



Vol. 7, Iss. 1 (2026), pp 87 –102, February 25, 2026. www.reviewedjournals.com, ©Reviewed Journals

KNOWLEDGE GENERATION AND STRATEGY IMPLEMENTATION IN PUBLIC SECTOR IN KENYA. A CASE STUDY OF KENYA BUREAU OF STANDARDS

¹ Kang'iri Njeri Jacqueline, ² Denis Muchangi, PhD & ³ Pius Odunga, PhD

¹ PhD Candidate, School of Business and Education, Kirinyaga University, Kenya

² Senior Lecturer, Department of Business, Kirinyaga University, Kenya

³ Associate Professor, Department of Business, Kirinyaga University, Kenya

Accepted: February 6, 2026

DOI: <https://doi.org/10.61426/business.v7i1.476>

ABSTRACT

This study examined the influence of knowledge generation on strategy implementation in public sector organizations in Kenya, with a focus on the Kenya Bureau of Standards. Government institutions generate vast amounts of knowledge; however, they lack structured frameworks for knowledge generation leading to inefficiencies in strategy implementation. The study was guided by Resource-based view theory. The study adopted mixed-methods research design, incorporating descriptive, case study, and correlational approaches to allow for both broad and in-depth exploration of the study variables. The research was conducted at KEBS offices countrywide, with a target population of 1,080 employees. A pilot study was done at Nakuru with 36 participants, while the final sample size was 292 employees. Stratified random sampling was used to ensure a diverse representation of employees across various departments. Primary data was collected using structured questionnaires and in-depth interviews, while secondary data was obtained from policy documents, institutional reports, and relevant literature. Quantitative data analysis involved descriptive and inferential statistics using SPSS. Descriptive statistics, including measures of central tendency, frequency distributions, and percentages, were used to summarize data. Inferential analysis, including correlation and multiple regressions were conducted to assess the relationships between knowledge management practices and strategy implementation. Qualitative data was analyzed thematically to provide deeper insights into the impact of knowledge management on strategic processes. Overall, the study showed that effective knowledge generation positively influences strategy implementation in the public sector. The results revealed that knowledge generation is a moderate, significant and positive influencer of strategy implementation. The study recommended that the organization's management review its knowledge generation policy to update and align it to the strategic goals of the organization.

Key Words: Data excavation Procedures and Tools, Trainings, Research and Development, Knowledge Management

CITATION: Kang'iri, N. J., Muchangi, D., & Odunga, P. (2026). Knowledge generation and strategy implementation in public sector in Kenya. A case study of Kenya Bureau of Standards. *Reviewed Journal International of Business Management*, 7 (1), 87 – 102.

INTRODUCTION

In an increasingly complex and competitive environment, strategy implementation has become a crucial component of organizational success. While formulating a strategic plan is important, it is the successful implementation of that plan that determines whether an organization meets its goals and delivers value to stakeholders. Organizations, particularly in the public sector, are under growing pressure to deliver efficient and effective services amid rising expectations, globalization, technological advancements, and evolving stakeholder needs. As such, aligning internal capabilities, including knowledge management (KM), with strategic objectives is vital for sustainable performance.

Globally, governments and public sector organizations are increasingly embracing strategic management to address complex social, economic, and technological changes. Strategic implementation, which involves putting plans into action and ensuring that organizational objectives are achieved, is a fundamental pillar of public sector reforms in many countries. According to Höglund et al. (2018), strategy implementation entails the translation of strategic plans into operational activities, supported by appropriate resource allocation, leadership, and monitoring mechanisms. In developed countries, such as those in Europe and North America, public institutions have adopted sophisticated strategic management frameworks that integrate knowledge management systems to facilitate better decision-making and service delivery (Stewart, 2021). Further, organizations with well-integrated knowledge management systems achieve higher efficiency and effectiveness in strategy execution (Donate & DePablo, 2015).

At the national level, the situation in Kenya mirrors the challenges observed in many African countries. Okemwa and Smith (2014) indicate that the Kenyan government has yet to efficiently integrate KM in most of its agencies, despite generating a considerable amount of knowledge that remains underutilized (Ondari-Okemwa, 2007). Although there is growing awareness of the value of KM, many government institutions still lack a strategic focus on its implementation (Ndiege & Wamuyu, 2019). Mwai (2012) observed that public sector organizations in Kenya rarely embed KM into core functions like strategy implementation, unlike their counterparts in Asia and Western countries. In contrast, private institutions in Kenya have made significant strides in adopting KM for innovation and competitive advantage. Wanyama (2018) likens knowledge to organizational capital, stating that it enhances performance and sustainability—both of which are essential to strategy execution.

Kenya Bureau of Standards (KEBS) is a public sector organization (PSO) that was instituted in 1974 and is mandated under Chapter 496 of the laws of Kenya. (KEBS, 2023). According to Onyango (2012), public sector organizations are institutions established by the state to formulate, implement and attain public goals. These organizations are also referred to as state corporations, and they sometimes have a commercial goal despite being recognized and mandated to achieve societal objectives. According to Onyango (2012), public sector organizations in Kenya are established governed and regulated by the provisions of State Corporation Act Chapter 446. The Act e that state corporations are public bodies established by an Act of Parliament or any other written law.

Statement of the Problem

Strategy implementation in Kenya's public service organizations continues to face significant challenges. Studies indicate that ineffective knowledge sharing, limited knowledge retention, and poor knowledge utilization contribute to delays, inefficiencies, and sub-optimal policy outcomes (KIPPRA, 2021). A recent government audit revealed that only 58% of public sector strategies are successfully implemented (Kenya Public Service Report, 2022). These deficiencies hinder service delivery, policy execution, and the achievement of national development goals. Despite the growing recognition of knowledge management (KM) as a critical success factor in organizational performance, public institutions in Kenya struggle with aligning strategic objectives with effective knowledge management practices (KIPPRA, 2021).

