EMPLOYEE KNOWLEDGE MANAGEMENT AND PERFORMANCE OF CONSTRUCTION COMPANIES IN NAIROBI CITY COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTERS IN BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) KENYATTA UNIVERSITY

NOVEMBER, 2018
DECLARATION

Declaration by Candidate:

I declare that, this project is my own original work and has not been presented for award of any degree in any university. No part of this thesis should be reproduced without the authority of the author and/or Kenyatta University.

Signed: ___________________________  Date  ____________________________

Signature  Date

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Declaration by Supervisor:

I/We confirm that the work in this thesis was done by the candidate under my/our supervision

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DEDICATION

This project thesis is specifically dedicated to my wife Beth Mumo for her moral support and inspiration which went a long way toward encouraging me to embark on this project.
ACKNOWLEDGEMENT

I would like to give thanks to God for giving me the strength and wisdom to carry out this research project. I would like to thank Kenyatta University for giving me the support and encouragement during the entire project. I would also wish to thank my supervisor Dr. Phillip Wambua for his guidance and advice in the research project and the staff at Nairobi City County who took time to respond to the questionnaire making the research a success.
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<tr>
<td>ATM</td>
<td>Asynchronous Transfer Mode</td>
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<td>BP</td>
<td>Business Performance</td>
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<td>BSC</td>
<td>Balanced Score Card</td>
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<td>COP</td>
<td>Communities of Practice</td>
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<td>EU</td>
<td>European Union</td>
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<td>KM</td>
<td>Knowledge Management</td>
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<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>KU</td>
<td>Kenyatta University</td>
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<td>NCA</td>
<td>National Construction Authority</td>
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<td>NRB</td>
<td>Nairobi</td>
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<td>UK</td>
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OPERATIONAL DEFINITION OF TERMS

Communication: Any act through which one person offers or receives records from some other individual about that man or woman's desires, dreams, perceptions, information, or affective states. Communiqué may be conventional or unconventional alerts, may additionally take linguistic or nonlinguistic paperwork, and might arise via spoken or thru other channels.

Employee Performance: The ability of an employee to accomplish his or mission based on the expectations of an organisation.

Knowledge Management: The process of applying a systematic approach to capture, structuring, management, and dissemination of knowledge throughout a company or organization to work faster, reuse best practices and reduce costly rework from one project to project.

Organization Culture: Culture is the shared patterns of behaviors and interactions, cognitive constructs, and effective understanding that are learned through the process of socialization. These shared norms and beliefs identify the members of a culture group while also distinguishing those of another group.

Organizational Performance: The level and amount of output of an organization or a firm over a given period of time with effectiveness and efficiency.

Training: Acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies.
ABSTRACT

Most companies in the construction industry in Kenya have improved information systems abilities and understanding control competencies. However, integrating and utilizing those capabilities closer to higher enterprise performance still appears to be the responsibility of the situation. Inefficiencies in facts waft in companies in the construction enterprise, for an instance can create delayed responses to marketplace change, affects organizational operations tactics and results in lack of profits and decreased business performance. Knowledge management is important about getting the proper knowledge to the right person at the right time. The main objective of this study was to investigate the role of knowledge management on the performance within the construction industry in Nairobi County. The specific objectives of the study were to assess the extent to which techniques affect the performance of construction companies in Nairobi County, to establish how information technology affects the performance of construction companies in Nairobi County, to find out how the organization barrier affects the performance of construction companies in Nairobi County and to determine the extent to which an organization needs to affect the performance of construction companies in Nairobi County. The study was anchored on five theories which include the theory of reasoned action, theory of planned behaviour, structuration theory, resource based theory and the contingency theory. A descriptive research design was used in the study. The unit of observation was the five main companies involved in construction in the County of Nairobi while the unit of analysis was the employees of the firms who were classified as top management, middle level and support staff and totaled to 101. Stratified random sampling technique was used to develop a sample of 42 respondents which formed 28% of the target population. A semi-structured questionnaire was used to collect data from the respondents through drop and pick later method. Descriptive and inferential statistics were used to analyzed the data. The analyzed data was presented using means, standard deviation, frequencies, percentages, graphs, charts and tables. The study established that tools and techniques, information technology, organizational barriers and organizational needs had a positive and significant influence on the performance of construction companies in Nairobi City County. The Coefficient of variation of 0.799 indicated that employee knowledge management significantly influenced performance of the construction firms. The study concluded that all the construction companies offered technical training programs to their employees but they concentrated on only a few areas ignoring the crucial aspects. Most of the organizations were also found to apply information technology in their operations as a means of improving their performance. The firms were found to come up with barrier and risk mitigation strategies and also the organizational needs informed innovation and quality of service delivery all of which contributed positively to productivity. The study recommended that the construction companies should focus more on employee knowledge management so as to offer high quality products and services. There should be enhanced communication both horizontally and vertically to improve information sharing. The firms should also embrace modern technology software and hardware to enhance efficiency. The study recommends further that the firms should learn from the barriers and be informed by needs to come up with new ways of service and product delivery that are more effective and efficient.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Advancements in information communication and technology (ICT) have created organizations based on knowledge because they use the knowledge they possess for competitive advantage (Santos, Doz & Williamson, 2011). Indeed, many organizations are coming to the realization that in order to stay ahead of others in a given industry, they need to rethink and align their strategies to meet changing needs and preferences of customers (Liew, 2007). Knowledge in organizations is developed over time through employee interaction with organization systems and situations that shape their take on general work environment. Employees’ knowledge which may not be easily transferred has been found to offer competitive advantage because it may not be easily replicated by other organizations unless they poach the involved staff. Therefore, in order to ensure continued organizational competitiveness in an industry, it is important that management devise appropriate strategies that align the operations in an organization to organization culture and developments in ICT. There is need to find ways to collect, store and share this knowledge for an organization’s continued future competitiveness (Keskin, 2010).

Pretty competitive and brilliant changes within the construction industry are forcing construction executives to constantly improve the overall performance of their groups. In line with Luu et al. (2011), overall performance size is the coronary heart of ceaseless improvement. As a fashionable rule, knowledge management is the following step to enhance contractors’ performance and effectiveness of merchandise and techniques”. The main objective of overall performance evaluation is to help managers and personnel of the corporation in developing the course, traction, and the
pace of their enterprise (Cokins, 2014). Knowledge management can be implemented by using a businesses to measure and compare its overall performance towards outcomes from recognized leaders for the motive of identifying the strengths and weaknesses in performance, then the usage of training discovered from the exceptional ones to determine the pleasant practices that can cause advanced overall performance and productiveness when adopted and implemented (El-mashaleh, 2013).

For measuring the overall performance of organizations and for making use of knowledge management method, one has to first set up appropriate key overall performance signs (KPIs) which can be maximum critical in determining the overall fulfillment of the organization. KPIs are compilations of records measures used to assess the overall performance of a creation operation (Cox, 2013). KPIs play a key role in presenting statistics at the overall performance of production duties, tasks, and groups (El-mashaleh, 2013).

Many types of research and studies are conducted to determine KPIs. Most of them are in precise regions. They focus on the overall performance measurement at the assignment stage. Current research, which has been carried out for overall performance evaluation and evaluation at the enterprise degree, is restricted within the literature. Furthermore, most of the conducted researches have advanced KPIs which are suitable for specific country wide capabilities (Alavi, 2010).

According to Alavi, (2010), a few efforts were done to provide indicators that can be used to measure the performance of creative tasks in Kenya. No perception is provided in the general performance of the corporations. Therefore, a set of KPIs that can be used to measure and examine the overall performance of a corporation or be
considered as a basis for knowledge management is missing. To bridge this gap, these studies sought to identify the role of KPIS in improving overall performance of the construction sector at the business enterprise stage in Kenya. Extra specifically, our research goals are: to spotlight the national and international efforts and development in identifying and implementing KPIs; to determine the extent of enforcing knowledge management approach in production corporations in Kenya and to become aware of the most vital KPIS that may be used to evaluate the performance corporations in Kenya.

It is crucial to note that the researcher focuses on figuring out KPIS for the motive of performance size and knowledge management performance of construction organizations and no longer for evaluation by using customers or shareholders. Additionally, constructing production organizations are considered groups that undertake production of constructing facilities and can consist of a layout characteristic (Alavi, 2010).

According to Alavi, (2010) the global construction industry is greatly competitive, fragmented, and cyclical and regularly operates on low margins (Loosemore 2013). Construction bills have been a considerable part of economic activity and are a catalyst for many different sectors. It isn't always unexpected; therefore, that construction performance and reform have dominated research within the industry for over fifty years.

