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EFFECT OF KNOWLEDGE REPOSITORY ON STRATEGY IMPLEMENTATION IN PUBLIC SECTOR IN KENYA. A CASE STUDY OF KEBS

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ABSTRACT

This study examined the influence of knowledge repository on strategy implementation in public sector organizations in Kenya, with a focus on the Kenya Bureau of Standards. Unlike public institutions in Asia and Western nations, where knowledge repository is embedded within operations, Kenyan public sector organizations have struggled to leverage knowledge effectively. The private sector, in contrast, has embraced knowledge repository, resulting in increased innovation and improved performance. The study was guided by the Transformational Learning 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. It 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. The study showed that effective knowledge repository positively influence strategy implementation in the public sector. The results revealed that knowledge repositories have positive and significant influence on strategy implementation in the public sector in Kenya. The study recommended that the leadership and managers initiate the development of a knowledge management department and allocate adequate resources and personnel to spearhead implementation of KM best practices.

Key Words: *Data Storage Tools, Data Banks, Hard Copy, Soft Copy, Documents Storage*

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INTRODUCTION

Technology has become an enabler of strategy implementation. Organizations leverage digital tools and knowledge-sharing platforms to improve coordination, monitor progress, and ensure accountability. Arseneault (2023) notes that organizations globally are using KM systems to respond effectively to changing environments, increase efficiency, and promote innovation. Strategic implementation in this context is increasingly data-driven, collaborative, and results-oriented. Despite these advances, challenges such as resistance to change, bureaucratic inertia, and lack of stakeholder engagement still affect the implementation of strategic plans even in developed economies. Nonetheless, lessons from global practices underscore the importance of aligning strategy with KM, leadership, culture, and performance measurement.

The organizational structure of KEBS includes a board of Directors also called National Standards Council (NSC) led by a chairperson. The President of the Republic of Kenya appoints the Chairperson of the Council while other council members are appointed by the Minister in charge of Trade, Investment and Industry. (CAP 496) The council competitively appoints a Managing director who oversees daily administration of the corporation in accordance to formulated NSC guidelines. The functions of KEBS are categorized into five technical directorates including: Standards Development, Quality assurance and Inspection, Market Surveillance, Metrology, Testing and Research. Support services directorates include Human Resource and Administration, Legal and Finance and Strategy. KEBS has seven operation zones which are Headquarter (Nairobi), Lake Region (Kisumu), Coastal zone (Mombasa), South Rift Region (Nakuru), Mt. Kenya Region (Nyeri), North Rift Region (Eldoret) and North-Eastern Region (Garissa). KEBS being a PSO operates under the results-based management system (performance contracting) that was introduced by the government in the year 2005. This system is largely guided by performance contracts developed in accordance to the organization’s strategic plan (Onyango 2012). This study examined the current knowledge management situation in KEBS and explored how KM affects implementation of strategy in the organization. The study also assessed how knowledge management technology (such as Microsoft 365) affects strategy implementation in public sector in Kenya.

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 knowledge generation storage to the success of strategy implementation in Kenya’s public service organizations. This study sought to bridge this gap by investigating how knowledge repository 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 repository on strategy implementation in public sector organizations in Kenya. The study was guided by the following research hypotheses;

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

LITERATURE REVIEW

Theoretical Literature Review

Transformational Learning Theory

Transformational Learning Theory (TLT) was developed by Jack Mezirow in 1978 and has since evolved as a fundamental framework for understanding how individuals and organizations acquire and apply knowledge (Mezirow, 2009). The theory posits that learning occurs when individuals experience a shift in their perspectives, leading to changes in cognition, beliefs, and behaviours (Christie et al., 2015). According to Mezirow (2009), transformational learning is triggered by a "disorienting dilemma," which compels individuals to critically reflect on their assumptions and adapt their understanding to new realities. This theory is relevant to strategic management, as effective strategy implementation requires organizations to continuously learn, adapt, and apply new knowledge in response to changing environments (Esthermsmth, 2017). In the context of this study, transformational learning is crucial in understanding how organizations generate, share, and utilize knowledge to improve strategy execution.

TLT is built on three key dimensions: psychological, convictional, and behavioural transformation (Mezirow, 2009). Psychological transformation involves changes in self-perception; convictional transformation refers to shifts in beliefs and values, while behavioural transformation entails the adoption of new practices and habits (LaMorten, 2019). In organizational settings, these dimensions manifest in the way employees and managers approach strategic decision-making and implementation. For instance, when employees are introduced to new knowledge management practices, they must undergo psychological and convictional shifts before they can effectively change their behaviour (Christie et al., 2015). This aligns with the research objectives focusing on knowledge generation, collaborative knowledge flow, and knowledge utilization in strategy implementation.

