxes and through knowledge management this goal will be easily met. Banks regulators such as the central bank of Kenya greatly benefit from the study because they are responsible in ensuring that the banks operate within the law and they offer quality service which are fair to all customers thus it benefits the regulator in the sense that they are able to manage knowledge in all aspect and ensure quality of service is offered.

Through this study, the researcher may be able to share a deeper and wider understanding of the analysis of knowledge management on performance in commercial banks in Nairobi.

Therefore, gaining more knowledge in an area which the researcher may not be familiar with and the information is relevant to the researcher's future career endeavors.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on other interrelated studies based on published and unpublished journals. The purpose of literature review is to establish the research works as well as other related secondary data that is relevant to this study (Kombo and Tromp, 2009). The review covers theoretical foundation of knowledge management and performance.

2.2 Theoretical Foundation

The study is anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory.

2.2.1 The Resource Based Theory

Penrose (1959) is regarded as the originator and the main contributor of the RBV theory. The theory rests on the idea that a firm is a wider resource base and that the organizational growth requires exploring the resources already in existence and developing new ones as well. Penrose (1959) also states that the workforce is not solely specialized and it is possible to redeploy it so as to enable the firm to diversify into making new products as well as services. RBV depicts out that the success of a firm is as a result of common assets, resources as well as capabilities owned by the firm, and these together differentiate the organization from the others in the same industry. The organizations resources as well as its capabilities allow the organization to achieve high performance.

Though a subsection of resources gives the firm its ability to attain high performance, another subsection leading to greater long-term performances. The resources as well as the capabilities valuable to a company should not be easily imitable, and should not be easy to acquire or replace especially by their competitors. Valuable and distinguishable resources enable the

organization to generate profits and sustain them for longer periods (Pessic, 2007). In a similar study, FNB & Nedbank's resources comprise of investment, equipment, capacities, knowledge, skills as well as expertise. In economies based on knowledge, knowledge is the key resources especially in banks. Knowledge is used to determine how an industrial enterprise is performing (Ngah and Ibrahim, 2008). Nevertheless, the Resource-Based Theory does not stipulate the process of knowledge acquisition and how to retain it in the firm. These shortcomings leave Nonaka & Takeuchi (2005) theory on the creation of knowledge in the organization incomparable the most ideal basis of its management.

2.2.2 Adaptive Saturation theory

This theory is based on Giddens's (1984) Saturation theory. It is expressed as the use of the existing rules and resources by members to initiate production and reproduction of the social systems. Poole & DeSanctis (1989) also used Giddens's theory (1984) so as to study how groups as well as organizations interact with IT, and hence named it Adaptive Saturation theory (AST). This theory assesses the techno centric perception of using technology and emphasizes more on social features. The use of IT by both the firm and groups when going about their work normally creates perceptions on the role and the use of the particular technology, and the way through which it is applicable in their operations. Thus, these ideologies thus influence the application of IT in and mediated its effects on the outcomes of the group.

According to Dewah (2011) this theory links people and organizational learning as a result of the key concepts that are able to tackle the characteristics of groups interacting together with technology. Organizational learning is stated as a constant aspect originating from individual's social relations as well as practices (Rao et al., 2005). The behavioral school is a community-like setup where learning is constant and where informal conversation is improved through the presence of reserved as well as readily available knowledge from within and without the

organization. Presence of collaborative technology in communicating such as the use of wiki, blog, Facebook and twitter among others, individuals have been exposed to current information as well as knowledge (Skyme and Amidon, 1997).

2.2.3 Organizational Knowledge Conversion Theory

This theory was proposed by Nonaka & Takeuchi (2005). It views interaction process of tacit as well as explicit knowledge as key in addressing knowledge management. Knowledge is shared by the senior workers and the experts to the junior workers and new candidates. Upon conversion of tacit know-how to unambiguous knowledge (externalization), the organizational system captures the knowledge and retains it in documents and databases within the organization. Retaining knowledge generally involves all the ways through which it is preserved and able to be retained in the system. It also involves the processes that help in maintaining its viability while in the system.

The SECI model by Nonaka & Takeuchi's (2005) deals with knowing how organizational knowledge can be created, shared, converted into various forms and how to manage it within the organization. Retention of knowledge is used to refer to the processes that allow for preservation of knowledge and the ability to keep it within the system (Neuman, 2006). Nonaka & Takeuchi's (2005) suggests that interaction between tacit and unambiguous knowledge leads to the creation of four knowledge conversion modes which include socialization, externalization, combination and internalization. Nonaka & Takeuchi's (2005) view on SECI is it's the engine that drive the process of creation and transfer of knowledge. The current collective engagement leads to dynamism in sharing and creation of knowledge that organizations are able to capture and retain. Knowledge conversion results from social interaction of both individuals and organizations as a result of creation and expansion of this interaction. Harsh (2009) notes that the Organizational Knowledge Conversion Theory was

proposed and improved by Nonaka with his acquaintances (Nonaka & Teece, 2011; Nonaka & Takeuchi's, 2005).