A study examining KM practices and performance of national government ministries in Kenya found that 49.2% of respondents agreed that application of KM practices enhance staff morale, while 52.1% agreed that productivity was enhanced through improved skills and competency (Johanson, 2021). This suggests a critical role of KM practices in employee's efficiency which is an ingredient of strategy implementation and the need to explore it further. However, there is limited understanding of how KM impacts strategic implementation in Kenya's public sector, particularly at the institutional level. Existing literature primarily focuses on general knowledge management practices without addressing their direct influence on strategy implementation in Kenya's public sector. A study on factors affecting strategy implementation in the public sector in Kiambu County highlighted that employee training and organizational culture significantly influences strategy implementation (Johanson, 2021). However, there is insufficient research that directly links KM practices — such as knowledge generation to the success of strategy implementation in Kenya's public service organizations. This study sought to bridge this gap by investigating how strategy generation impact strategy execution in public organizations, with a specific focus on KEBS.

Research Objective

The objective of this study was to determine the influence of knowledge generation on strategy implementation in public sector organizations in Kenya. The study was guided by the following hypothesis;

- H_0 : Knowledge generation has no significant effect on strategy implementation in public sector in Kenya.

LITERATURE REVIEW

Resource-Based View Theory

The Resource-Based View (RBV) theory posits that the resources available to an organization fundamentally determine its competitive advantage and performance (Bromiley & Rau, 2016). This theory emerged in the 1980s and 1990s, with key contributions from Wernerfelt, Hamel, Prahalad, and Barney, who argued that organizations should focus on their internal capabilities to gain a sustainable competitive edge (Hitt et al., 2016). RBV classifies resources into tangible and intangible assets, both of which can be leveraged to enhance an organization's strategic implementation (Jurevicius, 2013). Among these resources, knowledge is considered one of the most critical intangible assets that influence an organization's ability to implement strategies effectively (Nonaka, 1994). The theory suggests that organizations should develop unique, inimitable resources, such as specialized knowledge and expertise, to maintain long-term success (Kogut & Zander, 1996).

One of the central tenets of RBV is that knowledge is a strategic resource that enhances an organization's decision-making and operational efficiency (Connor, 2002). Organizations that can effectively generate, store, and utilize knowledge gain a competitive advantage, as knowledge is often rare, valuable, and difficult for competitors to replicate (Zack, 1999). The theory emphasizes that organizations must identify and develop their core competencies by leveraging their internal knowledge base (Bromiley & Rau, 2016). In the context of this study, knowledge management plays a crucial role in strategy implementation, as it enables organizations to optimize decision-making and enhance operational performance (Reich et al., 2014). The ability to harness and apply knowledge effectively ensures that strategies are implemented in a structured and efficient manner, leading to improved organizational outcomes (Hitt et al., 2016).

RBV also highlights the importance of knowledge generation in achieving strategic objectives (Wernerfelt, 1984). Knowledge generation involves creating new information, insights, and expertise that can enhance decision-making and drive innovation (Barney, 1991). This process is critical in public sector organizations, where knowledge serves as a fundamental resource for policy formulation and service delivery (Kivunja, 2018). The ability of public service organizations such as the Kenya Bureau of Standards (KEBS) to generate and disseminate knowledge determines their effectiveness in implementing strategies that align with national

and institutional goals (Bromiley & Rau, 2016). Organizations that prioritize knowledge generation foster a culture of continuous improvement and innovation, which enhances their ability to respond to emerging challenges and opportunities (Jurevicius, 2013).

Another significant aspect of RBV is knowledge utilization, which refers to the application of knowledge in decision-making and operational processes (Nonaka, 1994). According to RBV, organizations that effectively utilize knowledge can enhance their strategic execution and overall performance (Kogut & Zander, 1996). Knowledge utilization involves integrating insights gained from research, experience, and best practices to optimize strategic initiatives (Zack, 1999). In the context of KEBS, the effective utilization of knowledge ensures that policies and regulations are implemented efficiently, leading to improved service delivery and compliance with national standards (Bromiley & Rau, 2016). The RBV framework suggests that organizations should invest in systems and processes that facilitate knowledge sharing and application to enhance strategic implementation (Connor, 2002).

Moreover, RBV posits that organizations with distinctive knowledge and expertise gain a sustainable competitive advantage (Barney, 1991). Public sector organizations must develop mechanisms to retain and manage knowledge to enhance their strategic execution (Reich et al., 2014). The ability to harness knowledge enables organizations to improve their internal capabilities, optimize resource allocation, and enhance service delivery (Hitt et al., 2016). The theory further asserts that knowledge should be systematically stored and retrieved to facilitate continuous learning and adaptation (Nonaka, 1994). Organizations that fail to institutionalize knowledge management risk inefficiencies and inconsistencies in their strategic implementation processes (Kogut & Zander, 1996).

The Resource-Based View (RBV) theory provides a strong theoretical foundation for understanding the role of knowledge as a strategic organizational resource that enhances decision-making, innovation, and competitive advantage. This theory is relevant to knowledge generation on strategy implementation, as outlined in the first specific objective of the study, which seeks to determine the effect of knowledge generation on strategy implementation in the public sector in Kenya. According to RBV, knowledge generation is a vital internal capability that empowers organizations to adapt, innovate, and respond effectively to changing environments. By treating knowledge as a unique, valuable, and inimitable resource, RBV highlights its role in enabling organizations like KEBS to execute strategies effectively. The study, therefore, leveraged RBV to examine how the creation of new knowledge supports strategic processes, positioning knowledge generation as a crucial factor in enhancing institutional performance and achieving sustainable development in the public sector.

Despite its relevance, RBV has limitations, particularly in its lack of emphasis on social relationships/networks and technological advancements in knowledge management (Zack, 1999). While RBV underscores the importance of knowledge as a strategic resource, it does not fully address how technology and social networks facilitates knowledge storage, retrieval, and dissemination (Connor, 2002, Hitt et al., 2016). In the modern organizational landscape, people and technology play a crucial role in knowledge management, influencing how organizations generate, share, and utilize knowledge (Bromiley & Rau, 2016). Given this gap, this study integrated the Social Capital Theory to provide a comprehensive elaboration on the role of social relationships/networks in knowledge management and its effect on strategy implementation.