Yang (2010) undertook a essential literature evaluate of performance dimension within the construction zone. Their work provided a brilliant platform from which to advise on the course of the problem. They classified performance dimension into three categories: venture, organizational and stakeholder. The fundamental
frameworks had been proven to be the European basis for excellent control excellence version, key overall performance indicators (KPIs), and balanced scorecards. Gap evaluation (e.g. Fashion evaluation), included overall performance index (e.g. More than one standards analysis), statistical methods (e.g. Regression evaluation) and linear programming (e.g. Statistics envelopment analysis) had been proven to be the most frequently applied research techniques for overall performance size.

Overall performance measures are procedures to decide if a process has acquired the desired result. However, the diversity of the construction procedure makes it hard to use only an easy definition. In reality, overall performance is relative and accessed via evaluation to determined best practice. This calls for appropriate and current data in an objective (i.e. Numeric) format throughout an extensive variety of constructing types, places, time and regulatory environments that make the project difficult if no longer not possible to finish. The construction enterprise has long been criticized for apparent underperformance (Pieper, 1989). Reports such as Latham (1994) and Egan (1998) have called for a rethink of the conventional production procedure, but over a decade so many would possibly think that little has changed. So the talk continues, and the search for appropriate measures lie at the leading edge of studies into the performance of contractors, projects, and industries, and possibly will do so in the future.

Yang (2010) concluded that no single framework or method suits all conditions – all have their blessings and drawbacks and therefore “it's for an important mission to expand an extra complete overall performance size framework in production”. The primary goal right here is to advise a brand new version for overall performance dimension and to check its use of what is thought to be one of the largest samples of
creation assignment statistics ever assembled throughout two pattern international locations: Australia and America. The evaluation of this data doesn’t simply demonstrate the practical software of the model, but also offers new perception into the performance of the development enterprise in these nations over the past decade.

From a strategic attitude, expertise is described as a belief that will increase an entity’s potential for effective movement (Nonaka, 2017); it is able to be viewed as a treasured strategic asset in the shape of organizational capability with the potential for influencing destiny moves (Alavi and Leidner, 2010; Chou, 2015, Kakabadse et al., 2013). Consequently, the intention of information control is to hyperlink and to develop internal abilities to meet both the modern-day and destiny needs of a corporation (Mccann and Buckner, 2017). In this take a look at understanding management is described as a system; one that makes a specialty of expertise-associated activities to facilitate expertise introduction, seize, transformation and use, with the final intention of leveraging a corporation’s highbrow capital to attain organizational targets (Fink, 2013).

1.1.1 Firm Performance
Performance is the outcome of all of the organization’s operations and strategies (Wheelen &Hunger, 2012). Firm’s performance is the appraisal of prescribed indicators or standards of effectiveness, efficiency, and environmental accountability such as productivity, cycle time, regulatory compliance and waste reduction. Performance also refers to the metrics regarding how a certain request is handled, or the act of doing something effectively; of performing; using knowledge as notable from just possessing it. It is the result of all of the organizations’ operations and strategies (Venkatraman & Ramanujam, 2011). It is also the level to which an individual fulfills the expectations concerning how he should behave or function in a
certain situation, context, circumstance or job. Oakland (2009) posited that performance is what individuals do relating to institutional roles. Performance measurement is usually carried out using a performance measurement system, which consists of several individual measures. There are many frameworks for constructing such a system. The most commonly used model is the Balanced Scorecard (BSC) (Lönnqvist 2012, PMA 2001, Toivanen 2011). Others include; the Performance Prism and the Performance Pyramid (Neely & Adams 2010). The measures for the performance measurement system chosen are based on an organization's vision and strategy (Kaplan & Norton 2006). Measures are chosen to measure success factors from different points of view, such as that of the customer, employees, business processes and financial success, as well as from the point of view of past, current and future performance. This way, different aspects of an organization's performance can be measured and managed. The study sought to analyze the different employee knowledge management techniques employed by construction companies in Kenya and how they affect their performance.

1.1.2 Knowledge Management
The aim of KM is to link and expand internal abilities to fulfill the modern and future needs of a company (McCann and Buckner, 2017). KM is a technique that makes a specialty of knowledge-related activities to facilitate information introduction, seize, transformation and use, with the remaining aim of leveraging corporation’s intellectual capital to gain organizational targets (Fink, 2013). Additionally, KM has the capability to alternate entire enterprise cultures and the strategies of corporations to those that value learning and sharing (Kakabadse, 2013).

Knowledge management equipment has been mentioned by way of only a few authors. They are no longer just statistics control tools due to the fact they have to be
“able to handle the richness, the content, and the context of the information and now not just the records itself” (Anumba et al., 2015). Ruggles (2015) defines expertise control tools as the kind technology used to beautify and enable the implementation of the sub-approaches of understanding management. Ruggles (2015) identifies that all KM tools are no longer records-primarily based. Equipment used every day including papers, pens, and movies can be used to aid know-how control.

Understanding control tools are not hard especially IT itself as it's about IT and non-IT equipment and how they support knowledge control procedures including locating, sharing and modifying know-how (Anumba et al., 2015). Non-IT gear may be denoted as the knowledge control strategies like brainstorming, communities of practice (CoP), face-to-face interplay, and post undertaking opinions, recruitment, apprenticeship, mentoring and training. Information generation tools can be named as the KM technologies including hardware technology, software program technology, information and textual content mining, groupware, intranet, knowledge bases and taxonomy (Anumba, 2015).

Groups come collectively to assemble a network which includes skilled people. The skilled people paintings collectively to analyze and solve complicated troubles whilst the need arises. Typically, they paint informally via conferences, video conferences, and email to assist the accountable team (Woo et al., 2017). In step with Anumba et al. (2015), the commonplace factor keeping the members of the network participants collectively understands what others humans realize, there are numerous cops in an agency however the individuals of the businesses may be associated in multiple organization. In step with Robinson et al. (2015) among four creation agencies in the united kingdom, CoP is one of the maximum spoken statistics sharing non-IT tools
used by the businesses with different gear along with competencies, mission teams, and high-quality circles.

One on one interaction is the records sharing method, socialization, among the body of workers of the business enterprise. It allows in enhancing the organizational reminiscence, developing agree with and ensuring effective getting to know. However, as written in Davenport et al. (2015), the fee of one-on-one interaction can be reduced easily in this improved generation, net, Lotus Notes, and international communiqué structures era.

Put up-venture are data collecting ways to emphasize the instructions that have been learned at some stage in the project. They’re of great importance due to the fact that they provide the opportunity to have know-how about the screw-ups, solutions, solution techniques and the best ways to address the mission. Consequently, this knowledge can be utilized in the destiny initiatives to be finished. The point being emphasized is that, for construction organizations, often it’s far very difficult to discover the mission contributors on the stop of the undertaking to carry out the publish-venture meetings. So, its time may be very vital (Anumba et al., 2015).

Recruitment is a clean way of getting know-how by hiring a skilled individual to apply his revel in. This approach tends to grow the know-how base of the organization through adding new knowledge won from the expert. At the same time, participants of the enterprise might also examine from the professional, or even if the expert leaves the organization, some information is left with the members’ thoughts (Anumba et al., 2015).

The apprentice’s paintings enjoy expert advantage through expert remarks, imitation, and exercise. The professionals focus on their apprentices to improve the
competencies and reach a favored stage to carry out allocated obligations on their own (Anumba et al., 2015).

Guiding a trainee or a junior member is allocated to a senior workforce for recommendation associated with profession improvement. This education type includes profession targets given to the trainee. The mentor is accountable to check if the goals have been executed and to offer comments (Anumba, 2015).

Training helps employees to enhance their God-given gifts or talents and hence improve their knowledge. Training is often a formal layout. If education is given by the seniors in the organization, it's far called internal schooling. If there is an outdoor expert resource in the enterprise, it's called external training (Anumba et al., 2015).

Expertise control technologies capture, keep and disseminate a refined understanding of the use by human beings (Roberts, 2014). KM technology depends on IT as the primary base for implementation (Anumba et al., 2015). Davenport and Prusak (2000) stated that understanding management technology consists of one-third of the time, effort, and capital required for an information control gadget. The remaining thirds are about human beings and organizational lifestyle (cited in Anumba et al., 2015). Bhatt (2010) brings up a matter that a company can flip facts to records with the assistance of statistics era to cope with a sudden and new hassle in this quickly changing environment. Using improved technology computers and verbal exchange community facilities underpins an enterprise in statistics mining.

1.1.3 Construction Industry in Kenya

Construction sector in Kenya is regulated by using the National Construction Authority (NCA) whose mandate is to streamline, overhaul and modify the
construction industry within the country. The construction enterprise is quite aggressive wherein boundaries to access are low, facts about corporations are easily accessible and many businesses are similar. Therefore, many organizations are not able to earn a greater profit than the required minimum to survive. Final touch focuses closely on price due to the fact organizations generally cannot fund major improvements. Recent research that has been undertaken to discover KM associated troubles within production agencies primarily based in Nairobi on the subject of general recognition and information of KM and the company environmental factors affecting KM implementation (Chan, 2010).