2.3 Knowledge Management and Performance

In this information system, nearly all firms are sensitized on knowledge and have been drive towards it so as to attain and be able to maintain their competitive advantage (Chilton & Bloodgood, 2013). The connection of knowledge management with performance of the organization is empirically explored, but minimally by evaluating the practice relating to knowledge management state. Various empirical studies concentrate on the particular idea of knowledge management but not the entire structure. Lee, Sangjae and Kang (2005) assessed organizational performance with regard to its knowledge, whereas Harlow (2008) assessed the tacit know-how in various firms in relation to hoe they affect the firm performance. Similarly, Kalling (2009) explains that studies focusing on the relation existing among knowledge management with performance of the organization often end with assumptions of performance: not basically at real profits but at the representatives of profits, for instance productivity. For instance, Lee & Choi (2003) determined corporate performance on the basis of 5 components: the entire success, the rate of growth, market share, profit levels as well as the rate in being innovative. Among the 5 components, 4 are profit estimators. On the other hand, Lin & Tseng (2005) computed corporate performance based on 7 components: production ratio, cost of ensuring performance, being competitive, growth in the firms' sales, profit levels, share in the market as well as the level of innovation. Four components among the seven are profit estimators.

People are basically the originators of knowledge as well as the ones who manage it. Management of knowledge requires the managers to develop practices that are able to capture, collect as well as allocate the required knowledge in the organization in order to advance on

delivery of services, outputs and the performance. Hence, by sharing and having professional teamwork, practices on knowledge management should be able to encourage and engage individuals in the various levels of organization to share their knowledge with others as well. In order to ensure that jobs reward better and work is more effective, departmental groups are normally encouraged to team up with an aim of exchanging information so as to address the concerns of the organization, institution, stakeholders as well as the expectations of the customers. In the process, teams establish relationships, trust as well as expertise and are able to create joint collection of resources, tools as well as artifacts that are able to sustain future knowledge. In various organizations, these forms of informal, self-sustaining interconnected bodies have been in existence for long and are normally referred to as communities of practice (CoPs) (Lave and Wenger, 1991). They have been found to be among the effective ways of managing tacit knowledge in organizations. These CoPs are normally found in the center of innovation and energy and are usually referred to as one of the enablers of knowledge management.

Job performance implies that a value of contribution to one's work (that is, the productivity of an individual). Knowledge management has the following as the basic concepts; accumulation, storage, retrieval, pass, feedback and update organizations internal data as well as transfer data into knowledge that can be used in order to minimize relearning and searching costs. Also, it implies keeping and sharing the best of individual's professional knowledge as well as experience with the other staff so as to improve on job performance. Hence, knowledge management does not only create intellectual value on the resources of the firm but also help in enhancing the productivity and the performance of an employee. Wu (2003) discovered that an increase in the operation performance of knowledge management leads to a consequent increase in job performance. Lin (2001) posts that application of knowledge management involves knowledge creativity, application and transfer, and all these leads to increased

organizational performance. During their study on examining the accounting departments in the government, workers in the police offices and the emergency medical technicians in the fire department, Wu (2003). Yang (2004) and Kong (2004) established that there is a positive and significant correlation between knowledge management and job performance.

An organization is said to be performing better business wise if it has the ability to: respond faster to key business issues; create new business opportunities easily; improve new product development and improve business processes easily. A number of work practice process usually affect the flow of information in any organization. Such processes include procedures of administration, business processes, patterns of sharing information, information silos as well as salary incentives (Petrides and Nodine, 2003). Also, the practice of knowledge management enables individuals to acquire the needed information whenever it's needed and be able to share it with others to help them and the process as well as it leads to making more informed decisions.

Business performance of an organization is closely as a result of organizational culture. Organizational culture has been defined by (Deshpande & Webster, 1989) as a set of values that are shared to help the members of an organization to understand how the organization functions and be able offer guidance to their thinking as well as their behavior. Several researchers have claimed that culture is usually an intricate system of standards as well as values already shaped overtime and are capable of affecting the types and variance of the processes and the behavior of an organization (Barney, 1986). Therefore, culture is considered as a type of glue that binds the social structures of an organization. Organizations in a competitive environment are bound to change their culture in order to survive, failure to which they may become unproductive (Jex, 2003). According to McKenna (2000), in an organization,

there exists four different cultures namely power, role, and achievement as well as support cultures.

2.3.1 Dimensions of Knowledge Management

The processes of knowledge management are rooted in social setup which is a key influence of such processes (Alavi, Kayworth and Leidner, 2006). Various scholars (Lopez *et al.*, 2004; Kulkarni, Ravindran and Freeze, 2007) have believed that supportive or adaptive organizational culture ensures that knowledge management technology and practices are successfully implemented. Alavi, Kayworth and Leidner (2006) listed proficiency, validation, innovativeness, teamwork as well as self-sufficiency as the key values of organizational culture that leads to efficient knowledge management. In any work setup, formalization is used to refer to the rules, procedures as well as the documented write-ups such as policies and job description manuals (Daft, 2001). Graham and Pizzo (1996) posted that in order to have an efficient knowledge management, a balance must exist among open as well as flexible systems of the organization coupled with being formal and disciplined outputs that are tangible. The prescribed guidelines existing in an organization provide avenues for learning as well as for knowledge and are able to effectively increase the communication in the organization (Keiser, Beck and Tainio, 2001).