Conceptual Framework

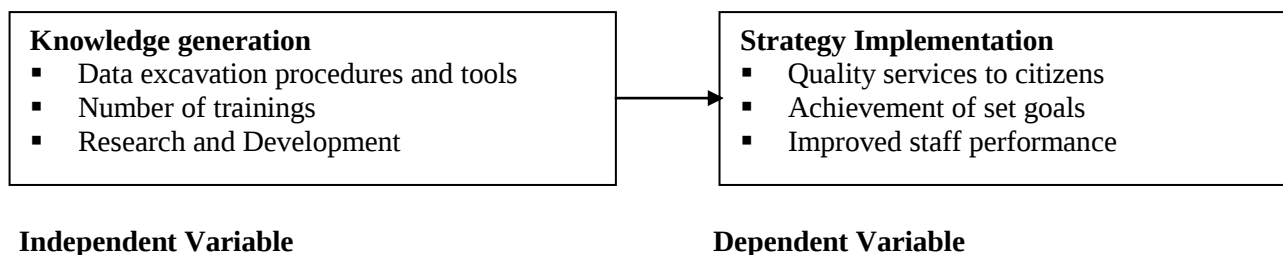


Figure 1: Conceptual Framework

Empirical Literature

Knowledge Generation and Strategy Implementation in Public Service

Knowledge generation plays a crucial role in ensuring the successful implementation of strategies in public service organizations. The Knowledge Management Policy – Kenya defines knowledge generation as a continuous process involving the transformation of tacit and explicit knowledge into new knowledge through mechanisms such as socialization, externalization, amalgamation, and internalization (GOK, 2022). These mechanisms enable public institutions to generate insights, develop solutions, and adapt to changing operational environments, which in turn strengthens their ability to implement strategies effectively. Bista (2020) emphasizes that knowledge generation stems from various sources, including professional experiences, personal interactions, and analytical engagements. Employees acquire knowledge through their day-to-day activities, observations, and problem-solving tasks, making knowledge generation an integral part of organizational learning. Organizations that foster a culture of knowledge sharing and innovation are more likely to enhance their strategic capabilities and maintain operational efficiency (Zack, 2019).

Zack (2019) further posits that knowledge generation is influenced by an organization's ability to promote collaboration and information exchange. In public service organizations, employees acquire and generate knowledge through teamwork, mentorship programs, training initiatives, and exposure to best practices in the industry. According to Choi and Lee (2002), successful strategy implementation depends on an organization's ability to understand its strengths, competitive landscape, and operational challenges. Therefore, organizations that actively promote knowledge generation are better positioned to develop and execute strategies that align with their goals. Furthermore, public institutions rely on knowledge-driven decision-making to optimize service delivery and policy implementation, making knowledge generation a fundamental aspect of strategic success.

A study by Leach and Liu (2003) highlights that knowledge generation is a continuous and interrelated process in strategy building, where past and present knowledge are integrated to create new insights. The study further notes that knowledge generation involves both individual and collective efforts, where employees contribute ideas and disseminate knowledge through structured mechanisms. According to Leach and Liu (2003), knowledge sharing and knowledge capture are key components of the knowledge generation process, as they ensure that valuable insights are preserved and utilized to support strategy execution. However, their study primarily focused on knowledge generation within the context of strategy formulation rather than strategy implementation. The current study extends this perspective by examining how knowledge management as a whole—including knowledge generation, collaborative flow, utilization, repositories, and technology—impacts the implementation of strategies in public service organizations.

Research further indicates that knowledge generation enhances operational effectiveness, leading to improved strategic outcomes (Dayan et al., 2017). Public service organizations that establish robust knowledge generation processes benefit from increased efficiency, innovation, and adaptability in executing their strategic plans. Choi and Lee (2002) argue that newly generated knowledge fosters continuous improvement by

enabling organizations to refine their operational models, mobilize resources effectively, and engage employees in achieving strategic objectives. Additionally, knowledge generation supports problem-solving and innovation, allowing public institutions to develop policies and programs that address emerging challenges in governance and service delivery.

The role of knowledge generation in strategy implementation is particularly evident in institutions that leverage structured knowledge management systems. According to Salleh et al. (2020), public sector organizations that integrate knowledge management into their strategic processes are more likely to achieve their objectives efficiently. This is because knowledge generation enables decision-makers to anticipate challenges, develop proactive strategies, and align organizational activities with long-term goals. Moreover, knowledge generation fosters a culture of learning and continuous improvement, where employees are encouraged to contribute new ideas, share experiences, and engage in evidence-based decision-making. The presence of knowledge-sharing platforms, research departments, and innovation hubs further enhances the capacity of public institutions to generate and utilize knowledge effectively (GOK, 2022).

Despite the recognized importance of knowledge generation, some public service organizations still face challenges in institutionalizing effective knowledge management practices. Metho (2015) highlights that institutions lacking proper knowledge management structures often struggle with inefficiencies in strategy implementation. Weru (2020) further indicates that effective strategy implementation is dependent on internal organizational capabilities such as management support, capacity building and structured knowledge flow. Without mechanisms to capture, store, and share knowledge, organizations risk losing valuable insights, leading to poor decision-making and ineffective execution of strategic plans. Khuram (2016) also notes that factors such as outdated technology, bureaucratic structures and resistance to change hinder the effective generation and utilization of knowledge in public institutions. These challenges underscore the need for policies and frameworks that promote knowledge generation as a core component of strategic planning and execution in public service organizations.

Knowledge generation is a critical factor in the successful implementation of strategies in public service organizations. By fostering an environment that supports knowledge sharing, collaboration, and continuous learning, institutions can enhance their strategic capabilities and improve service delivery. Studies by Zack (2019), Choi and Lee (2002), and Dayan et al. (2017) all highlight the link between knowledge generation and organizational performance, demonstrating that institutions that prioritize knowledge generation are better equipped to execute their strategies effectively. Public service organizations must, therefore, invest in knowledge management systems, research initiatives, and training programs to strengthen their capacity for knowledge generation and ensure sustainable strategic success.