The research discovered that KM is a rather new idea for the Nairobi construction region, and its implementation is in its early stages. The research additionally discovered that monetary and physical belongings remain the primary attention of most agencies, whilst the function of understanding knowledge, as a strategic asset, has not been absolutely recognized. To illustrate these findings, local managers established a problem in defining the term “expertise management”, and in articulating the scope of KM sports inside their groups. Their very own descriptions were closely related to the storage and distribution of specific mission-related facts (Chan, 2010). The research also revealed that facts/report control has been well evolved by way of nearby creation organizations, especially in engineering consulting and surveying corporations.

Very few systematic know-how-coping with techniques had been used to control professional knowledge. Therefore, information, in particular context precise tacit information, such as experience had failed to be successfully captured and reused (Chan, 2010; Fong, 2015; Ng, 2013). This knowledge a clear loss of a commonplace
language underpinning KM sports inside these production organizations, probably the result of KM packages being of their infancy (Chan, 2010).

1.2 Statement of the Problem

Most companies in the construction industry in Kenya have improved information systems (IS) abilities and understanding control competencies. However, integrating and utilizing those capabilities to improve business performance still appears to be a challenge. Inefficiencies among construction companies creates delayed responses to marketplace change, affects organizational operations tactics and results in lack of profits and decreased BP. Especially expertise that the corporations have advanced seeing that their established order isn't being applied to its fullest potential and implemented closer to reaching sustainable competitive advantage and better non-economic as well as monetary enterprise performance, for instance, staffs training packages designed to attain move-practical education for personnel who are involved are rarely taken advantage of. All through undertaking execution, critical understanding resides with the experts, who need to understand the price of understanding and the cost of sharing that expertise. That is due to the fact, these members are generally assembled to find initiatives whose achievement has typically been judged when it's miles finished within the scope, time and price, that have usually been regarded due to the regions of essential constraint (Lim, 2010).

Globally, knowledge management has been applied by organizations to improve their performance through improved competitiveness (Argyres & Silverman, 2007). As forces of globalization and internationalization of firms become real, it is important that organizations rethink their strengths and see how they can apply them for improved performance. One of the resources that may not be easily copied by
competition is the skills and competence of employees. The employees have been offered specialized training within the organizational cultural setting which distinguishes the way they go about their duties for efficient operations (Garud & Kumaraswamy, 2005). The previous experiences in meeting the expectation of customers and the lessons learned in the circumstances of mishaps always shape the way organizations prepare to meet and exceed the expectation of customers (Michailova & Nielsen, 2006). These contribute to some of the knowledge accumulated by the organization which can be used competitively to improve organization performance.

This is an indication that task management professionals may have not fully obtained and transferred knowledge learned from past initiatives and even amongst themselves to make a higher success fee for modern-day and future projects. Kasvi et al. (2013) affirm that there are different elements that might make contributions to venture achievement, which include integrating KM practice in projects, whose utility before had been susceptible and unsystematic.

Consequently, focusing on the construction industry that is particularly challenged, it has not incorporated this exercise as predicted, due to time constraint and some impeding practices. This is evident from many reported cases of systems collapsing in the course of or even after construction, despite the fact that it’s one of the oldest industries full of experiential information that would aid initiatives properly. Lately, a residential constructing built on the banks of Nairobi River in Huruma property collapsed killing over fifty tenants. This could be as a result of issues that might do with the rushing of tasks to complete on time, keep prices and the culture of information sharing among group contributors and associated initiatives having not
been competently embraced, thanks to opposition and protection of fame. The study aspired to establish how expertise management will affect construction initiatives in this industry, so one can retain being a success even in the future. Whereas most production agencies have been criticized for underperformance, the companies face a dilemma on the way to examine and improve overall performance. The goal of this research is, therefore, to satisfy this want for evaluating the overall performance of other construction corporations and determine factors affecting their performance.

1.3 General Objective

To investigate the effect of knowledge management on performance of construction companies in Nairobi City County

1.3.1 Specific Objectives

i. To assess the extent to which techniques affect the performance of construction companies in Nairobi County.

ii. To establish how information technology affects the performance of construction companies in Nairobi County.

iii. To establish how the organization barrier affects the performance of construction companies in Nairobi County.

iv. To determine the extent to which an organization needs to affect the performance of construction companies in Nairobi County.
1.4 Research Hypotheses

i. Techniques do not have a significant effect on the performance of construction companies in Nairobi County?

ii. There is no significant relationship between information technology and the performance of construction companies in Nairobi County?

iii. Organization barrier does not have a significant effect on the performance of construction companies in Nairobi County?

iv. Organizational needs do not have a significant effect on the performance of construction companies in Nairobi County?

1.5 Significance of the Study

The study might provide a better understanding to the managers and employees as well as strengthen the capacity of construction companies, capability and enhance professionalism in order to increase performance and therefore attract future investment, increase share value, attract high caliber employees and also improve their competitive edge.

To the Kenyan Government, the findings of this research were likely to assist in developing a blueprint for improvement of construction services in Kenya and also point towards the realization of Vision 2030 through the provision of valuable information, which might make Kenya a newly industrialized country providing a high-quality life for all its citizens.

The study was expected to benefit academicians who conducted research on the relevant topic; it provided information on the role of knowledge management and
performance within the construction sector in Nairobi County.

1.6 Scope of the Study

This study involved construction companies specifically in Nairobi County. Local construction companies who were awarded projects by the National Construction Authority within the Financial Year 2014/2015 were involved in the study. The stratified random sampling method was used. The construction companies included in the study included: Ongata works limited, Kiu Construction Company, Intex construction company, Wakefield Construction Company, and Tamani construction company. The target population was 150 employees where a sample size of 54 respondents was drawn. The study covered a period of six months from December 2017 to May 2017.

1.7 Limitations of the Study

Some of the respondents were not willing to give information thinking that their identity might be revealed. To solve this limitation the researcher explained to them the importance of the study to the organization hence convincing them to participate.

Confidentiality is a very sensitive matter at the workplace and therefore it was anticipated to be an impediment. However, the researcher assured the respondents that none of the information would be used for any other purpose other than for academic purpose.

1.8 Organization of the Study

This research project comprised of five chapters. Chapter one involved the background of the study, statement of the problem, purpose of the study, objectives of
the study, research questions, and significance of the study, limitation of the study, assumptions of the study and organization of the study. Chapter two reviewed theoretical literature, empirical literature, research gaps and the conceptual framework. Chapter three dealt with research methodology which explained the research design, target population, sampling design, and rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four presented the research findings, presentation and interpretation while chapter five summarized the study findings, drew conclusions and recommendations for the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on knowledge management and organizational performance. It summarizes the information from other scholars who have carried out their research in the same field of study. The chapter presents the theoretical review, empirical review, summary, the research gaps and the conceptual framework.

2.2 Theoretical Review

The study was anchored on five theories which include theory of reasoned action, theory of planned behaviour, structuration theory, resource based theory and the contingency theory.

2.2.1 Theory of Reasoned Action

The theory of reasoned action explains how someone's conduct is prompted by using one's purpose to do something. This hypothesis as explained by way of Warshaw (1980) and Jogiayanto (2013), states that the intention of sharing information is decided by means of a person’s attitude in the way of behavior and the subjective norm. Further, Fishbein and Ajzen (1975) and Korzaan (2013), indicate that a person aims to perform an action and their real action may be decided through their attitude towards this behavior.

Individuals might also behave differently if their attitude towards a certain behavior is modified. In particular, individuals are generally more likely to carry out a conduct if they have a favorable mindset toward this behavior and vice versa. Therefore, based
on this principle and in the context of understanding sharing, it's anticipated that individuals with respect to knowledge may display extra understanding sharing conduct if they keep a high-quality mindset closer to KS. Therefore, it's of great significance to become aware of the elements which are influential to people' mindset closer to information sharing behaviors (Korzaan, 2013).

Industrial surveys suggest that senior management can force KM efforts. Control has control over worker compensation rules, performance appraisal, and career development. As such, it is handiest natural that employees might need to conform to the control expectancies of accomplishing knowledge sharing behavior if the previous helps it.