According to Gold *et al.* (2001), the presence of guidelines and commands help to provide sequence in solving problems and making decisions which aid in accumulating knowledge. According to House *et al.* (2004), the manifestation of formalization is through practices of uncertainty avoidance to establish and enforce rules, procedures as well as regulations. All these lead to improved business performance of the organization is creating quicker responses relating to businesses major issues which are easy creation of new business opportunities,

improvement of the development of new products as well as improvement on business processes.

DeLong & Fahey (2000) cited interaction, teamwork, sharing as well as coaching, handling faults, direction of the knowledge in existence as the cultural features, aligning social relations based on knowledge management. Teamwork is the level of actual support as well as help in the organization normally determined by the behavior of individuals involving the allocation and completion of activities regard to mutual sharing of goals that takes place in a given social or work environment (Sonenwald and Pierce, 2000). According to Lopez *et al.* (2004), the culture of collaboration is a way of leveraging knowledge via organizational learning. A collaboration culture helps in creating knowledge by ensuring an increases exchange of knowledge which in turn increases the organizational business performance.

It was suggested by Kotler (1980) that the orientation of customers is referred as the application of marketing concepts that a sales person possesses during his service as well as during interaction with the customer. Professionally, a sales person requires expertise so as to meet the expectations as well as the requirements of the customer; and they should not be in doubt of what they are offering for sell. Alternatively, he should be able to question himself on the appropriate way of solving the question by the customer, a process called customer orientation. This process enables a sales person to regulate their methods of selling with regard to changes in the environment. Hence, once sales persons are faced with various customers and various situations of selling, they ought to respond appropriately. According to Manning & Thorne (2002), it is not sufficient to only satisfy the needs of the customer, but with the necessary technological equipment, sales persons are required to understand the experiences of the customers. So, there should be defined ways of analyzing knowledge, storing and using it through appropriate knowledge management which will be able to equip the sales person to

deliver quality services with more intensity. Once knowledge is successfully stored, share as well as used, a sales person will be better placed in providing and satisfying the needs of the customers.

A number of researchers indicate that the orientation of customers and the customer relationship are positively correlated and the performance of the sales person affects it (Williams & Attaway, 1996). Frankwick, Porter, & Crosby (2001) pointed out that the more a sales person makes contact, the more it will help in promoting, maintaining or improving the feelings of the customer and also increasing the intent to buy, the market size, market share, improved quality of the product or the service, creating higher values to customers, ease of entry in the various market types and an efficient way of handling customers which adds up to improved organizational market performance.

Knowledge is used by companies to attain a strategic advantage. In brief, is all about being able to generate higher values via knowledge in people, products as well as through processes. That is, technological knowledge or products signifies tools as well as infrastructure that leads to intelligent or smart produce which are able to result in premium prices and be a benefit to the users. Bridging such gap enabled Texas Instruments to save more on the cost of fabricating new semi-conductors a plan which was a billion \$ investment (Skyme & Amidon, 1997). Companies can also create competitive through the knowledge. Others may involve actively managing intellectual property portfolio of patents as well as licenses, as well as in the creation of new businesses that exploit internal generation of information together with knowledge.

2.4 Research Gaps

According to Hunt & Morgan (2007), the presence of improved knowledge management in managing capabilities is usually in superior situations that enable the satisfaction of the needs