METHODOLOGY

This study adopted a mixed-methods research design, integrating both quantitative and qualitative approaches. The target population for this study was comprised of employees of KEBS across different regional offices, including Coast Region, Headquarters (Nairobi), Lake Region, North-eastern Region, North Rift Region, and Mt. Kenya Region, totalling 1,080 employees. South Rift region, which has 34 employees, was not included in the main study because it served as a pilot test site. To determine the sample size, Ajay and Micah's (2014) formula was used, resulting in a final sample size of 292 respondents. The sample was selected using stratified proportionate sampling, ensuring that all KEBS regional offices were adequately represented. This study employed both primary and secondary data collection methods to ensure a comprehensive dataset. The primary data collection methods included questionnaires, interviews, and observations, which are commonly used in social sciences research to collect both qualitative and quantitative data (Creswell & Creswell, 2018).

To ensure content validity, the research instruments were reviewed by experts in knowledge management and strategy implementation. To test the reliability of the questionnaire, the study employed the test-retest method,

which is one of the most widely used techniques for assessing the consistency of research instruments over time (Sekaran & Bougie, 2016).

For primary data collection, the researcher uploaded the questionnaire online by putting the questions on Google form and then sent an invite for participation to different employees of the organization. The invites were sent to employees from various KEBS departments, and the researcher kept inviting other respondents and also sending e-mail reminders to those who did not respond immediately. Interviews were conducted in person where possible, while phone interviews were used for respondents who were unavailable for face-to-face meetings, ensuring flexibility in data collection (Yin, 2018). The study collected qualitative data through key informant interviews where 18 key informants were interviewed. The informants were purposively selected using their position which the researcher regarded as an advantage in terms of being knowledgeable enough about their organization and the research topic. Secondary data was gathered by reviewing relevant corporate documents, visiting the KEBS website, and consulting applicable online sources (Bell, 2022). The researcher searched the internet for published information related to knowledge management and strategy implementation, extracted relevant information and synthesized it being keen to cite the authors.

The study utilized both qualitative and quantitative data analysis techniques to ensure a comprehensive interpretation of findings. Qualitative data collected through interviews, open-ended questions in questionnaires and observations were analyzed using thematic and content analysis. The researcher identified emerging themes based on content, perspective, and relevance, categorizing the data according to the study objectives. This qualitative analysis provided deeper insights and complemented the quantitative findings derived from questionnaires. Quantitative data analysis involved descriptive and inferential statistics using Microsoft Excel and the Statistical Package for Social Sciences (SPSS). Descriptive analysis entailed summarizing data using percentages, frequency distributions, and measures of central tendency including mean and standard deviation.

FINDINGS

Descriptive Statistical Analysis

Response rate

The study targeted top management, middle management and junior employees of KEBS across various regional offices of the organization. It targeted 292 respondents from the Coast Region, Headquarters (Nairobi), Lake Region, Northeastern Region, North Rift Region and Mt. Kenya region. 217 out of 292 respondents filled the questionnaire corresponding to a response rate of 74.3%. This rate was considered adequate for analysis and presentation because Sekaran and Bougie (2016) indicates that a response rate that exceeds 70% is satisfactory for analysis.

Descriptive statistics for Knowledge generation influences strategy implementation (SI)

Thematic analysis of qualitative data on knowledge generation in KEBS

The researcher sought information on knowledge generation from the key informants and the results indicated that the organization implemented knowledge management practices that created knowledge/information.

Methods of knowledge generation in KEBS

Through thematic analysis of qualitative data collected in the study, findings revealed that there were different methods of generating data and knowledge in the organization. It was established that knowledge is generated through development of standards, during collection of standards levy, calibration, testing of products, quality assurance, import inspection, market surveillance, training, system certification, customer reviews, and evaluation.

Development of Standards

KEBS in collaboration with relevant local stakeholders develop standards that are used locally and in partnership with the East African Community (EAC) partner states for regional standards and also internationally at ISO level. This is a collaborative process and is done through consensus. A lot of knowledge management happens throughout this process.

Standards Levy

This is levied to the industry depending on turnover to fund quality assurance, standards development and enforcement activities.

Calibration

To ensure product quality, KEBS undertakes calibration for the industry which assures product consistency, quality and conformance to standards.

Testing

Testing of products generates information and knowledge about their properties, quality status, conformity to standards, composition (chemical, structural) among other information.

Quality Assurance

The informants revealed that quality assurance generates information of products (such as food and agricultural products, household items cosmetics, construction and engineering materials) and information on quality and compliance to specifications of standards in parameters that include but are not limited to microbiological, nutritional, pesticide residue information. This information is generated during product certification process. Example quote on quality analysis as indicated by a respondent (coded KI 08) is that “Quality assurance is an important generator of products knowledge which guides relevant departments in the organization to ensure products meet both local and international standards.” The informant added that knowledge generation is a fundamental component in enabling the organization to achieve its goals on quality control and conformance to specifications of relevant standards.

Market Surveillance

According to informant (coded KI 02), market surveillance is one of the methods of generating information on whether products in the market meet specifications of relevant standards as per the law. This activity is carried out by surveilling products being offered for sale in the market and subjecting them to testing. Consumer complaints and whistleblower information on substandard goods are handled by the market surveillance team, and this also generates critical information on products in the market.

Import Inspection

The organization also generates knowledge on the status of products through import inspection of products before goods leave country of origin. This is done through Pre- Export Verification of Conformity (PVOC). Inspection is also carried out at the points of entry or border points. Information generated using these two processes indicate conformity or non-conformity to specifications of relevant standards and informs on the next step.

Training

KEBS through the National Quality Institute undertakes technical and management systems trainings for the industry.

Management System Certification

Organisations which require various management system certification engage KEBS to undertake the audits and consequently certify once compliant to the requirement of the relevant standard as applied.

Customer review

Respondents revealed that customer reviews allow the organisation to get feedback information about quality of products consumed /available in the market as well as services provided by the organization. This is important in validation and early detection of problems and correction process in alignment to organizational strategic goals as Figure 1 depicts.