The theory emphasizes that learning is a social and interactive process that requires knowledge sharing and collaboration (Mezirow, 2009). In organizations, transformational learning occurs when employees engage in dialogue, reflect on past experiences, and integrate new knowledge into their strategic initiatives (Esthermsmth, 2017). This is particularly relevant to public sector organizations like the Kenya Bureau of Standards (KEBS), where successful strategy implementation depends on continuous knowledge exchange among stakeholders (LaMorten, 2019). The ability of organizations to facilitate transformational learning determines their capacity to adapt to regulatory changes, technological advancements, and evolving market demands (Christie et al., 2015).

One of the key applications of TLT in this study is its relevance to knowledge collaborative flow, which refers to the seamless sharing of knowledge among individuals and teams within an organization (Mezirow, 2009). Organizations that foster a culture of learning and collaboration enable employees to continuously refine their skills and align their work with strategic goals (LaMorten, 2019). Transformational learning plays a critical role in ensuring that knowledge is not only acquired but also effectively applied to enhance decision-making and operational efficiency (Esthermsmth, 2017). By fostering a learning-oriented culture, organizations can improve communication, reduce resistance to change, and enhance overall strategy implementation (Christie et al., 2015).

Moreover, TLT highlights the importance of reflection in the learning process, which is essential for organizations aiming to improve strategy execution (Mezirow, 2009). Employees and decision-makers must critically evaluate past strategies, identify areas of improvement, and integrate new insights into future plans (LaMorten, 2019). This reflective learning process ensures that organizations remain agile and responsive to emerging challenges, ultimately leading to better strategic outcomes (Esthermsmth, 2017). For KEBS, the ability to reflect on past strategy implementations and adjust future initiatives based on lessons learnt is crucial in enhancing regulatory compliance and service delivery (Christie et al., 2015). Furthermore, transformational learning theory posits that knowledge utilization is a key indicator of successful learning (Mezirow, 2009). Organizations that effectively apply acquired knowledge to their strategic initiatives are more likely to achieve their objectives and sustain long-term growth (Esthermsmth, 2017). Knowledge utilization involves integrating new information into daily operations, decision-making processes, and problem-solving activities (LaMorten, 2019). This aspect of TLT aligns with the research objective focusing on how knowledge utilization influences strategy implementation in organizations. The ability to apply knowledge effectively ensures that strategic plans are executed efficiently, reducing operational inefficiencies and enhancing overall performance (Christie et al., 2015).

This theory is highly relevant to understanding the effect of knowledge repositories on strategy implementation in the public sector, particularly in organizations like the Kenya Bureau of Standards (KEBS). TLT emphasizes the critical role of learning in transforming individual and organizational behavior, a process that is fundamental to successfully implementing strategies. In the context of this study, knowledge repositories serve as central points for the collection, storage, and dissemination of knowledge, enabling continuous learning and adaptation. Transformational learning, as proposed by Mezirow (2009), occurs when individuals and teams critically reflect on past experiences, challenge assumptions, and integrate new knowledge into strategic processes. The creation and effective utilization of knowledge repositories facilitate this reflective learning process by providing a structured environment for employees to access and apply critical knowledge, thus enhancing strategic decision-making and operational efficiency.

In public sector organizations like KEBS, where knowledge exchange and collaboration are key to regulatory compliance and service delivery, transformational learning is crucial for fostering a culture of learning. Knowledge repositories, by providing easy access to relevant information and best practices, allow employees to refine their skills, adapt to changing environments, and align their actions with organizational objectives. This continuous cycle of learning, reflection, and application is essential for the successful implementation of strategies. Furthermore, the reflective aspect of TLT ensures that knowledge repositories do not simply store information but also facilitate the integration of lessons learnt from past strategy implementations, thus improving future strategic initiatives.

Moreover, transformational learning theory highlights the importance of knowledge utilization as an indicator of successful learning. As organizations like KEBS utilize knowledge stored in repositories, they are able to enhance decision-making, reduce inefficiencies, and implement strategies more effectively. This aligns directly with the research objective, which seeks to establish how knowledge repositories impact strategy implementation by ensuring that acquired knowledge is systematically integrated into daily operations and decision-making processes. By fostering a learning-oriented culture, knowledge repositories become critical tools for achieving strategic goals and ensuring long-term organizational success.