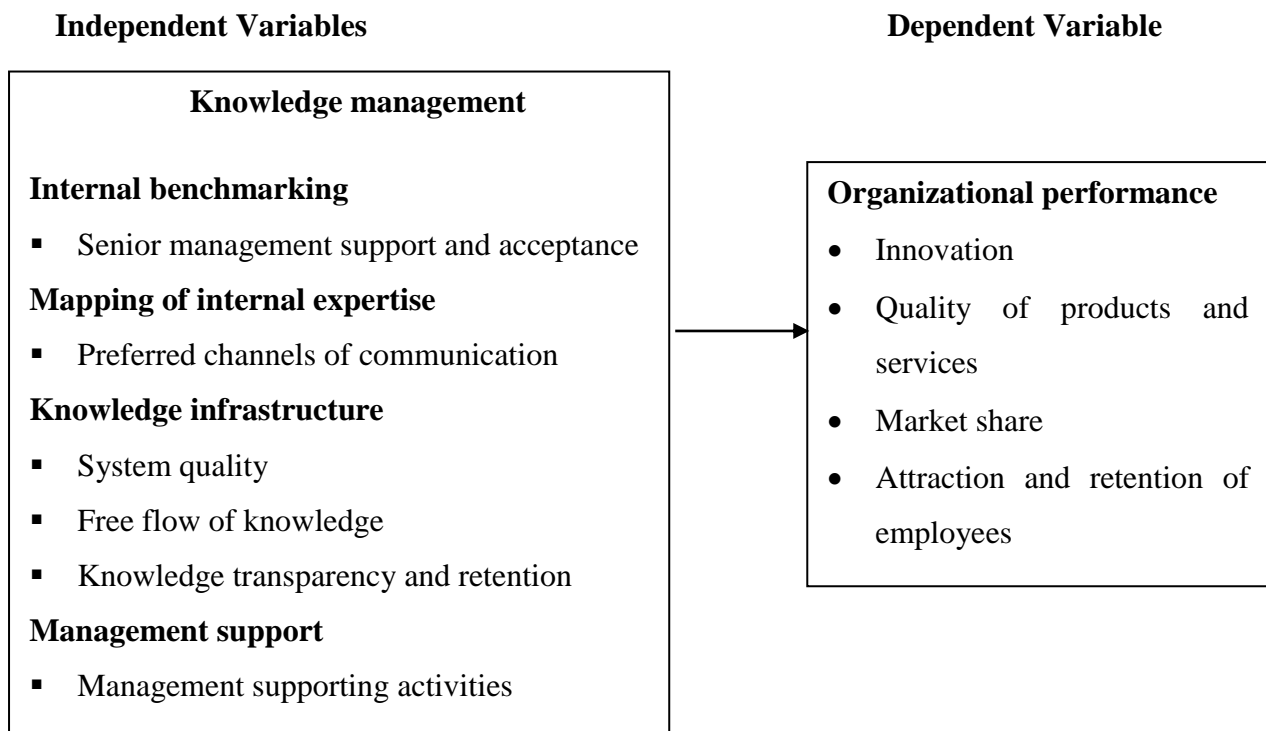
of the clients by ensuring that they receive better services. The existing literature illustrates that learning, securing as well as sharing of information in any organization brings about improved profit levels. Learning is the best huge variable for an association. Asset based perspective of association gives reasonable premise that how associations increase manageable utilizing so as to drive position learning based assets. Asset based view additionally states that driving organizations use their verifiable and unequivocal assets (Teece, 2008). It likewise demonstrates that the geographic area of a firm which is critical for information stream is additionally a vital benefactor to authoritative Performance. Learning based perspective of the association assumes that the information acquired by an association can make chances to end up a main association (Hendriks & Vriens, 2009). Much the same as whatever other source, viable information administration by building up the skills have to add to the key elements of efficiency.

It has been observed that in expert administration business knowledge management framework has diminished the expense of the firm and expanded item excellence. It is additionally said that essentially all management of knowledge framework's goal is to lessen expenditure by applying learning accessible in an association and to enhance administration excellence by empowering information conception (Ofek & Sarvary, 2009). It is fought that if learning administration is directed appropriately it can guide a firm to the vital outcomes as expanding firm yield which will prompt upper hand, expanding responsiveness, augmenting scholarly resources, sustaining client reliability (Housel & Bell, 2009), expanding development and producing worth for shareholders. Knowledge assets add to produce esteem by their coordinated effort (Youndt *et al.*, 2009), and cooperation among these components is fundamental in a manner that value of one constituent is broadened by the presence of different segments. Information assets positively affect authoritative execution (Carmeli, 2007).

Performance can be upgraded if hierarchical segments possess focal system positions which encourage access to crisp learning built up by different divisions inside of an association (Tsai, 2009). By recognizable proof of information advancement, learning application and learning utilizing and their distinctive impacts on performance, connections have been distinguished between learning and performance (Kalling, 2009). The asset-based hypothesis expresses that associations are in a position to pick up and keep up upper hand by the offer of special some assistance with firming assets that are significant, uncommon, and hard to duplicate and can't be supplanted by different assets. Writing establishes that learning obtaining and sharing information in an association leading to upgrade of efficiency (Darr, 2007).

2.5 Conceptual Framework

Figure 2.1: Conceptual Framework



2.6 Summary

This chapter shows the relation of knowledge management to the exiting literature. Emphasis were put on the various areas relating to the objectives of the study, that is knowledge management on performance, and other empirical studies conducted in the organization. The review shows that organizations require knowledge coupled with proper strategies that are able to ensure retention, capturing, storage as well as transfer of knowledge for reuse in the future. Knowledge management in organizations would have been possible if these organizations had knowledge management enablers already in place and if properly utilized, can be high performance in any business environment. This chapter also outlined the need for proper citation and referencing in any discipline.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used in collecting and analyzing data with regard to the objectives. This chapter covers the research design, study population, sampling design, collection of data as well as the analysis of the collected data.

3.2 Research Design

The study method that was used in carrying out this research was the descriptive method of study. This research design describes data and the features relating to a population under study and hence it was ideal in this study because it was easier to describe the influence of knowledge management on the organizational performance. This research design helps to answer who, what, where, when and how questions (Mugenda, 2008).