2.2.2 Theory of Planned Behavior

The theory of planned behavior (TPB) of Ajzen (1991) is an extended model of the principle of reasoned motion and is possibly the most influential and the famous social-mental version for explaining and predicting human conduct in precise contexts.

in step with Chennamaneni (2014) the theory of deliberate conduct indicates that human conduct is guided by way of three kinds of considerations: beliefs approximately the in all likelihood effects of the conduct (behavioral beliefs), beliefs approximately the normative expectancies of others (normative beliefs), and beliefs approximately the presence of things that could facilitate or obstruct overall performance of the conduct (manipulate ideals). As a more favorable the attitude and subjective norm, and the greater the perceived control, the stronger need to be the individual’s purpose to perform the behavior in question.
Lin and Lee (2017) posted a paper on the usage of the TPB model to explain factors that affect KS conduct. They determined that the encouraging goal of senior managers changed into the primary determinants of a company KS behavior. Because of this managerial interventions (governance mechanisms) have to be taken into consideration in order that managers can affect knowledge sharing behavior amongst individuals (Minbaeva, 2010).

### 2.2.3 Structuration Theory

Giddens (2013) saw structuration hypothesis as an everyday dispel department in the social sciences among folks that recollect social phenomena as decided with the aid of the have an effect on of goal social systems (determinism) and others who see social phenomena as products of human sellers as they subjectively interpret the world (voluntarism). Giddens’ conception structuration concept purports “a duality of structure which pertains to the essentially recursive character of social lifestyles, and expresses the mutual dependence of shape and organization” (2013,). In other phrases, the sellers inside a social gadget are both motivated by means of the structural daily of that machine, and recursively reproduce those structural face day every day through interaction among retailers. Giddens perspectives social shape as being drawn upon by way of human sellers day-to-day constrain (regulations) or permit (resources) interplay, while concurrently the movements of an everyday’s in social contexts serve to provide (create or exchange) and reproduce (homeostasis) the social structure. A founding precept of Giddens’ idea is that “every social a daily is aware of a notable deal approximately the situations of reproduction of the society of which she or he is a member (2013).
This precept is likewise discovered in Nonaka’s (1994) concept of information redundancy, an important requirement for social interaction and organizational knowledge introduction. Social structures, such as expertise-based day everyday organizations, are constructed from social interactions involving situated activities of human dealer’s current in time-space and are constituted by way of every day, reproduced members of the family of interdependence among both person retailers and a collective group. Giddens also refers to daily this as recurrent social practice. This recursive nature of social lifestyles can be expressed in the mutual dependence of shape and company. Structural homes of social structures are each “the medium and final results of practices constituting those systems” (Giddens, 2013.). Institutions are a manufactured from the human enterprise, however, are a “final results of motion simplest in every day this point every day as they are also involved recursively because of the medium of its production.

In structuration idea, shape refers to everyday styles of social relationships and only exists as structural properties. these structural houses exist genuinely as regulations and resources that in social replica bind time (Giddens, 2013) and bring about enduring practices in social structures (reproduced members of the family between academy or businesses, prepared as normal social practices that arise in time and space). to treat shape as a digital order implies recognizing the lifestyles of (1) expertise as reminiscence strains of how matters are every day be done (said, written) at the a part of social a day-to-a days; (2) social practices organized through the recursive mobilization of that expertise, capabilities that the production of those social practices presupposes (Giddens, 2013).
2.2.4 Resource-based Theory

The useful resource-based principle emphasizes the firm’s sources as the fundamental determinants of competitive benefit and performance. It adopts two assumptions in studying resources of competitive gain. First, this model assumes that companies within an industry (or within a strategic organization) may be heterogeneous with admire to the package of resources that they control. Second, it assumes that resource heterogeneity may also persist over time because the resources used to enforce firms’ strategies are not perfectly cellular throughout firms. Resource heterogeneity (or specialty) is considered an essential circumstance for an aid bundle to make contributions to a competitive benefit.

The argument is going “If all companies in a market have the equal inventory of resources, no strategy is to be had to at least one company that might no longer also be available to all different companies within the market. like the Chicago faculty culture, the RBV is an efficiency-based explanation of overall performance variations (Barney, 2013) “overall performance differentials are considered as derived from rent differentials, on account of sources having intrinsically exclusive degrees of efficiency in the experience that they permit the firms to supply more benefits to their clients for a given price (Barney, 2013).

In step with Barney (1991), a company aid ought to, further, be valuable, uncommon, and imperfectly imitable and substitutable on the way to be a supply of a sustained competitive advantage. In her 1993’s paper, Peteraf gives 4 conditions underlying sustained competitive gain: advanced sources (heterogeneity within an industry), ex-publish limit to the opposition, imperfect useful resource mobility and ex-ante limits to competition. Peteraf and Barney (2013) make clean that Barney’s (1991) and
Peteraf’s (1993) frameworks are regular as soon as a few phrases are unambiguously defined. The RBV has developed very thrilling contributions, amongst others, in regards to imitation with the standards of separating mechanisms (Rumelt, 2014), time compression diseconomies, asset mass efficiencies, and causal ambiguity (Dierickx and Funky, 1989). Recently, a whole lot of resource-based research has targeted on intangible property, which includes facts, and dynamic abilities (Shuen, 2015).

2.2.5 Contingency Theory

in line with Fiedler, (1964) The contingency idea of corporations has its essence inside the paradigm that organizational effectiveness results from becoming characteristics of the agency (structure) to extraordinary contingencies such as environment, organizational size, and method.

Standard, various versions of organizational concept emphasize the significance of project traits; especially venture programmability, to the choice of manipulating method. The lifestyles of "people" or social manipulate is as an opportunity to control through overall performance assessment. In evaluation to the classical scholars, most theorists today agree with that there is no person quality manner to organize.

What’s important is that there be a suit among the corporation’s structure, its length, its era, and the necessities of its environment. This attitude is referred to as contingency concept (Fiedler, 1964) that contends that the most excellent employer/management fashion is contingent upon diverse inner and outside constraints.
2.3 Empirical Review

2.3.1 Techniques and Organization Performance

In these days’ rapid changing the monetary situation, every corporation is attempting to assess its performances regularly. If you want to survive companies are taking steps to amplify via accessing new markets; making a product and fee greater appealing; gratifying customers, developing new strategies. Thus, managers and bosses of the businesses seeking out appropriate strategies in order to investigate the internal and outside cost of the goods/provider, get marketplace facts, product charges, analyze consumer wishes and wishes, expect and investigate organizational overall performance, as properly to make sure competitive benefit in manufacturing activities.

Organizational overall performance (OP) is glaringly a primary issue in strategic control research. Numerous authors have analyzed the organizational performance in phrases of company strategy (Venkatraman, 2013).

In the literature, we are able to discover numerous findings centered on the relationship among strategic planning and performance and only a few studies regarding the family members among strategic control strategies and organizational overall performance. In different words, despite the number of research about management techniques, there may be just a little empirical help on this dating. It must be cited that research, which observes the relationship between strategic control techniques and overall performance stay uncertain. Some of the studies have argued that utilization of management techniques influences organizational performance (Iseri-Say et al., 2014).

Whilst different studies concluded that there had been no clear courting among strategic control strategies (SMTT) and organizational overall performance (Rigby,
Accordingly, within the literature, there may be little or no empirical help to justify this courting. For instance, Rigby (1994) mediated the impact of control gear on overall performance with the aid of considering five performance categories (economic outcomes, organizational integrity, overall performance functionality, customer fairness and aggressive benefit). Al-Khadash and Feridun (2014) determined a full-size courting between the level of usage strategic gear (inclusive of ABC, JIT, and TQM) and economic performance of fifty-six commercial agencies in Jordan (measured by means of going back on belongings).

A take a look at with the aid of Iseri-Say (2011) is targeted on the problem how the adoption of control gear (the study considered the group of 25 equipment) affects organizational performance. Their findings show a big fine courting between competitive positioning, organizational integrity, overall performance competencies, consumer fairness, financial outcomes and adoption of control strategies. There are also other empirical findings which study the effect of tools used on performance. as an example, Friedl and Biloslavo (2009) concluded that there's no sturdy connection among 16 SMTT and monetary performance (internet income, return on equity, the financial independence, equity-to-debt ratio and the added fee per worker amongst). but, they discovered that the most effective two of 16 management tools were related to performance. Another performance related issue is provided by means of Efendioglu and Karabulut (2010). They appeared into the impact of maximum normally used management tools at the monetary performance (average sales boom in keeping with 12 months, common earnings consistent with yr, and common export boom fee in line with year). The results of this relationship had been observed “extremely unanswered”.
2.3.2 Information Technology and Organization Performance

Worldwide IT coverage in the production enterprise has received well-known popularity in modern-day business packages international. It has been identified as the primary tool for conversation and records trade schemes. Shen et al. (2017) emphasized that the implementation of IT has to turn out to be one of the maximum important factors in figuring out the success or failure in nearly all industry sectors which include the development industry.