Despite its strengths, TLT has limitations, particularly in its focus on individual learning rather than organizational learning as a collective process (Mezirow, 2009). While the theory provides valuable insights into how individuals transform their thinking, it does not explicitly address how institutions can systematically embed learning into their strategic frameworks (LaMorten, 2019). To address this gap, this study incorporates

Strategic Management Theory, to provide a more comprehensive understanding of knowledge management in strategy implementation (Esthermsmth, 2017). By integrating these perspectives, the research offers a holistic view of how organizations generate, share, and apply knowledge to drive strategic success (Christie et al., 2015).

Conceptual Framework

Knowledge repository

- Number and types of data storage tools
- Data banks: Hard and soft copy
- Types and number of documents stored

→

Strategy implementation

- Quality services to citizens
- Achievement of set goals
- Improved staff performance

Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Literature

Role of Knowledge Repository in Strategy Implementation in the Public Sector

The challenge of an ageing workforce nearing retirement is a pressing concern in the public sector, as highlighted by various studies (Wanyama, 2018; Sonnet et al., 2014). This challenge is further exacerbated by ineffective knowledge transfer mechanisms, leading to a loss of institutional knowledge when experienced staff exits the workforce (Sonnet et al., 2014). Consequently, there is a critical need for structured knowledge storage systems to preserve and transfer organizational knowledge, ensuring continuity in strategy implementation. Knowledge repositories play a crucial role in addressing this gap by systematically capturing, storing, and making institutional knowledge accessible for future reference. Without such repositories, public sector organizations risk losing valuable insights that could enhance decision-making and operational efficiency.

Several studies emphasize the importance of knowledge in driving the strategy implementation process, reinforcing the need for well-maintained knowledge repositories. Bista (2020), Dayan et al. (2017), and Nonaka and Ichijo (2007) argue that organizations must develop robust knowledge management practices to safeguard institutional memory and ensure seamless knowledge transfer. According to Ogendo (2014), institutions with effective knowledge management frameworks incorporate structured repositories to facilitate access to critical information. These repositories enhance institutional capacity by allowing employees, both new and experienced, to retrieve and apply stored knowledge in their roles. Muhoya (2016) adds that when knowledge is stored in accessible formats, employees can reference past experiences and best practices, making it easier to execute strategic initiatives. Given that knowledge serves as a key ingredient in strategy implementation—particularly in communication, planning, execution, and forecasting—organizations must establish well-structured knowledge repositories to support these processes.

The role of knowledge repositories extends beyond mere storage to ensuring that knowledge is actively utilized in organizational decision-making and strategic execution. Kalkan and Denizhan (2005) conducted a study in Turkey examining knowledge management practices in multinational organizations, revealing the distinction between tacit and explicit knowledge. Tacit knowledge, which is acquired through personal experience and remains largely unspoken, is often difficult to document but plays a vital role in decision-making and problem-solving (Kalkan & Denizhan, 2005). In contrast, explicit knowledge is systematically stored in documents such as reports, manuals, and databases, making it easier to share and apply. The study emphasized that successful organizations invest in knowledge repositories to capture both forms of knowledge, ensuring that critical insights are preserved for future use.

The importance of knowledge repositories in strategy implementation is particularly relevant in public sector organizations, where decision-making processes rely heavily on institutional knowledge. Without structured knowledge storage systems, public institutions face challenges in maintaining continuity when personnel changes occur. Ogendo (2014) asserts that organizations with well-developed repositories are better equipped to adapt to transitions, as they can retrieve historical knowledge and apply it to current strategic initiatives. This is particularly crucial for government agencies, where policy implementation often spans multiple years and requires consistency in approach. Knowledge repositories thus serve as vital tools for sustaining strategic initiatives, enhancing institutional learning, and ensuring policy continuity.

In addition to preserving institutional memory, knowledge repositories enhance organizational efficiency by streamlining access to information. Muhoya (2016) highlights that employees perform better when they have access to structured knowledge repositories, as these systems enable them to make informed decisions and execute strategies effectively. By centralizing knowledge, organizations reduce redundancy, minimize errors, and improve coordination among departments. This ultimately leads to more effective strategy implementation, as employees can align their activities with organizational objectives based on historical insights and best practices. In public sector organizations, where strategy execution often involves multiple stakeholders, having a reliable knowledge repository ensures that all actors are working from a shared understanding of institutional priorities.