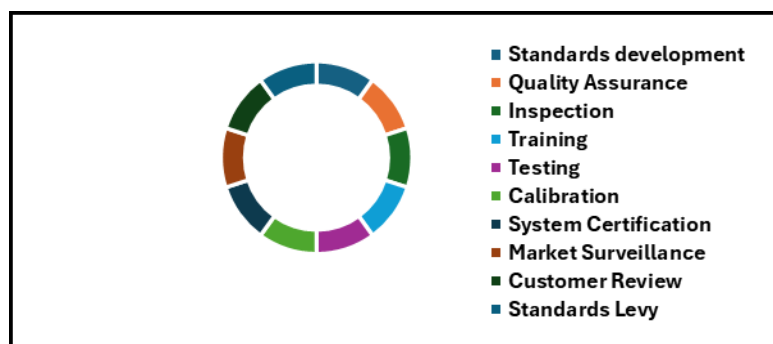


Figure 1: Methods of knowledge generation in KEBS.

Quantitative results on Knowledge generation and SI

Knowledge generation/collection affects delivery of quality services in the organization.

The results of the study showed that knowledge generation and collection influences delivery of quality services in the organization with 47.34% agreeing and 33.82 % strongly agreeing to the statement. 11.11% were not sure while 1.92% disagreed and 5.80% strongly disagreed that knowledge generation affects delivery of quality services in KEBS. The results are further illustrated in Figure 2.

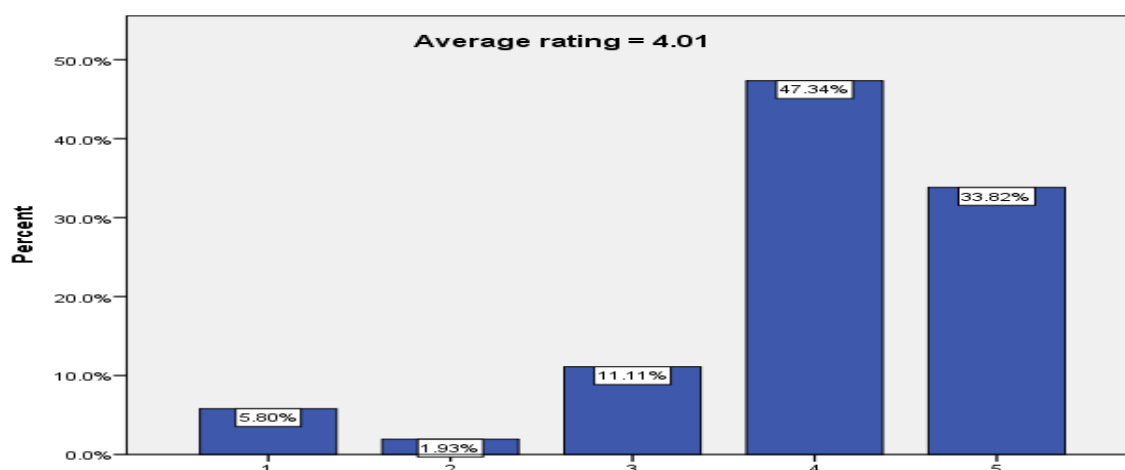


Figure 2: Perception on influence of knowledge generation and quality of services

This study found that knowledge generation influences delivery of quality services in an organization as a finding that agrees to that of Singh et al. (2020) who indicated that knowledge generation stimulates innovation or new ideas which lead to development of new services and improvement of existing ones thereby enhancing quality. The study findings are also in consistent with those of Alshanty and Emeagwali (2019) who revealed that creation of new knowledge propels transformation of ideas and insights into improved services and products.

Knowledge generation influences achievement of goals set in the organization

The respondents were also asked to provide views on whether knowledge generation influences achievement of goals set in the organization. Most of the respondents, as represented by 47.34%, agreed 33.82% strongly agreed, 11.1% were neutral. 5.80% strongly disagreed while 1.9% disagreed that knowledge generation affects achievement of goals set in the organization as depicted in Figure 3.

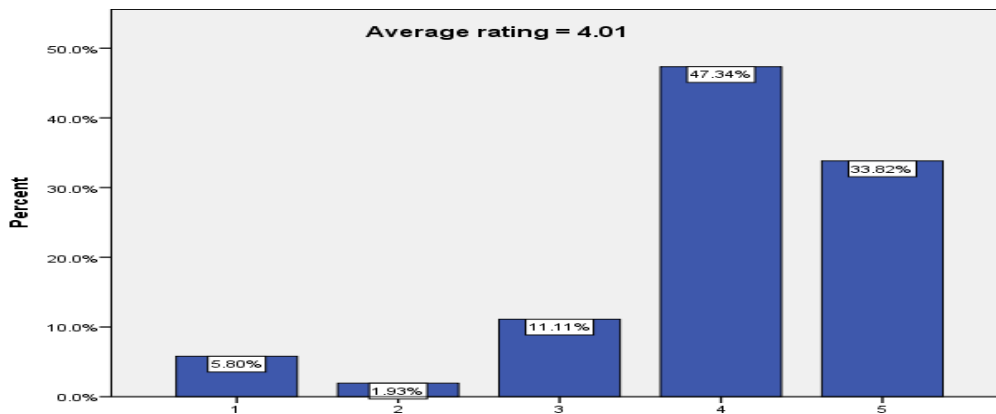


Figure 3: Perspectives on influence of knowledge generation on achievement of goals

The research finding that knowledge generation influence achievement of goals is supported by results of a study by Mustapha and Bin (2023) that showed that generation of new knowledge is important in problem-solving because it fuels new approaches of addressing challenges. Problem solving is important in the process of accomplishing tasks towards realizing set goals. Further, this finding concurs with conclusions of a study by Li Sa et al. (2020) who indicated that knowledge generation creates novel ideas which lead to development of best practices which enhance efficiency of achieving goals.

Knowledge generation affects staff performance in the organization

The researcher asked the respondents to indicate their level of agreement or disagreement with the statement that “knowledge generation affects staff performance in the organization”. The responses provided revealed that a total of 75.96% of the respondents were in agreement with the statement (37.02% agreed while 38.94% strongly agreed). 5.77 % disagreed and 6.73% strongly disagreed. This indicates that most of the respondents agree that generation of knowledge is a key influencer of employee performance in their organization as depicted in Figure 4.