Gupta (2011) showed that the effect of IT on organizational productiveness differs between small and massive businesses. However, the studies offered by way of Gupta and Capen (2011) did no longer ask respondents immediately about their enterprise's size in analyzing the variations. The observer used other methods in displaying the productiveness differences. The study also mentioned that during assessing the impact of IT organizations, many researchers generally tend to invite respondents to assess the extent to which IT has multiplied productivity. They observed that there is a huge discrepancy between what the manager and different IT users view as improvement and what productiveness improvement in reality is. As the construction enterprise will become extra generation-driven, funding in its miles anticipated to develop within the future. Regrettably, maximum IT programs to this point had been introduced to the enterprise without right planning and evaluation.

Most of its results had been allowed to appear much like that without an organizational shape to accommodate modifications in enterprise strategies (Love and Gunasekaran, 2015). The end result is that the 'complete' ability of IT to enhance organizational performance, effectiveness, and versatility has seldom been attained (Love et al., 2011). Within the subsequent observe, attention ought to take delivery of
to measure the increase in productiveness added about by IT and the interplay among IT and enterprise techniques, paintings styles, employees and organizational way of life (Li et al., 2000). The evolution of IT in mission management has shifted from challenge implementation this is based on mere intuition and the analysis approach this is dependent to greater sophisticated integrated undertaking control structures (Hancher, 1998).

The facts control gadget for the development industry is similar to what other industries require. But, those industries can also bear in mind IT as a notably new technological innovation and as a result, managers lack revel in and expertise, which makes their project more difficult and choice making more elaborate (Li, 2011). The concept of statistics control involves coordinating information from the time that it's miles created till it's miles eliminated and additionally information management purposes include the creation, seize, entry, manipulation, change, and storage of statistics. Facts control and facts generation can be complex to don't forget separately for the reason that equipment frequently used to allow statistics control were information technology (Edward and Karen, 2010). Previously, businesses have developed paper-based, functionally targeted systems to manage records (Huff, 1992).

2.3.3 Organizational Barrier and Organization Performance

A powerful verbal exchange is a communication between two or more men and women wherein the meant message is correctly delivered, received and understood. In other words, the verbal exchange is said to be powerful when all of the parties (sender and receiver) inside the communication, assign similar meanings to the message and listen carefully to what all had been said and make the sender sense heard and understood. Inside the enterprise context, the communication is effective if the
information shared most of the organization personnel contributes towards the company’s commercial achievement. The powerful communication includes now not simply the way you use the phrases but also covers several other abilities such as, non-verbal verbal exchange, capacity to understand your very own emotions as well as of the other character with which you're speaking, engaged listening, capacity to talk assertively, among others (Collen, 2011).

Technique limitations, communication is the procedure which consists of many factors like sender, encoder, medium, decoder, and receiver. While those factors face any issues or preclude the communication technique that results in verbal exchange obstacles termed as process barriers. The typically faced boundaries on this place are sender barrier, encoding barrier, medium barrier, decoding barrier, receiver barrier, and comments barrier. (Eduardo, 2011) physical boundaries are generally created due to the distractions inside the physical scenario of the communication like distance, Smartphone call, on the spot visitors, and so forth. A few not unusual physical obstacles are the environment, cell phones, noise, distance, and bodily disability (Rahul, 2011).

Private boundaries-those obstacles involve the additives of a person’s verbal exchange competence and interpersonal dynamics between folks who are involved in the communication process. There are numerous private obstacles but a few maximum essential are language, faith, ethnicity, authority, ability, and emotion. Language present difficulty in effective verbal exchange due to the information and comprehension relative to the language of vicinity that is not recognized e.g. French character is if going to talk with a British the language will affect the communication
among these nationals. Faith is also a barrier to recognize the idea of the individual from a different religion.

Diverse areas consist of various ideas and attitudes, therefore, can create barriers in the workplace to interpret data the manner they experience. Variations in cultures and ethnicity also pose pressures to communicate successfully. Authority level also can once in a while pose pressures due to the fact occasionally superiors at the place of job do not want to communicate with low stage workforce and vice versa. Capability to understand and speak can also vary with appreciate to person persona as a way to deliver upward thrust to the communication barrier. Emotions are also personal obstacles because of personal moods and mind to communicate such as Terrible mood can smash the verbal exchange with a powerful accomplice or peer (Ben, 2012).

### 2.3.4 Organization Needs and Organization Performance

Swanson’ (1994) describes performance analysis as the analysis of performance variables to determine actual versus desired organizational, process, and individual performance, which is similar to the definition of needs assessment. He then follows performance analysis with documentation of expertise to analyze the expertise necessary for the desired performance. This definition of performance analysis, including documentation of expertise, mirrors the definition of needs assessment and analysis combined, as described by Kaufman (1986, 1994) and Nolan (1996). Important elements in this description of performance analysis are the interrelated elements of individuals, processes, and the organization (Castle, 2005). Rummler and Brache (1995) also present all three of these elements in their method of analysis for improving performance.
The second half of Swanson’s (1994) performance analysis is diagnosis of expertise, which includes job description, task inventory and task analysis. This is similar to the descriptions of the task and job analysis methods from other practitioners. Swanson (1994) does not suggest using a full performance analysis and documentation of expertise for every performance issue reasoning that this would be large investment of time, especially in a changing work environment. He suggests using parts of the organization, job, and individual analyses processes to identify organizational performance requirements and then documentation of expertise to focus on the tasks that can quickly close the gap on those requirements.

Clarke (2003) recognizes an advantage to the performance analysis model in that it identifies the criteria to meet organizational level performance needs via individual level and process level performance. This advantage also applies to Rummler and Brache’s (1995) performance improvement method.

All jobs are comprised of tasks or discrete activities. A task analysis typically follows a needs assessment and narrows the focus to the specific task(s) that is the identified performance opportunity (Robbins et al., 1996). Then, a task analysis details the expertise required to perform the task: the knowledge, skills, tools, conditions, and requirements necessary for performance (Swanson, 1994; Bemis et al., 1983). Typically, those requirements are documented in a formal task statement, which includes the action performed, what is acted upon, the purpose or outcome of the action, and what tools, machines, equipment, etc. are used. The task statements set the standard for performance and help shape the performance improvement solution as well as the evaluation of the solution’s impact.
Rossett (1987) considers task analysis to be a type of needs assessment, but Jonassen, Tessmer, and Hannum (1999) disagree. Jonassen et al. state that task analysis and needs assessment frequently use the same tools and produce similar results, but the purposes are different. Needs assessment identifies needs for analysis, but task analysis solves an instructional problem; meaning that training has already been identified as the solution.

According to Rothwell and Kazanas (2004), task analysis is useful for determining competent performance, determining exactly what a worker must know and do, clarifying conditions for performance, and establishing standards for performance. Practitioners often use task analysis to determine performance objectives for use in developing instruction since task analysis produces goals and objectives, tasks to teach, importance of tasks, task sequence, design, media, assessment and evaluation (Jonassen et al., 1999).

Rossett (1999) defines task analysis to include not only what a performer does, but also what the performer knows and thinks about during performance. Swanson (1994) separates task analysis procedures and titles them by the type of task: procedural task analysis, knowledge task analysis, and systems task analysis. No matter what type of task is analyzed, it follows that task analysis is most often used to document expertise in order to develop instruction.

Sometimes practitioners consider job analysis and task analysis as one in the same because of their similarities (Gupta, 2007). A job analysis gathers information on the scope, responsibilities, and tasks of a job while a task analysis gathers information on the knowledge, skills, tools, conditions, and requirements to perform a task. Both task
and job analysis focus on expertise, but at different levels of detail with task analysis delving into the minute detail of performance.

Job analysis is best used to develop or revise job descriptions, to redesign tasks for jobs, and to develop a consistent set of training requirements, especially for highly technical or specialized job functions (Gupta, 2007). Practitioners should also conduct a job analysis when the current job descriptions are inadequate for use with a more thorough task analysis (Rothwell & Kazanas, 2004). Job analysis works best with stable jobs, not jobs that are constantly changing (Swanson & Houlton, 1998). One important drawback to a job or especially a task analysis is the level of detail and the time to gather the details of tasks. A job or task analysis requires significant time from subject matter experts to validate the tasks performed on a job and to validate the requirements of the tasks.

Nolan (1996) describes job analysis as the second step when analyzing a training problem. This description assumes that training is the solution. In this case, job or process analysis considers the learner, the organization, and the job in order to create training. It includes a task analysis, organizational analysis, and skills and knowledge analysis. The inclusion of organizational analysis is rare in descriptions of job analysis, but is also included in analysis for improving performance as described by Rummler and Brache (1995).