Despite their importance, many public sector organizations face challenges in developing and maintaining knowledge repositories. Sonnet et al. (2014) noted that public institutions often lack structured mechanisms for documenting and storing knowledge, leading to gaps in institutional memory. This underscores the need for deliberate efforts to create, maintain, and update knowledge repositories as part of strategic management. According to Esthermsmth (2017), investing in knowledge management infrastructure, such as digital repositories and document management systems, can significantly enhance the effectiveness of strategy implementation. Additionally, organizations should establish policies that encourage knowledge sharing, ensuring that valuable insights are not lost when employees retire or transition to other roles.

Knowledge repositories play a fundamental role in strategy implementation within the public sector by preserving institutional knowledge, enhancing decision-making, and improving operational efficiency. Studies by Bista (2020), Ogendo (2014), and Kalkan and Denizhan (2005) underscore the importance of structured knowledge storage in facilitating knowledge transfer and ensuring continuity in strategic execution. While public institutions face challenges in maintaining robust repositories, investing in knowledge management systems can significantly enhance their ability to implement and sustain strategic initiatives. The current study seeks to examine the influence of knowledge repositories on strategy implementation at the Kenya Bureau of Standards (KEBS), contributing to the broader discourse on knowledge management in public sector organizations.

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 repository influences strategy implementation.

Thematic analysis of qualitative data on knowledge repository

According to the key informants, the departments in KEBS use various systems to generate and store data thereby acting as data banks. Key interviews revealed that the Testing and Metrology department use Laboratory Information Management System (LIMS) to analyse, generate, store and disseminate information to clients as mentioned by key informants (coded KI 02, KI 07, KI 13 and KI 15). Some key informants revealed that Quality Assurance (QA) department use a system called KEBS Information Management System (KIMS) to gather data from industries, input it, store and use it to issue permits for product certification. This system is also used by standards levy department to monitor payment of standards levy from manufacturers.

According to key informants (coded KI 03, KI 05, KI 14 and KI 17), market surveillance directorate utilizes KIMS to do work plans, initiate market surveillance activities and write their reports. The informants (such as KI 12, KI 18) also indicated that the Human Resource Department has a system called Norming which is used to request, approve trainings, apply for leave and approve for the same. In addition, finance and supply chain departments use a software known as Sage ACCPAC. These department utilize this software for financial transactions to manage account payables and receivables and inventory respectively.

The key informants also revealed that KEBS utilizes Entropy software which is a repository for policies, procedures, corporate guidance documents. The Entropy software thus organizes and stores this data. Marketing and Customer care department also utilize Entropy to monitor customer complaints which remain active until resolution is finalised by the relevant party. Planning and Strategy department use Entropy system to manage internal audits for Quality management system of which KEBS is certified to and is implementing. This includes ISO 9001:2015, ISO 37001:2016, ISO 22301:2019 and ISO 27001:2022. Legal Directorate utilizes Legal Information Management System (LEMIS) to manage and organise legal information related to legal documents, regulations and contracts. All departments utilize M365 applications like MS-Teams for virtual meetings, SharePoint to generate and store information, Power App to manage training evaluations as well as One Drive as a knowledge repository.

Analysis of Quantitative data on knowledge repository

Knowledge repository influences strategy implementation

The respondents were asked to provide their opinion by agreeing or disagreeing to the statement that knowledge repository influences strategy implementation. A total of 75.61 % agreed with the statement (37.07%, agreed, 38.54% strongly agreed) with only 5.36% of the respondents dissenting. However, it is notable that 19.02 % of the participants were neutral and this is further illustrated in Figure 1.