3.3 Target Population

As per Cooper and Schindler (2010) a study population is composed of people, events as well as records that comprise the anticipated information and are able to give answers to the measurement questions, hence providing guidance to the study on whether it's necessary to use a sample or a census. This study used census since all the 44 banks were studied.

3.4 Data Collection

The respondents will be Human Resource Managers in all the banks or in their absence any other senior officer in the Human Resource functions. The study used primary data which was collected by use of semi-structures questionnaires comprising: Likert type scales ranging from 1-5. The Questionnaire were administered to the respondents via drop and pick method.

3.5 Data Analysis

The collected data was analyzed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. The influence of knowledge management on the perceived performance of the commercial banks in Nairobi was established through regression analysis. The below model was adopted:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: - Y = Dependent Variable (Performance)

X = Independent Variable (Knowledge management)

β_0 = Intercept,

β_1 = Beta coefficient and

ε = error term.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

Data analysis and findings are presented in this chapter. Findings are presented in tables. Response rate was presented first then demographic characteristics of the sample. Findings of the study were then presented based on research objective.

4.2 Response Rate

The following results were obtained from the respondent after the 44 questionnaires were picked.

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage (%)
Response	35	80
Non-response	9	20
Total	44	100

Source, (Research data, 2018)

The response was 35 filled in and returned questionnaires out of 44 that were issued, giving a response rate of 80%. This response rate was sufficient as it conformed to the provisions of Mugenda that a response rate of above 70% is currents for drawing conclusions about a study (Mugenda et al., 2003).

4. Demographic Information

The respondents' results on demographic information on each commercial bank was as shown below.

4.3.1 Period of Operation

The following was indicated with regard to the number of years the bank had been in operation.

Table 4.2: Period of Operation

Period of Operation	Frequency	Percentage (%)
Less than 10 years	2	6
10-20 years	6	17
20-30 years	12	34
30-40 years	7	20
More than 40 years	8	23
Total	35	100

Source: Research data, 2018

From the findings in Table 4.2, majority (34%) had been operating periods between 20-30 years, 23% had operated for more than 40 years, 20% had been in operation for periods between 30-40 years, 17% had operated for 10-20 years whereas only 6% had been in operations for periods less than 10 years.

4.3.2 Period of Service

The following results were obtained from the respondent on the period of service in the particular commercial bank.

Table 4.3: Period of Service

Period of Served	Frequency	Percentage (%)
Below 3 yrs.	5	14
3-7 yrs.	13	37
8-14 yrs.	11	31
Over 15 years	6	17
Total	35	100

Source: Research data, 2018

From Table 4.3 above, the findings indicated that majority, 37% had worked in the various commercial banks for periods between 3-7 years, 31% had worked for periods between 8-14 years and 17% had worked for periods more than 15 years in their respective commercial banks. Only 14% of those who filled the questionnaires had worked for less periods below 3 yrs.

4.3.3 Employee in the Commercial Banks

The following results were obtained from the respondent on the number of employees in the particular commercial bank.

Table 4.4: Number of Employees

Number of employees	Frequency	Percentage (%)
Less than 1,000	10	29
Between 1,000-3,000	19	54
More than 3,000	6	17
Total	35	100

Source: Research Data, 2018

The results indicated that 54% of the commercial banks had employees between 1,000-3,000 employees, 29% had less than 1,000 employees whereas only 17% had employees more than 3,000.

4.3.4 Type of Bank Ownership

The following results were obtained in relation to the type of bank ownership.

Table 4.5: Distribution of Banks by type of Ownership

Ownership	Frequency	Percentage (%)
Public Commercial Bank	5	14
Private Bank Commercial	21	60
Foreign Commercial Bank	9	26
Total	35	100

Source: Research Data, 2018

The results indicated that majority of these banks (60%) were private banks, 26% were foreign owned and 14% were public commercial banks.

4.4 Knowledge Management

The respondents were requested to rate several statements that were used to measure knowledge management. The findings are tabulated in Table 4.6 and Table 4.7 below.

Table 4.6: Mean and Standard Deviation for Measures of Knowledge Management

	N	Mean	Std. Deviation
Internal Benchmarking	35	4.17	.453
Mapping of Internal Expertise	35	4.14	.355
Knowledge Infrastructure	35	4.89	.323
Management Support	35	4.94	.236
Valid N (list wise)	35		

Source, (Research data, 2018)

Table 4.6 above shows that the commercial banks use various measures of knowledge management tools as shown in the table above. The respondents strongly agreed that they use the following measures of knowledge management as shown; management support (mean=4.94, SD=0.236) and knowledge infrastructure (mean=4.89, SD=0.323). They agreed

that they use benchmarking (mean=4.17, SD=0.453) and finally mapping of internal expertise (mean= 4.14, SD=0.355).