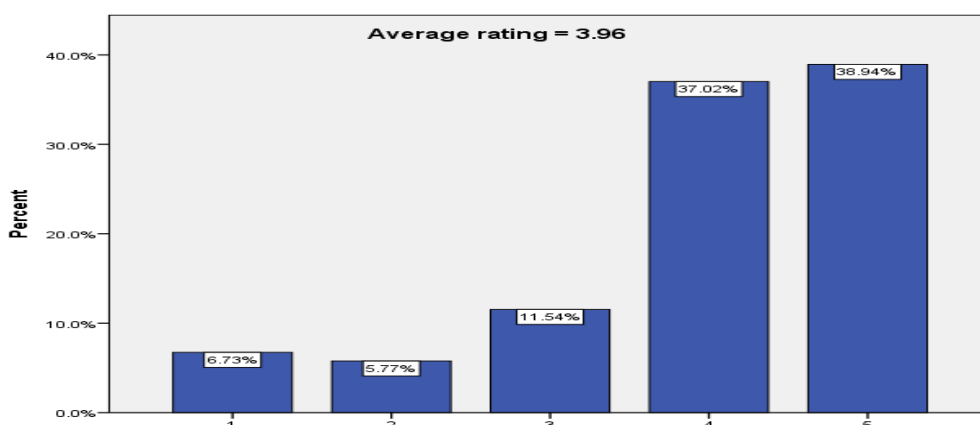


Figure 4: Perspectives on effect of knowledge generation on staff performance

This research finding resonates with the findings of Langat and Kwasira (2016) which revealed that knowledge generation through training and development stimulates the current and prospective staff performance in an organization by improving their ability to perform. The findings are also in concurrence with the research findings of Omune and Nyang'au (2021) who indicated that the process of learning generates new knowledge in the learners and enhances their skills which eventually improve the efficiency and effectiveness with which they perform their roles and obligations and hence performance. According to Omune and Nyang'au (2021), staff performance is the efficiency and effectiveness of executing tasks and roles.

Knowledge generation influences efficiency of operations in the organization

The findings of the study revealed that most of the respondents were of the opinion that knowledge generation affects operations in the organization as demonstrated by 83.16% of them. However, 9.66% of the respondents were neutral while 6.28% of the participants disagreed that knowledge generation influence efficiency of operations as Figure 5 below.

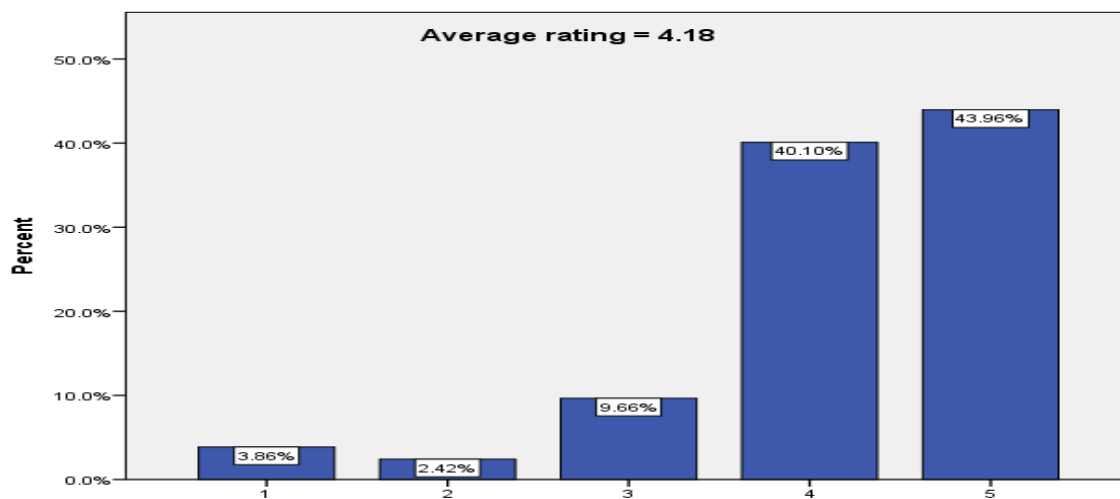


Figure 5: Perceptions on influence of knowledge generation on efficiency of operations

The results of this study resonate with those of Gates (2024), who pointed out that new knowledge and information guides employees on how to undertake their tasks in a better and faster manner which translates to efficiency. The findings are also consistent with those of Qadri et al. (2021) who expound that organizations with increased levels of knowledge generation demonstrate greater effectiveness and capacity to outshine their competitors.

Knowledge generation influences strategy implementation

The respondents were asked to indicate the level at which they agreed to the statement that knowledge generation influences strategy implementation in their organization. The findings established that a total of 83.66% agreed with the statement. 41.83% of the respondents agreed to it while an equal proportion (41.83%) strongly agreed that knowledge generation influences strategy implementation. Nevertheless, while 11.06% were neutral, 3.37% strongly disagreed and 1.92% of the respondents disagreed. The average rating mean on this statement was 4.16 indicating that generally the respondents were in agreement with this statement. This is further illustrated in Figure 6.

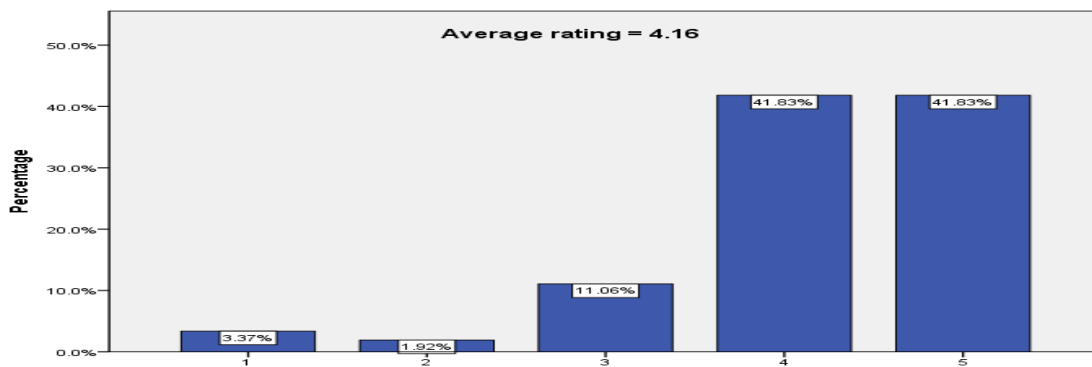


Figure 6: Knowledge generation influences strategy implementation

This study found out that knowledge generation influences strategy implementation, a finding which is in harmony with that of Mustapha and Bin (2023) who underscored a significant association between knowledge generation and informed decision making which improve strategy implementation. The research results are also in agreement with those of Estate (2018) who highlighted that knowledge generation influences effectiveness and problem solving both of which are critical in strategy implementation.