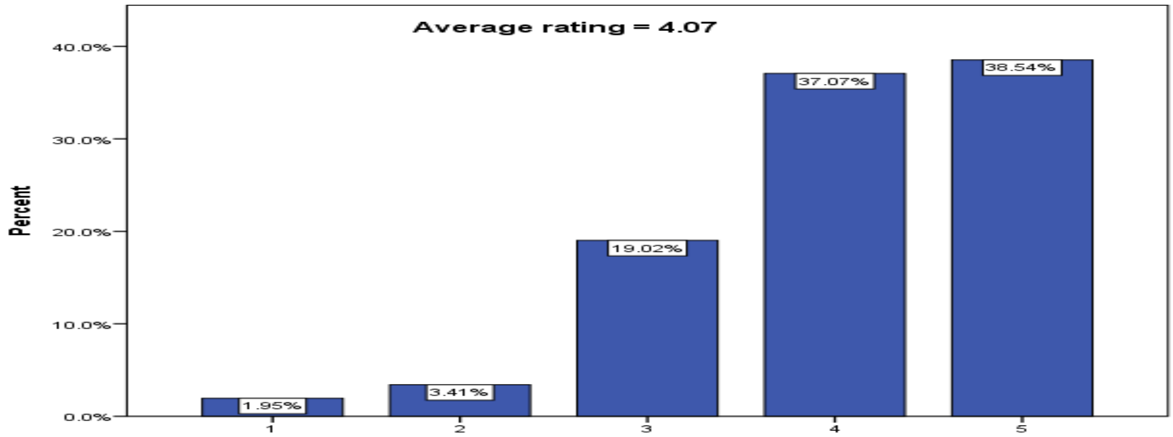

Figure 1: Respondents perception on knowledge repository influences strategy implementation

The findings of this study are consistent with those of Mustapha and Seman (2023) who elaborated that repositories act as references both in the current and future times. Stepien (2023) indicated that managers and junior employees get knowledge from the institutional repositories during decision making processes. Knowledge repositories also promote continuous learning and development among employees which equip them with knowledge and skills required for strategy implementation (Stepien, 2023).

The organization utilizes soft data banks as knowledge repositories which influence delivery of quality services in the organization.

According to this study, KEBS uses soft data banks as knowledge repositories as 60.71% of the respondents who were the majority indicated. 18.54% of the respondents were not sure while 10.73% disagreed that this was the case as shown in Figure 2.

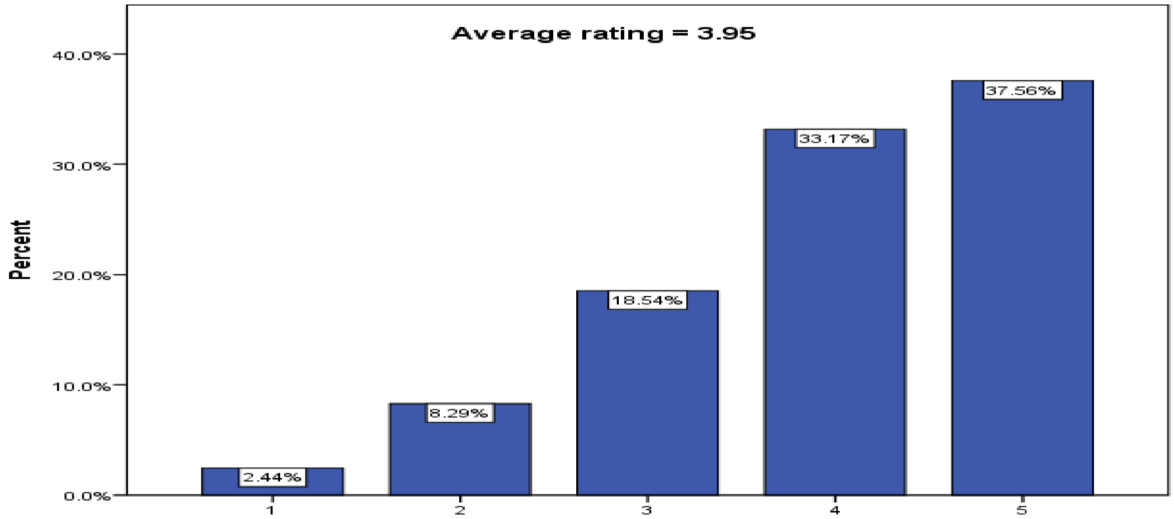

Figure 2: Viewpoints on soft copies' knowledge repositories affect quality service delivery

The organization utilizes hard copies as knowledge repositories which influence delivery of quality services in the organization.

The researcher also investigated whether the employees of KEBs utilized hard copies as knowledge repositories and if this affected service delivery. The study revealed that majority of the respondents (as represented by 60.38%) were in agreement that hard copies were utilized as knowledge repositories in the organization while 23.19% were neutral and a minority of 16.42% were in disagreement that hard copies were used as repositories of information. This is further depicted in Figure 3.