Rummler and Brache (1995) take a systems view and approach to analysis. The systems view provides an understanding of the variables that influence performance and an understanding of how changing one variable in a system will have an effect on other variables within the system. Therefore, to understand the cause of a performance problem, a practitioner must understand and analyze all Three Levels of Performance.
These Levels are the Organization Level, the Process Level, and the Job/Performer Level. Within the analysis of each Level, Rummler and Brache examine the goals, design, and management that support performance. This approach crosses functional boundaries of workflow. Another important aspect of this method is that it is useful for continuous improvement. It does not need to be used only when there is a performance problem to be assessed and analyzed.

The higher or outer Level of performance for analysis is the Organization Level (Rummler & Brache, 1995). It includes an analysis of variables that affect performance such as strategies, goals and measures, organization structure, and the use of organizational resources to determine the solution(s) to solve the performance problem under investigation.

Organization analysis when used by Nolan (1996) reviews aspects of the work unit that may influence on-the-job training. As opposed to Rummler and Brache (1995), this analysis does not determine what factors of the organization may cause or affect the performance problem under analysis. It focuses instead on the organizational factors that may impede the implementation of training as the solution.

Going deeper into performance, the second Level of Rummler and Brache's (1995) performance model is the Process Level. Analysis at the Process Level ensures that processes meet the needs of customers, that customer and organization needs drive the process goals and measures, and that the process works effectively and efficiently.

Swanson and Houlton (1998) define competencies as underlying characteristics of employees that enable them to perform a job or task. Competencies are more general in nature than specific expertise, which makes them useful for analyzing what people need to know to be successful in a job class versus a particular task. Because
competencies are slightly removed from the task, they are more flexible and applicable to jobs that are changing. Rothwell (1984) cautions that in competency assessments, "specification of improvement is too often based on performance measures already existing (p. 20)" versus the performance that is possible in a future condition.

A competency-based needs assessment is useful for developing competencies for a job class or group; when developing a system for recruiting, hiring, developing, and promoting; and when analyzing competencies for a job group across organizations or cultures (Gupta, 2007).

A strategic needs assessment examines performance against an organization's business strategy and identifies the difference between the current and the desired conditions (Gupta, 2007). In this case, the desired conditions do not exist and are not met by performers. It is a long-term approach used when conditions are uncertain or in flux (Rothwell 1984; Swanson & Houlton, 1998) as well as when undertaking organizational change initiatives (Gupta, 2007). The primary difference between a strategic needs assessment and other types of assessments is that the desired performance condition is typically a new objective with different goals from the current condition.

2.4 Employee Knowledge Management & Organizational Performance

Knowledge management sports engage in a cycle like a pattern to facilitate organizational expertise glide (Dalkir, 2015). Within the intervening time, knowledge circulates within the route of these interactions and paperwork an expertise lifecycle, wherein the body of knowledge enlarges via every spherical of the KM procedure (Chang Lee et al., 2015; del-Rey-Chamorro et al., 2013). Strategically, this KM
manner receives input from its context and produces a valid understanding that may be justified via reaching preferred business overall performance (Mouritsen, 2017).

Construction activities may be fantastically expertise in depth and specialized professional expertise and problem-fixing knowhow are the real merchandise of Knowledge-in depth offerings, consisting of layout, structure, surveying and contracting (Hari et al., 2015). Although, managing know-how has constantly been an undertaking for the industry (Veshosky, 2011). The fragmentation and mutual inter-dependence of the inter-practical teams, within the mission transport technique, make creation one of the toughest challenge-based industries, in which the opposed tradition, and the battle it engenders, forms a considerable barrier to the fulfillment of innovation and method improvement (Dainty et al., 2010). The organizational weather and culture of construction corporations are significantly fashioned by the lengthy-mounted characteristics of the industry, at the same time as also being inspired by using the various changes inside the quarter (Egbu et al., 2013).

In line with Ankrah (2015), Escalating market dynamics and technology advances call for an increasing number of collaborative practice throughout conventional professional limitations, leading to the emergence of Knowledge-based totally activities as a principal recognition of organizational operations (Chan et al., 2010). The mounting wants to control the demanding situations dealing with the enterprise in these days' understanding financial system requires an established approach to KM, and an alignment of KM with a business approach and current overall performance measures (Robinson et al., 2015). It’s been recommended that, within the construction context, the overall performance of KM may be higher evaluated by way of a systematic framework, that's evolved primarily based at the strategic map of the
Balanced Scorecard (BSC). That is due to the fact this framework links the indicators of KM to organizational business goals and converts the funding of the sources and efforts to a meaningful output (Yu and Chang, 2015). Additionally, inside the context of creative agencies, powerful KM implementation requires an empirical know-how of 3 issues: the main surroundings demanding situations related to the implementation; the interactions of KM activities; and the contribution of these activities toward attaining enterprise objectives. A examine carried out by Ernst and younger in 2015 among 431 US and EU construction organizations found many reported benefits from having expertise control programs. They included stepped forward innovativeness, efficiency, responsiveness, decision making, flexibility, great, and employee empowerment and decreased duplication of effort (Koenig & Srikantaiah, 2013). Knowledge management is carried out by many leading companies around the world which include Texas Instruments, Turner construction, Arup, Balfour Beatty and others.

Alshawi (2010) in a global and rapid-paced construction industry, businesses in advanced societies are striving to increase their market share and profit by means of making green use in their intellectual capital to generate competitive products and services. A number of success memories of construction corporations resulting from the implementation of knowledge management in Africa include China Street and Bridge Construction Company among others. These groups gain from expertise control practices in gaining aggressive benefit and growing their marketplace proportion.

Consistent with Ankrah (2015) the challenges of coping with Knowledge turn out to be greater obtrusive in production organizations working inside a high-context
enterprise way of life, financial and bodily belongings remain the primary cognizance of most nearby construction groups, whilst the position of understanding, as a strategic asset, has now not but been completely recognized. Similarly, there’s a lack of one common language underpinning knowledge control practices in the neighborhood creation region. A vacuum hence exists in expertise the surroundings elements influencing Knowledge management activities; which can be without a doubt being carried out by way of neighborhood creation companies; and the identity of the activities’ contribution to business performance. Despite the fact that creation agencies in Kenya apply various methods for expertise control as all the groups within the global, Nairobi creation industry contributors need to take the important structured precautions concerning the importance of know-how and expertise management in the event that they want to survive as different competition from countries which includes United Kingdom, US, Canada and the relaxation of Africa. Because the competitors in the market innovate and provide you with competitive gain, it's far inevitable for the Kenyan creation organizations to disappear. These studies look at pursuits at investigating the Nairobi production companies in terms of expertise management Knowledge, programs and imaginative and prescient to find the fine fitting model or fashions in step with their wishes, gaps, and expectancies from the Kenyan construction region.

2.5 Summary of Literature and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Findings</th>
<th>Research Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iseri-Say et al.</td>
<td>Management techniques and organizational performance</td>
<td>Utilization of management techniques influences</td>
<td>The study did not show the extent to which techniques affect firm</td>
</tr>
<tr>
<td>Authors</td>
<td>Research Focus</td>
<td>Findings</td>
<td>Comparison</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Shen et al. (2017)</td>
<td>IT implementation and performance of construction industry in Malaysia</td>
<td>Implementation of IT has to turn out to be one of the maximum important factors in figuring out the success or failure in nearly all industry sectors which include the development industry.</td>
<td>The study assessed the extent to which IT is implementation but did not show its effect on firm performance</td>
</tr>
<tr>
<td>Gupta (2011)</td>
<td>Comparative study on the effect of IT on small and massive businesses</td>
<td>The effect of IT on organizational productiveness differs between small and massive businesses</td>
<td>The study was comparative while the current is correlational</td>
</tr>
<tr>
<td>Rothwell &amp; Kazanas, (2004).</td>
<td>Needs assessment and organization performance</td>
<td>Job analysis enables streamline job descriptions that are adequate for task analysis</td>
<td>The study did not show the effect of needs assessment and organizational performance</td>
</tr>
<tr>
<td>Alshawi (2010)</td>
<td>Knowledge management and firm performance in Sweden</td>
<td>Knowledge management improves organization competence and capacity to perform</td>
<td>The study was done in Sweden while the current is on the construction industry in Kenya</td>
</tr>
</tbody>
</table>
2.6 Conceptual Framework

The conceptual framework shows the relationship of the variables to be measured. The independent variables become the parameters that will be measured and their effect on the dependent variable determined.

![Conceptual Framework Diagram]

*Source: Researcher (2018)*

The above conceptual frame shows the relationship between an independent variable intervening variable and the dependent variable, where the intervening variable which
is leadership, corporate politics and organization structure impacts the relationship between Technique, information technology, Organization need, organization barrier and performance of construction firms.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the design and methods of the research project. The contents include research design target population, sampling design data collection methods, and instrument and data analysis methods.