Summary findings on knowledge generation and strategy implementation (SI)

The Likert Scale opinions on knowledge generation and strategy implementation statements were summarized into mean scores and standard deviations as shown in Table 4.2. The findings in Table 4.2 indicate that most of the respondents agreed that knowledge generation influences strategy implementation (Mean = 4.11, SD = 0.42), Knowledge generation affects delivery of quality services had (Mean = 4.01, SD = 0.78), Knowledge generation influences achievement of goals set had (Mean = 4.09, SD 0.62=), Knowledge generation affects staff performance in the organization had Mean 3.85, SD=0.84), Knowledge generation influences efficiency of operations in the organization Mean 4.10, SD = 0.56). A computation of the average mean score of all the statements was 4.03 indicating agreement while the overall standard deviation was 0.64 as depicted in Table 1.

Table 1: Mean scores and SD for Knowledge generation and Strategy implementation

Statement	Mean	Standard deviation
Knowledge generation influences strategy implementation	4.17	0.941
Knowledge generation affects delivery of quality services in the organization.	4.01	1.026
Knowledge generation influences achievement of goals set in the organization	4.16	0.980
Knowledge generation affects staff performance in the organization	3.96	1.160
Knowledge generation influences efficiency of operations	4.18	0.976
Overall Score	4.09	1.01

Inferential Analysis

Correlation Analysis Results: Effect of knowledge generation on strategy implementation

The researcher sought to explore the effect of knowledge generation on strategy implementation in public sector in Kenya. This study utilized Pearson correlation test to determine the existence of relationship between knowledge generation and strategy implementation in Kenyan public sector. The results indicated that knowledge generation was moderately and positively related to strategy implementation. The Pearson test

revealed a correlation coefficient value of 0.650 and the association was statistically significant (p-value = 0.001). This is further illustrated in correlation Table 2.

Table 2: Correlation matrix on association of knowledge generation and strategy implementation

		Knowledge generation influences strategy implementation in your organization		Strategy implementation
Correlation				
Knowledge generation influences strategy implementation in your organization:	Pearson	1		.650 **
	Correlation			
	Sig. (2-tailed)			.001
	N	217		217
Strategy implementation:	Pearson	.650 **		1
	Correlation			
	Sig. (2-tailed)	.001		
	N	217		217

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis

Regression of Beta Coefficients Results

The researcher did a general regression of coefficients to determine the influence of knowledge generation to the dependent variable. The regression weights, standard errors and p-values of the different independent variables are as presented in Table 3.

Table 3: Summary Coefficient Table of Regression model

Variable	Unstandardized	Standardized		T	Sig (P).
	coefficients	coefficients			
	(β)	Std. Error	Beta (R)		
(Constant)	2.150	0.198		4.206	0.000
Knowledge generation	0.280	0.032	0.460	1.520	0.000

Knowledge generation demonstrated positive and statistically significant relationships with the dependent variable ($p < .001$), indicating that higher levels of knowledge generation is associated with improved strategy implementation outcomes. The results indicate that knowledge generation had significant influence on strategy implementation, at ($R = 0.460$, $p = 0.000$). The results suggest that knowledge generation accounts for 21.16 % of strategy implementation as indicated by an R^2 (0.2116). It is important to note that p value was measured against a threshold of 0.05 significance level and thus $p = 0.000$ was significant. This finding agrees with that of Dayan et al. (2017) who revealed that knowledge generation improves problem solving which enables organizations to adapt to new challenges and improving strategy execution.

Hypothesis test /T-test results

The researcher utilized t- test to determine whether the research hypothesis was true or not and the results were used to determine if the hypothesis was to be accepted or rejected. The values of the T- test were smaller than P-Value 0.05 and therefore the research hypothesis was rejected as depicted in Table 4.

Table 4: T-test Results

Null hypothesis	t-Value	P-Value (Specified)	Implication on null hypothesis	Conclusion
1.H01: Knowledge generation has no significant effect on strategy implementation (SI) in public sector in Kenya.	0.00	0.05	Reject	Accept alternative hypothesis Knowledge generation has a significant effect on SI

CONCLUSION AND RECOMMENDATIONS

The findings of the study showed that knowledge generation results informed decision making, quicker problem solving and innovativeness which improves quality service delivery, enhances achievement of goals and increases efficiency of operations ultimately influencing strategy implementation. The results indicated that knowledge generation was a moderate positive influencer of strategy implementation in public sector in Kenya.

According to the findings, the study concluded that knowledge generation is critical in creation of new ideas and information which spur innovation and problem solving which results in better service delivery and enhanced efficiency of operations eventually improving strategy implementation.

The findings of this study revealed that KEBS is currently using a knowledge management (KM) policy that was formulated in 2018. It was recommended that the organization's leadership/management review the KM policy to ensure it is updated and aligned to the strategic goals of the organization.

Suggestions for further research

This study explored the influence of knowledge management on strategy implementation in public sector organizations in Kenya. The study's scope was limited to the public sector, but it is postulated that knowledge management is equally important in the private sector organizations in Kenya. It is suggested that there is need for more research to be carried out on the effect of knowledge management on strategy implementation in other government institutions.