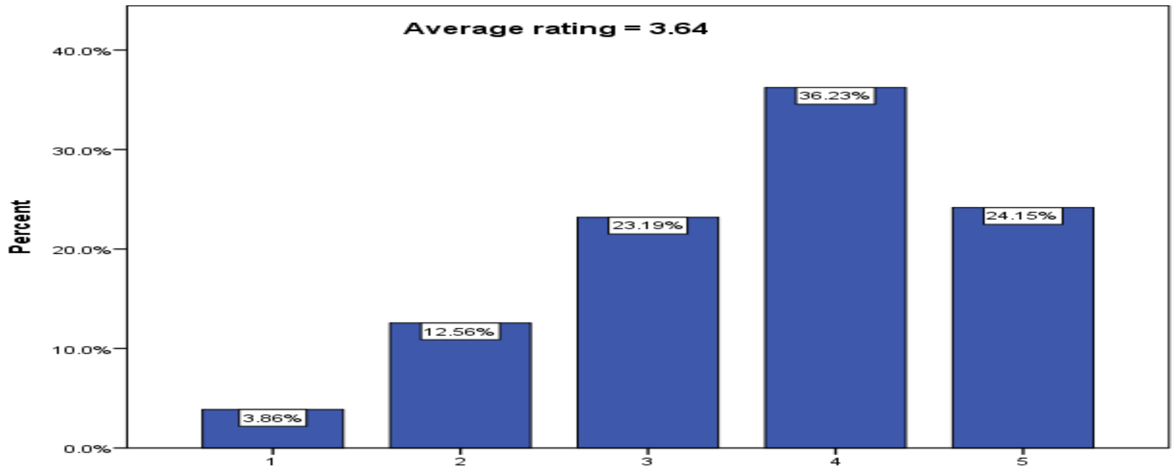

Figure 3: The organization utilizes hard copies which influence delivery of quality services.

The finding that hard copies were used by employees as knowledge repositories was reiterated by the key informants who indicated that reports, publications, brochures, posters and books were stored by the organization for future reference.

Knowledge repositories affect staff performance in the organization.

The results showed that majority (69.41%) of respondents perceived knowledge repositories as influencers of employee performance as Figure 4 shows. Further, 19.42% of the respondents were neutral and minority (11.16%) disagreed that knowledge repositories affect staff performance.

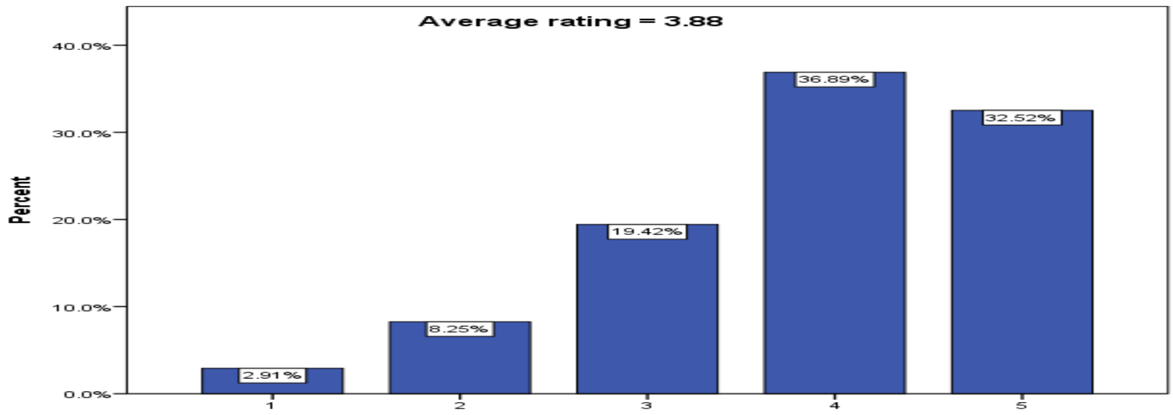

Figure 4: Knowledge repositories affect staff performance in the organization.

The findings of this study corresponds to that of Bista (2020) who indicated that knowledge repositories facilitate learning through knowledge sharing which enables staff to execute their tasks. Further, repositories assist new employees to access important knowledge which guides them in undertaking their roles and this ultimately influence their performance (Bista, 2020).

Knowledge repositories influence efficiency of operations in the organization.

The results of the study also revealed that majority (73.43%) of the respondents agreed that knowledge repositories influence efficiency of operations in the organization while 6.28% disagreed and a minority represented by 0.97% strongly disagreed. Further, 19.32% of the study participants were neutral as Figure 5 depicts.