3.2 Research Design

This study adopted a descriptive research design. The descriptive research design is a process of gathering data in order to answer a question concerning the current status of a phenomenon or subject to study. Descriptive research design is used to find out what, where, when and how of a phenomenon (Cooper & Schindler 2003). Research design was good since it was able to observe and measures variables as they were and without influencing them. This design also enabled generalization of findings to other firms.

3.3 Target Population

The target population is a group of characters from which a sample is taken, every person who works in the companies under case study need to be included within the target population whether they are going to participate in the research or now not (Kombo and Tromp, 2014). The unit of observation was the 5 main construction companies in Nairobi County while the unit of analysis was the employees of the firms. The population of interest is summarized in Table 3.1.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Top Management</th>
<th>Middle-Level Management</th>
<th>Support Staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongata works Ltd</td>
<td>2</td>
<td>6</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>Kiu Construction Ltd</td>
<td>3</td>
<td>7</td>
<td>19</td>
<td>29</td>
</tr>
<tr>
<td>Intex Construction Ltd</td>
<td>5</td>
<td>10</td>
<td>20</td>
<td>35</td>
</tr>
<tr>
<td>Wakefield Construction Ltd</td>
<td>2</td>
<td>9</td>
<td>25</td>
<td>36</td>
</tr>
<tr>
<td>Tamani Construction Ltd</td>
<td>4</td>
<td>8</td>
<td>19</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>40</td>
<td>94</td>
<td>150</td>
</tr>
</tbody>
</table>

Total %  


3.4 Sampling Design

Sampling design is the process by which a relatively small number of individuals is selected and analyzed in a representative capacity of the entire population from which it was selected (Kuul 2014). The study used stratified random sampling where each stratum was defined by the employee’s level of management. This sampling is chosen because it ensured each department in the organization is involved in the study. According to Kothari (2004) a sample of 20-30% of a population is statistically significant and representative. The sample size was 42 which formed 28% of the target population.
Table 3.2 Sampling Design

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Target Population</th>
<th>Rate</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongata works Ltd</td>
<td>24</td>
<td>0.28</td>
<td>7</td>
</tr>
<tr>
<td>Kiu Construction Ltd</td>
<td>29</td>
<td>0.28</td>
<td>8</td>
</tr>
<tr>
<td>Intex Construction Ltd</td>
<td>35</td>
<td>0.28</td>
<td>9</td>
</tr>
<tr>
<td>Wakefield Construction Ltd</td>
<td>36</td>
<td>0.28</td>
<td>10</td>
</tr>
<tr>
<td>Tamani Construction Ltd</td>
<td>31</td>
<td>0.28</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>0.28</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher, 2018*

3.5 Data Collection Instrument and Procedure

The study used primary data which was collected using semi-structured questionnaires. According to Kothari (2014), data collection procedures are strategies employed in research to ensure credible, valid and reliable data is obtained to inform the research findings. The study administered semi-structured questionnaires individually to all respondents of the study. According to Mugenda and Mugenda (2003) questionnaires are preferred for informed and knowledgeable population and they enable collect more exhaustive data. The study exercised care and control and ensured all questionnaires issued to the respondents were received and achieved, the study maintained a register of questionnaires, which was sent, and which was received. The questionnaire was administered using a drop and pick later method.

3.5.1 Validity of Research Instrument

Validity is the extent to which a scale or set of measures accurately represents the concept of interest. Measurement validity refers to how well the conceptual and operational definitions mesh with each other (Neuman, 2013). Questionnaire pre-tests and a pilot study were also employed. Construct validity was ensured by subjecting
the questionnaires to expert judgment where the document was updated before main
data collection. The objectives of these approaches were applied to ensure the face
validity measurement variables (Neuman, 2013).

3.5.2 Reliability of Research Instrument

Reliability was tested using a pre-test or Cronbach’s alpha that is a degree of inner
consistency. It's considered to be a degree of scale reliability. A "high" value for alpha
does not suggest that the measure is one-dimensional. When measuring internal
consistency, one may want to offer proof that the dimensions in question are one-
dimensional so that extra analyses can be finished. Exploratory issue analysis is one
approach of checking dimensionality (Neuman, 2013). The study variables were
found to have an alpha of 0.861 which was above the 0.7 hence the findings were
statistically significant.

3.6 Data Collection Procedure

Questionnaires are the most effective data collection devices which had been used in
this research. It had been carried out through the filling of the questionnaires by the
respondents without delay. The researcher obtained a letter from Kenyatta University
and National Commission for Science and Technology which gave the researcher
permission to gather the desired information. The questionnaires assisted the
researcher to get Survey data for the research carried out.

Mugenda (2015) open-ended or close-ended questionnaires were used. In the closed-
ended questionnaire, questions are accompanied by a list of possible alternative for
the respondents to pick the excellent answer that describes the situations. On the other
hand, open-ended questionnaires are questions that provide the respondents with
freedom of responses.
Questionnaires were used because of the following advantages. They have got wider insurance because the facts are accumulated from a huge pattern inside a totally brief time. This is made feasible due to the rapid and fast capture of the statistics required as handiest applicable questions are included in the questionnaire. The fee is minimized because there's no want for the presence of the researchers or his agent within the area for the reason that the questionnaire has a clean preparation on the way it needs to be filled. The questionnaire is someone record that makes sure confidentiality of facts as most effective the researcher may additionally come into touch with the data contained in it. The anonymity of the respondents had been additionally ensured for the reason that they ought not to become aware of themselves. A finished questionnaire may be informed of the permanent file that had been easy to refer to throughout facts analysis. Obstacles that may be encountered in using the questionnaire include low response charge. Questionnaires have been administered to the respondents within the client’s provider department who were busy serving the customers at the identical time it'll be handy for them due to the fact that they had been filling them at their own time.

3.7 Data Analysis Methods

The data collected was analyzed both qualitatively and quantitatively. The quantitative method involved the use of diagrams such as tables and charts and Qualitative method involved content analysis and evaluation of text materials. The data collected was coded for easy classification. In order to facilitate analysis of data which was presented using tables, charts, and graphs and expressed to a percentage where it provided a successful interpretation of the data findings. A regression equation was used in the data analysis process;

\[ Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + E \]
Y= is the performance of construction companies in Nairobi City County

a) =constant

Bi= beta correlation co-efficiency

\( X_1 = \text{Tools and Techniques} \)

\( X_2 = \text{Information Technology} \)

\( X_3 = \text{Organization Barrier} \)

\( X_4 = \text{Organization Needs} \)

E = Error Term

### 3.8 Ethical Considerations

The researcher sought authorization from the management of Nairobi City County before carrying out the research. A letter from Kenyatta University was sought before data collection. All information obtained in this research was strictly used for academic purposes and respondents were assured of the confidentiality of information given where necessary.

The ethical standards which were upheld during the process of study are all the cited works from other sources was duly acknowledged, clearance was sorted from Nairobi City County and the relevant administrators before data collection and finally participants in the study was provided with adequate and clear explanations of the purpose of the study and confidentiality was assured for the information they provide voluntarily during data collection.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction
In this chapter the researcher carries out an analysis of data using both quantitative and qualitative methods. The analysis process is done on the basis of the variables of the research objectives. The analysis and interpretation of data are done with the help of analyzed tools such as graphs, pie charts and through judgment due to observations made.

4.1.1 Response Rate

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>37</td>
<td>88</td>
</tr>
<tr>
<td>Non Response</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*

Table 4.1 indicates a response rate of 88%. This is supported by Mugenda (2008), who established that a response rate of 50% is adequate for analysis and reporting, a rate of 60% is generally good while a response rate of above 70% is excellent. Therefore, the response rate in the current study was sufficient for analysis and reporting of the findings.

4.3 Demographic Analysis Information

4.3.1 Gender Analysis
The study sought to establish the distribution of the respondents according to their gender. The following table shows the findings;
Table 4.2 Gender Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27</td>
<td>73</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*

Analysis of the above Table 4.2 and Figure 4.2 shows that 73% of the respondents were male while 27% were Female. This can be interpreted that the majority of the respondents were male.

### 4.2.2 Age of the Respondents

Table 4.3 Age Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30 years</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>31-40 years</td>
<td>11</td>
<td>30</td>
</tr>
<tr>
<td>41-50 years</td>
<td>16</td>
<td>43</td>
</tr>
<tr>
<td>Above 51 years</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*

Table 4.3 indicates the age analysis of the respondents who took part in the study. Based on the findings, 19% were between 21-30 years of age, 30% were 31-40 years, 43% were 41-50 years and 8% of the respondents were 51 years and above. From the analysis, it is clear that majority of the respondents were between 41-50 years of age which indicates a mature workforce.
4.3.3 Highest Education Level

Table 4.4 Highest Level of Education

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>9</td>
<td>24</td>
</tr>
<tr>
<td>Certificate</td>
<td>8</td>
<td>22</td>
</tr>
<tr>
<td>Diploma</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>First degree</td>
<td>10</td>
<td>27</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey data (2017)

Table 4.4 indicated that majority of the respondents 27% were first degree, 19% of respondents had first diploma level while 22% had certificate level education, 24% of respondents had first secondary level and 8% were of postgraduate level. This indicates therefore that most of the respondents were learned, hence well informed of their rights and expectations as both internal and external customers of the organization.