REFERENCES

- Alshanty, A.M. & Emeagwali, O.L. (2019). Market-sensing capability, knowledge creation and innovation: The moderating role of entrepreneurial orientation. *Journal of Innovation and Knowledge*, 4(3), 171-178. <https://doi.org/10.1016/j.jik.2019.02.002>
- Choi, B. & Lee, H. (2002). Knowledge management strategy and its link to knowledge creation process. *Expert Systems with Applications*, 23(3), 173-187.
- Dayan, R., Heisig, P. & Matos, F. (2017). Knowledge management as a factor for the formulation and implementation of organizational strategy. *Journal of Knowledge Management* 21(2), 308 - 329.
- Drucker, P. 1993. Post capitalist society. Butterworth: Oxford.
- Estate R (2018). The effect of knowledge management, organizational culture and organizational learning on innovation in automotive industry. *Journal of Business Economics and Management*, 19(1): 1-19. <https://doi.org/10.3846/jbem.2018.1477>
- GOK. (2022). Knowledge management policy for Kenya. Available at: <https://www.planning.go.ke/wp-content/uploads/2023/03/Knowledge-Management-Policy-2022.pdf>
- Höglund, L., Caicedo, M.H., Mårtensson, M. & Svärdesten, F. (2018). Strategic Management in the Public Sector: How Tools Enable and Constrain Strategy Making, *International Public Management*

Journal,21(5), 822-849. DOI: 10.1080/10967494.2018.1427161 <https://big4.delivery.go.ke> Accessed on 16th December 2024.

Johanson, J.E. (2021). Strategic Management: A public-sector view. In T. Bryer (Ed.) *Handbook of Theories of Public Administration and Management* 2021. Cheltenham, E. Elgar. DOI:[10.13140/RG.2.2.34523.18721](https://doi.org/10.13140/RG.2.2.34523.18721)

Kenya Bureau of Standards, KEBS (2023). Strategic plan 2023-2027. Available at: www.kebs.org Accessed on 14th October 2025.

Khuram S. (2016). Integrating knowledge management (KM) strategies and processes to enhance organizational creativity and performance: An empirical investigation. *Journal of Modelling in Management*, 11 (1)154-179.

Kivunja, C. (2018). Distinguishing between theory and theoretical framework. Available at: <https://eric.ed.gov> Accessed on 2nd June 2023.

Knowledge Management Africa, KMA (2023). Knowledge management Africa- Kenya Chapter. Available at: <https://www.planning.go.ke/wp-content/uploads/2020/11/Knowledge-Management-in-Kenya-and-Africa-Current-status-and-outlook.pdf>

Leach, M. P. & Liu, A.H. 2003. Investigating interrelationships among sales training evaluation methods. *Journal of Personal Selling and Sales Management*, 23(4), 327-339.

Meihami, B., &Meihami, H. (2014). Knowledge Management a way to gain a competitive advantage in firms (evidence of manufacturing companies). *International letters of social and humanistic sciences*, 3(6), 80-91.

Metho, B. (2015). *System delivery through a devolved system of governance*. Sage publications.

Mustapha, N.D. & Bin, S. (2023). Knowledge creation influence the achievement of organizational social innovation. *European Public and Social Innovation Review*, 8 (2), 54.

Mwai, R.G. (2012). Upgrade knowledge: principles and practice of knowledge management. *Journal of Professional Management* 15(1): 156-171.
Nansubuga, F.M., Kikooma, J.C., Nansamba, J. & Musanje, K. (2019). An effective learning Culture: Using high performance work systems to strengthen the relationship between communities of practice and knowledge creation in Africa. *Africa Journal of Management*, 5(2), 162-181.

Ndiege, J. R. & Wamuyu, P.K. (2019). Knowledge management practices and systems in county governments in developing countries: Perspectives from selected counties in Kenya. *Journal of Information and Knowledge Management Systems*, 49(3), 420-429.

Nonaka, I. & Takeuchi, H. (1995). *The Knowledge-Creating Company*. New York: Oxford University Press.

Okemwa, E.O. & Smith, J.G. (2014). The role of knowledge management in enhancing government service delivery in Kenya. *South African Journal of Libraries and Information Science*, 75(1), 1-60

Porter, M.E. (2017). Creating and sustaining competitive advantage. Chartered Management Institute. Available at: https://switcheducation.com/wp-content/uploads/2017/06/SEB_CMI_MYO_PorterWhatIsStrategy.pdf Accessed on 30th October, 2024.

- Qadri, U.A., Ghani, M.B.A. & Sheikh, M.A. (2020). Role of Corporate identity image and reputation in investors' behavioural decision making: Does emotional attachment matter? *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 14(1), 120-142.
- Rani, P. (2019). Strategy Implementation in Organizations and role of Knowledge: A conceptual framework. *Journal of Management*, 14(3), 205-218.
- Reich, B.H., Gemino, A. & Sauer, C. (2014). How knowledge management impacts performance in projects: An empirical study. *International Journal of Project Management*, 32(4), 590-602.
- Salleh, K., Ahmad, S. & Syed, A.O.(2020). Knowledge Management in Public Sector Organizations: A Suitable Platform for e-Government. Available at: https://www.researchgate.net/publication/276281024_Knowledge_Management_in_Public_Sector_Organisations_A_Suitable_Platform_for_e-Government Accessed on 8th June, 2024.
- Stewart, D. (2022). Checklist for Ensuring Hybrid Workers Can Always Find the Information They Need. Gartner. ID G00762074
- Takeuchi, H. (2012). Knowledge based view of strategy. Boston: Harvard Business School.
- Watuka, C.M. (2018). Challenges of strategy implementation at the Machakos County Assembly, Kenya. Available at: http://erepository.uonbi.ac.ke/bitstream/handle/11295/105730/Watuka_Challenges%20Of%20Strategy%20Implementation%20At%20The%20Machakos%20County%20Assembly%2C%20Kenya.pdf 24th July, 2024.
- Weru, J., Muchangi, D., & Njoroge, D. (2020). Management Support and Strategies Integration in County Governments in Kenya: A Case of County Government of Kirinyaga. *Research Journal of Finance and Accounting*, 11(18).
- Zack, M. 2019. Developing a knowledge management strategy. *California Management Review*, 41(3), 125 – 145. Recent research by Kamau, Jamleck & Mutiso (2025) highlights strategic work-life balance as a significant predictor of external labour mobility in Kenyan public hospitals (Kamau, Jamleck & Mutiso, 2025) [citation].
- Kamau, J. K., Jamleck, D. M., & Mutiso, A. (2025). Strategic work-life balance practice and external labor mobility in public level five hospitals in Kenya. *The Strategic Journal of Business & Change Management*, 11(1), 1–14. <https://doi.org/10.61426/sjbcm.v12i1.3166>