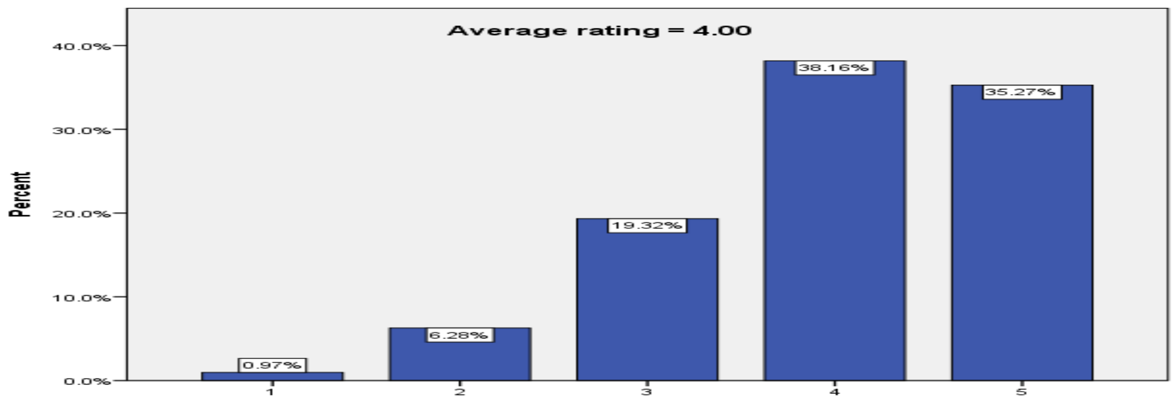

Figure 5: Knowledge repositories influence efficiency of operations

The study results resonate with those of Malvestiti et al. (2024) who indicated that knowledge repositories act as a fountain and reference of knowledge and information for both old and new staff in an organization. The accessible repositories provide timely information needed hence improving efficiency during strategic execution and other operations/processes.

Knowledge repositories are accessible to all staff and aid in work performance

This research explored whether knowledge repositories in KEBS were accessible to all the employees and if they assisted them in performing their work. The results indicated that a majority of 66.35% were in agreement that knowledge repositories were accessible to all and they enabled them perform their duties. However, 20.49% of the respondents were not sure while 13.8% disagreed that knowledge repositories were accessible to all employees and they aided their work. This is further illustrated in Figure 6.

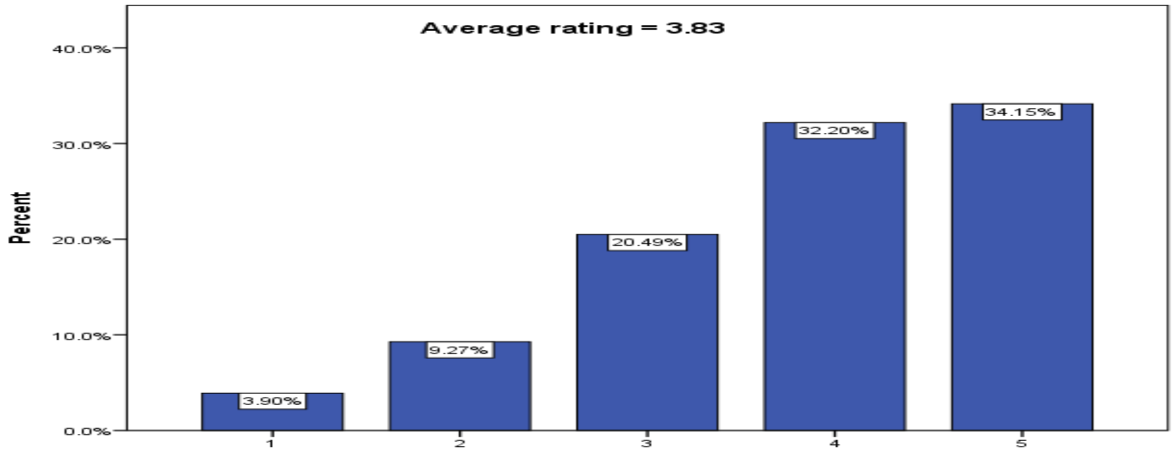

Figure 6: Knowledge repositories are accessible to all staff and aid in work performance

The results of this study are in harmony with the findings of research by Malvestiti et al. (2024) who indicated that availability of knowledge management technology acts as a resource for employees to satisfactorily perform their chores thereby enhancing work performance. The researcher argues that enhanced work satisfaction acts as a significant predictor of and driver of strategy implementation. Gates (2024) also found out that collaborative technologies and practices have a positive impact on employee's commitment which improves work performance besides being fundamental in strategy implementation.