Table 4.7: Means and Standard Deviation for Measures of Knowledge Management

	N	Mean	Std. Deviation
The senior management of this bank supports the wide sharing of knowledge	35	4.80	.406
The bank uses preferred channels of communication that ensure effective sharing of knowledge	35	4.86	.355
There are quality assurance systems in this bank	35	4.94	.236
There is free flow of information in this bank	35	4.14	.355
Knowledge transparency and retention in the bank has increased over the years	35	4.20	.406
Knowledge is widely shared in the organization	35	4.11	.323
This bank has a good system for capturing, collecting and transferring relevant knowledge	35	4.99	.151
Valid N (list wise)	35		

Source: Research Data, 2018)

The findings in Table 4.7 indicated that, these commercial banks have a good system for capturing, collecting and transferring relevant knowledge (mean=4.99, SD=0.151), there are quality assurance systems in these commercial banks (mean=4.94, SD=0.236), the commercial banks uses preferred channels of communication that ensure effective sharing of knowledge (mean=4.86, SD=0.355), senior management of these commercial banks supports the wide sharing of knowledge (mean=4.80, SD=0.406), knowledge transparency and retention in these commercial banks has been on the rise (mean=4.20, SD=0.406), there is free flow of information in these commercial banks (mean=4.14, SD=0.355) and finally knowledge is widely shared in the organization (mean=4.11, SD=0.323).

4.5 Performance of Commercial Banks

The respondents were requested to rate several statements that were used to measure the performance of the listed commercial banks. The results obtained from the research were tabulated in Table 4.8 below:

Table 4.8: Means and Standard Deviation for Measures of Performance

	N	Mean	Std. Deviation
The bank has the ability to develop new innovative financial products for its clients	35	4.17	.382
The bank has quality products and services	35	4.86	.355
The bank's market share has improved	35	4.03	.169
Profitability of the bank had improved	35	4.06	.236
The bank has the ability to attract essential employees	35	4.89	.323
The bank has the ability to retain essential employees	35	4.94	.236
Valid N (list wise)	35		

Source, (Research data, 2018)

From the findings, these commercial banks have the ability to retain essential employees (mean=4.94, SD=0.236), commercial banks have the ability to attract essential employees (mean=4.89, SD=0.323), commercial banks offer quality products and services (mean=4.86, SD=0.355), the commercial banks have the ability to develop new innovative financial products for its clients (mean=4.17, SD=0.382), profitability of these commercial banks had improved (mean=4.06, SD=0.236) and finally, these commercial bank's market share has improved (mean=4.03, SD=0.169).

4.6 Knowledge management and Organizational Performance

Simple linear regression analysis was used in determining the influence of knowledge management on how commercial banks in Nairobi perform. The findings that were obtained were presented in Tables 4.9, 4.10 and Table 4.11 below.

Table 4.9: Regression results for the effect of knowledge management on performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.704	.193

a. Predictors: (Constant), Knowledge Management

Source, (Research data, 2018)

The adjusted R Squared also referred to as the coefficient of multiple determinations is the percentage of the variance of the dependent variable explained uniquely or jointly by the independent variable. From the model summary, R Squared is presented by 0.712 and R by 0.844. This means that the coefficient of determination (R-Squared) is 71.2% and hence the independent variable knowledge management explains the dependent variable performance 71.2% of variance in the dependent variable performance.

4.6.1 Analysis of Variance

Analysis of Variance (ANOVA) was used to describe whether knowledge management was significant and whether it could be used as a predictor of performance.

Table 4.10: Analysis of Variance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.056	1	3.056	81.988	.000 ^b
	Residual	1.230	33	.037		
	Total	4.286	34			

a. Dependent Variable: Performance

b. Predictors: (Constant), Knowledge Management

Source: Research Data, 2018

Table 4.10 shows that the F statistic was 81.988 at 5% significance level. The P value was 0.000 which was less than 0.05 and hence the model was statistically significant and therefore fit for the intended analysis.

Table 4.11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.321	.282		8.230	.000
	Perceived Quality of Employee Relations	.535	.059	.844	9.055	.000

a. Dependent Variable: Performance

(Source; Author, 2018)

From the findings presented in Table 4.11, holding all factors constant, the performance would be constant at 2.321. However, increasing knowledge management by a unit will increase performance by 0.535. The positive and significant regression coefficient B=0.535, t=9.055, P value less than 0.05 implies that knowledge management (independent variable) has a positive impact on the overall performance (dependent variable). The regression model thus becomes;

$$Y = 2.321 + 0.535X_1$$

4.7 Discussion of Findings

From the findings of this study, it has been established that knowledge management leads to improvement in the performance of Kenyan commercial banks. In commercial banks, knowledge management is ensured by having a good system for capturing, collecting and transferring relevant knowledge mean=4.99. The use of proper channels for communications created an effective tool for knowledge management mean=4.86.

The study also made conclusions that knowledge management has a positive significant impact of the perceived commercial banks' performance as it explains 71.3% of the performance of these banks. The variables were also significant at 95% significant level (P value of less than 0.05).