Inferential Analysis

Correlation Analysis results for Objective 4: The influence of knowledge repository on strategy implementation in public sector in Kenya

The research objective explored the effect of knowledge repository on strategy implementation in the public sector in Kenya. The findings revealed that knowledge repository have a relatively strong and positive effect on strategy implementation which was established by a correlation coefficient of 0.790. The relation between the two variables was significant (p-value = 0.001) as Table 1 shows.

Table 1: Correlation matrix on association of knowledge repository and strategy implementation

Correlation		Knowledge repositories: organization utilizes soft data banks	Strategy implementation
Knowledge repositories: Organization utilizes soft data banks	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.001
	N	217	217
Strategy implementation:	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.001	
	N	217	217

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

The findings of current study agree to those of Al-dubai, et al. (2024) who confirmed that knowledge bases allow for access and utilization of relevant information and best practices which are important in successful strategy implementation. Further, the results of this study indicate that knowledge repository plays a fundamental role in facilitating strategy implementation which agrees with research by Stepien (2023) who revealed that centralized information repositories promote fast access to important data, intuitions, and best practices which allow for informed decision making throughout strategy implementation. Dahri et al. (2019) also pointed out that knowledge sources promote continuous learning in an organization which allow new and existing employees to understand strategies and be able to decipher how to adapt to dynamic varying business situations. This is very critical in strategy implementation as it may inform modification of strategies based on real- time information in the environment (Dahri et al., 2019).

The results also agree to those of Hislop et al. (2018) who indicated that properly managed knowledge repositories enable workers to find information fast, eliminates the necessity for repetitive tasks and streamlines processes all of which improve the process of strategy implementation. Further, the findings are consistent with those of Xue (2017) who revealed that knowledge bases facilitate processes of observation and description of changes in the environment allowing for detection of emerging threats and opportunities and appropriate reactions. This is critical in the process of strategy implementation as it enables managers and employees to respond to external conditions which may promote or hinder implementation process.

Regression analysis

The researcher did a regression of coefficients to determine the influence of knowledge repositories to dependent variable. The regression weights, standard errors and p-values of the different independent variables were as presented in Table 2.

Table 2: Summary Coefficient Table of Regression model

Variable	**Unstandardized coefficients**		**Standardized coefficients**	**T**	**Sig (P).**
	(β)	**Std. Error**	**Beta (R)**		
(Constant)	2.150	0.198		4.206	0.000
Knowledge repositories	0.480	0.017	0.690	2.560	0.000

The researcher conducted a regression analysis to examine the effect of independent knowledge repository on dependent variable, strategy implementation. The independent variable demonstrated positive and statistically significant relationships with the dependent variable ($p < .001$), indicating that higher levels of these knowledge repository are associated with improved strategy implementation outcomes.
The study also revealed that knowledge repositories were weak influencers of strategy implementation but the influence was positive and statistically significant ($R = 0.690$, $p = 0.000$). The value for R^2 for knowledge repository was 0.4761 which inferred that knowledge repositories accounts for about 47.61% of strategy implementation.

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 calculated value was compared with a specified value presumed to be a measure of significance threshold which is a P value of 0.05 (Sekaran & Bougie, 2016). According to Sekaran & Bougie (2016) a test result which is smaller than or equal to t P-value (0.05), means the data is significantly different/statistically significant, and therefore the null hypothesis rejected and the reverse is true. The values of the T- test were smaller than P-Value 0.05 and therefore the research hypothesis were rejected as depicted in Table 3.

Table 3: T-test Results

Null hypothesis	***t*-Value**	**P-Value (Specified)**	**Implication on null hypothesis**	**Conclusion**
H_0: Knowledge repository has no significant effect on strategy implementation in the public sector in Kenya.	0.01	0.05	Reject	Accept alternative hypothesis: Knowledge repository has no significant effect on SI

CONCLUSION AND RECOMMEDATIONS

The study revealed that robust knowledge repository systems are integral in enhancing access to information and promoting utilization of knowledge during strategy planning, formulation and execution. Repositories act as knowledge tanks for reference in an organization hence acting as institutional memories. The study also revealed that knowledge repositories have a positive and significant influence on strategy implementation in the public sector in Kenya.

There was a significant number of respondents who were neutral. This could be a lack of awareness on the meaning of knowledge management. The management needs to bring on board all the employees and provide a clear understanding of knowledge management, how it is applied in the institution and how it affects strategy implementation. The level of knowledge management practices at KEBS are diverse and they all have an impact on strategy implementation. It was recommended that other public institutions can benchmark KEBS for improvement.

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 on the effect of knowledge management on strategy implementation in the private sector be conducted.

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