The findings of this study concur with those of Godfrey (2015) on the relationship that exist between knowledge management and performance of listed commercial banks. From his findings, he established that knowledge conversion, transfer and the application of knowledge has a significant relation with performance.

A study by Charity (2012) on knowledge management and performance of the listed Kenyan commercial banks established that their performance is greatly affected by knowledge management. She noted that the quality of products as well as services is greatly enhanced with the presence of knowledge management. There is also observed increased productivity, competition, proximity to customers, increased satisfaction of customers as well as an increased market share.

A study on the influence of knowledge management practices on the performance of selected global audit firms in Kenya established that knowledge identification, acquisition, sharing as

well as its application affects the performance of audit firms in Kenya significantly (Nancy, 2016).

With various studies being carried out to examine the impact of knowledge management on the performance of the organization, a number of researchers have examined the relations existing as well as the strength emanating from knowledge management and performance. In majority of these studies, the general concept of performance was used, touching both the financial and non-financial performance. However, the conclusions drawn from these research studies indicate a significant impact of knowledge management on the organizational performance (Godfrey, 2012; Nancy, 2016; Charity, 2012).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter is a synthesis of the whole study containing entails the study summary, conclusions drawn from the findings as well as the recommendations with regard to the study objective considered.

5.2 Summary of findings

Following the objective of this study which was to establish the effect of knowledge management on the commercial banks' performance in Nairobi, the results of this study were obtained from 35 out of the 44 commercial banks in Nairobi. Among the human resource managers of the commercial banks who filled and returned the questionnaires stated that majority of these commercial banks have been operating for periods between 20-30 years, had between 1,000-3,000 employees and were privately owned. Majority of these human resource managers had worked in the respective banks for periods between 3-7 years and hence the information they provided was quite reliable.

The four measures of knowledge management studies were both applicable in the studied 35 commercial banks in Nairobi. Among these measures of knowledge management, management support took a lead, then knowledge infrastructure, internal benchmarking and finally mapping of internal expertise. From the findings of this study, it was established that these banks had a good system for capturing, collecting and transferring relevant knowledge, they had quality assurance systems in place, they use preferred channels of communication that ensure effective sharing of knowledge and that the senior management supports the wide sharing of knowledge. This kept everyone in the bank informed of the undertakings as well as the happenings of the bank. These findings support the findings of Alavi & Leidner (2001) who stated that knowledge

management manages organizations knowledge by the application of a systematic and a process that is already specified by the organization in the acquisition, sustaining, application, sharing as well as during the renewal of tacit as well as ambiguous employee knowledge that helps in enhancing the performance of the organization by creating value.

The research findings on the performance of commercial banks indicated that through knowledge management, the commercial banks have been able to attract and retain vital employees as well as offering products as well as services that are of quality to the existing and new customers. It is through knowledge management that an organization is able to embrace innovation which leads to varied products and services that can meet the customers' needs and better off, create competitive advantage. According to Tang (2000), the initial stages of knowledge management is knowledge innovation either internal or external to the organization; whereby internal knowledge emerges from learning, research as well as development, and also through the accumulation of experience and learning through doing tasks. On the other hand, external knowledge can be obtained from suppliers, customers as well as from competitors.

The regression analysis findings indicated that holding all factors constant, the performance would be constant at 2.321; and that holding all other factors constant increasing knowledge management by a unit will increase performance by 0.535. The positive regression coefficient is an indication that a direct proportionality in the increase of knowledge management will lead to subsequent increase in the performance.

5.3 Conclusion

Commercial banks in Nairobi have been found to have extensive knowledge on the measures of knowledge management and that they have embrace it in their system. The study thus concludes that knowledge management is significant for influencing the performance of the

studied Commercial banks in Nairobi. Knowledge management enhances the quality of products and services rendered by the banks, increases the productivity of the bank, increases the capacity to create competitive advantage and increases the customer satisfaction as well as employee satisfaction.

The study also concludes that knowledge management affects the attraction and retention of essential employees in the banks. It is through knowledge management that people are able to share with other in the different organizational levels, managing knowledge requires managers to develop good practices for capturing, collecting and transferring relevant knowledge within the bank to improve on service delivery and also knowledge management helps in improving the productivity and performance of both the firm and the employees as well.

5.4 Recommendations

The study established that knowledge management is significant in improving the performance of commercial banks. As a result, the following recommendations were made:

The study recommends that all the commercial banks embrace knowledge management practices to ensure improved performance. They should also be able to diversify the use of the various measures of knowledge management and not concentrate on the specifics. This will help in improving productivity of employees and the performance of the bank.

Knowledge management is not only an essential tool in commercial banks but also applicable to other organizations as well. The study thus recommends that all other organizations should also embrace knowledge management as they are all required to manage their information and knowledge effectively to ensure they compete favourably in their respective industries. This knowledge management will also help them improve their productivity and performance.

The study also recommends that commercial banks should practice proper knowledge management so as to be able to have a competitive over their counterparts. This can be achieved by having a quick and accurate way of having services and products that satisfy the customer needs and other stakeholders in the bank. Proper knowledge also helps in guarding the sensitive information controlled by the banks.

5.5 Limitations of Study

The study used descriptive research design. Knowledge management as a strategy is fluid cognizant as a result of changing environment. Any research carried out at a static point in time may fail to bring out the effects of changing knowledge management over time. As a result, the findings of this study may be different if a longitudinal study is chosen.

The use of a 5-point Likert scale in the questionnaire was also a limitation. This is because the respondents may fail to choose the lowest rating due to negativity attached to it despite its accuracy. Given a chance, respondents will always opt for answers that lie in the middle as they offer a safety net. Personal issues of the respondents (e.g. Fatigue) may influence them to just fill in the questionnaire just to ensure it is complete without considering the contents thereof.

5.6 Areas for Further study

From the results obtained, various recommendations were put forth by the researcher in relation to the study objective:

The focus of this study was to study the influence of knowledge management on the commercial banks' performance in Nairobi and thus suggests that another study ought to be done in order to investigate the effect of knowledge management on the performance of firms

in both the public as well as the private sectors. This will provide reasonable grounds for obtaining facts for generalization of the findings from various studies.

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APPENDIX I: QUESTIONNAIRE

This research questionnaire seeks to establish the influence of knowledge management on performance of commercial banks in Kenya. The study is strictly for academic purpose.

(Tick and fill where appropriate)

SECTION A: GENERAL INFORMATION

1. How long has the bank been operational?

Less than 10 years []

Between 10-20 years []

Between 20-30 years []

Between 30-40 years []

More than 40 years []

2. Number of years worked

Less than 3 years []

3-7 years []

8-14 years []

Above 15 years []

3. How many employees are in the bank?

Less than 1000 []

Between 1000-3000 []

More than 3000 []

4. Indicate the ownership of the bank

Local public commercial bank []

Local private bank commercial []

Foreign commercial bank []

SECTION B: KNOWLEDGE MANAGEMENT

5. To what extent does your commercial bank make use the following measures of knowledge management? Indicate by ticking your level of agreement where 5= *very great extent*, 4= *great extent*, 3= *moderate extent*, 2= *less extent*, 1= *very less extent*

	1	2	3	4	5
Internal Benchmarking					
Mapping of Internal Expertise					
Knowledge Infrastructure					
Management Support					

6. To what extent do you agree with the following statements on knowledge management outcomes in terms of organizational performance in the bank? Indicate by ticking your level of agreement where 5= *very great extent*, 4= *great extent*, 3= *moderate extent*, 2= *less extent*, 1= *very less extent*

	1	2	3	4	5
The senior management of this bank supports the wide sharing of knowledge					
The bank uses preferred channels of communication that ensure effective sharing of knowledge					
There are quality assurance systems in this bank					
There is free flow of information in this bank					
Knowledge transparency and retention in the bank has increased over the years					
Knowledge is widely shared in the organization					
This bank has a good system for capturing, collecting and transferring relevant knowledge					

SECTION C: PERFORMANCE

7. How would you compare your banks performance over the past 3 years to that of other banks that you are in competition with? Indicate by ticking your level of agreement where 5= *very great extent*, 4= *great extent*, 3= *moderate extent*, 2= *less extent*, 1= *very less extent*

	1	2	3	4	5
The bank has the ability to develop new innovative financial products for its customers					
The bank has quality products and services					
The bank's market share has improved					
Profitability of the bank has improved					
The bank has the ability to attract essential employees					
The bank has the ability to retain essential employees					

THANKS FOR YOUR COOPERATION

APPENDIX II: LIST OF COMMERCIAL BANKS IN KENYA

1. ABC Bank (Kenya)
2. Bank of Africa
3. Bank of Baroda
4. Bank of India
5. Barclays Bank of Kenya
6. CFC Stanbic Holdings
7. SBM Bank
8. Citibank
9. Commercial Bank of Africa
10. Consolidated Bank of Kenya
11. Cooperative Bank of Kenya
12. Credit Bank
13. Development Bank of Kenya
14. Diamond Trust Bank
15. Dubai Bank
16. Eco Bank Kenya
17. Equatorial Commercial Bank
18. Equity Bank
19. Family Bank
20. Fidelity Commercial Bank
21. Fina Bank
22. First Community Bank
23. Giro Commercial Bank
24. Guaranty Trust Bank Kenya

25. Guardian Bank
26. Gulf African Bank
27. Habib Bank
28. Housing Bank AG Zurich
29. Housing Finance Company of Kenya
30. I&M Bank
31. Imperial Bank (In receivership)
32. Jamii Bora Bank
33. Kenya Commercial Bank
34. Middle East Bank of Kenya
35. National Bank of Kenya
36. NIC Bank
37. Oriental Commercial Bank
38. Paramount Universal Bank
39. Prime Bank Kenya
40. Sidian Bank
41. Standard Chartered Kenya
42. Trans National Bank
43. United Bank of Africa
44. Victoria Commercial Bank