4.3.4 Length of Years of Service

Table 4.5 Length of Years of Service of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 years and below</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>3-5 years</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>6-8 years</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>9-11 years</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>12 years and above</td>
<td>18</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey data (2017)

Table 4.5 above shows the analysis of the length of service. From the analysis, 14% had worked for 2 years and below, 19% had worked for 3-5 years, 16% had worked
for 6-8 years, 3% worked for 9-11 years and 48% had worked for more than twelve years. This implies that the organization has an experienced workforce as depicted by 48% of the respondents.

4.4 Descriptive Findings

4.4.1 Extent of Techniques

Table 4.6 established whether the respondents agreed with the declaration concerning strategies. On whether or not the Recruitment affects the performance of construction businesses in Nairobi City County, 41% strongly agreed, 22% agreed, 17% have been impartial, 11% disagreed while 9% strongly disagreed. On whether training is part of the performance of creative businesses, 35% strongly agreed, 38% agreed, 13% have been impartial, 8% disagreed while 6% strongly disagreed. On whether or not apprenticeship influences performance of construction corporations, 31% strongly agree, even as 29% agreed, 19% have been neutral in comparison to fourteen% who disagreed while strongly disagreed became represented by 7%. On whether or not brainstorming is essential in the performance of construction companies in Nairobi metropolis county, 29% strongly agreed, 37% agreed, 17% were neutral, 12% disagreed whilst 5% strongly disagreed. On whether the groups of practice help in the performance of construction companies in Nairobi Town County, 33% said strongly agreed, 25% agreed, 22% were impartial, 13% disagreed while 7% strongly disagreed.
Table 4.6 Extent of Techniques

<table>
<thead>
<tr>
<th>Techniques</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>DS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment affects performance of construction companies in Nairobi city county</td>
<td>41%</td>
<td>22%</td>
<td>17%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Training is part of performance of construction companies</td>
<td>35%</td>
<td>38%</td>
<td>13%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Apprenticeship affects performance of construction companies</td>
<td>31%</td>
<td>29%</td>
<td>19%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Brainstorming is fundamental in performance of construction companies in Nairobi city county</td>
<td>29%</td>
<td>37%</td>
<td>17%</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>Communities of practice help in the performance of construction companies in Nairobi city-county</td>
<td>33%</td>
<td>25%</td>
<td>22%</td>
<td>13%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*

From the findings, it can be concluded that in order for construction companies to survive companies should take steps to improve via accessing new markets, making product and fee more affordable, gratifying customers, developing new strategies. Thus, managers and bosses of the construction companies should seek out appropriate strategies in order to investigate the internal and outside cost of the goods/provider, get marketplace facts, product charges, analyze consumer wishes and expect and investigate organizational overall performance, as properly to make sure competitive benefit in manufacturing activities.
4.4.2 Extent of information technology and organization performance

Table 4.7 Extent of information technology and organization performance

<table>
<thead>
<tr>
<th>Information Technology</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>DS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper Information systems should be installed</td>
<td>35%</td>
<td>29%</td>
<td>19%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Software technologies greatly affect the performance of construction companies in Nairobi city-county Kenya</td>
<td>39%</td>
<td>27%</td>
<td>13%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of proper technological skills will greatly affect the performance of construction companies in Nairobi city-county Kenya</td>
<td>31%</td>
<td>35%</td>
<td>18%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Hardware improves the productivity of the organization</td>
<td>41%</td>
<td>23%</td>
<td>29%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Both hardware and software technologies help in the performance of construction companies in Nairobi city-county Kenya</td>
<td>35%</td>
<td>38%</td>
<td>13%</td>
<td>8%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

Table 4.7 indicates the information technology on employee knowledge control and overall performance of construction companies, on whether the right information systems should be installed, 35% of the respondents strongly agreed corporations respect employees age variations, 29% agree, 19% had been of neutral, nine% disagreed at the same time as 8% disagreed. On whether or not software technology substantially has an effect on the performance of production corporations in Nairobi city-county Kenya, 39% strongly agreed at the same time as agreed have been represented through 27%, 13% were of impartial, 11% disagreed even as 10% strongly disagreed. On whether or not lack of proper technological talents will significantly have an effect on overall performance of construction businesses in Nairobi metropolis county Kenya, 31% strongly agreed with the assertion, 35% agreed, 18% disagreed, thirteen% disagreed even as three% strongly disagreed with
the statements. On whether or not hardware improves the productivity of the employer, forty-one % strongly agreed, 23% agreed in comparison to 29% who were neutral, four% disagreed whilst three% strongly disagreed with the statement. On whether or not both hardware and software program technologies assist in overall performance of creation corporations in Nairobi town county Kenya, 35% strongly agreed, 38% agreed in comparison to 13% who were impartial, eight% disagreed while 6% strongly disagreed with the statement thus from the findings it can be concluded that IT can enhance organization performance, effectiveness, and versatility which has seldom been attained. IT will make construction companies extra generation driven if maximum IT programmes are introduced to the sector with right planning and evaluation.

4.4.3 Extent of Organization Barriers

Table 4.8 indicates the worker expertise control and overall performance of creation corporations in Nairobi Metropolis County in Kenya on corporation barrier on whether or not organization way of life contributes to enterprise obstacles.

<table>
<thead>
<tr>
<th>Organization Barriers</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>DS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization culture contributes to organization barriers</td>
<td>31%</td>
<td>29%</td>
<td>19%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Organization culture affects my level of performance</td>
<td>37%</td>
<td>30%</td>
<td>15%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>The attitude of employees greatly the affects my level of performance</td>
<td>41%</td>
<td>22%</td>
<td>17%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Organization barriers affect the performance of construction companies in Nairobi city-county Kenya</td>
<td>35%</td>
<td>38%</td>
<td>13%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Fear affects the performance of construction companies in Nairobi city-county Kenya</td>
<td>31%</td>
<td>35%</td>
<td>18%</td>
<td>13%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*
The findings revealed that 31% of the respondents strongly agreed organizations respect personnel age differences, 29% agree, 19% were of impartial, 14% disagreed while 7% disagreed. On whether or not enterprise subculture affects my stage of overall performance, 37% strongly agreed whilst agreed have been represented via 30%, 15% had been of impartial, 8% disagreed even as 10% strongly disagreed. On whether or not The mindset of employees greatly the affects my degree of performance, forty-one % strongly agreed with the announcement, 22% agreed, 17% disagreed, 11% disagreed at the same time as 9% strongly disagreed with the statements.

On whether or not agency boundaries have an effect on the performance of production companies in Nairobi city-county Kenya, 35% strongly agreed, 38% agreed as compared to 13% who were impartial, eight% disagreed at the same time as 6% strongly disagreed with the assertion. On whether worry affects the performance of production organizations in Nairobi town county Kenya, 31% strongly agreed, 35% agreed compared to 18% who were impartial, 13% disagreed at the same time as 3% strongly disagreed with the assertion. From the finding it can be concluded that verbal exchange is very powerful within the organization which is well handled can greatly increase the level of productivity and if not well handled it can create barrier leading to collapse of the organization.
4.4.5 Extent of Organization Needs

Table 4.9 Extent of Organization Needs

<table>
<thead>
<tr>
<th>Organization Needs</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>DS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global competitiveness affects organization needs</td>
<td>31%</td>
<td>35%</td>
<td>18%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Organizations needs affect return on investment of the organization</td>
<td>33%</td>
<td>26%</td>
<td>21%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>The organization needs greatly affect the productivity of the organization</td>
<td>31%</td>
<td>29%</td>
<td>19%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Organization needs can greatly affect the running of the organization in regards performance of construction companies</td>
<td>37%</td>
<td>30%</td>
<td>15%</td>
<td>8%</td>
<td>10%</td>
</tr>
</tbody>
</table>

*Source: Survey data (2017)*

Table 4.9 indicates the organization needs on employee knowledge and performance of construction companies in Nairobi city-county Kenya, on whether the global competitiveness influences agency needs, 31% strongly agreed, 35% agreed in comparison to 18% who had been impartial, 13% disagreed while 3% strongly disagreed with the statement. On whether businesses desires have an effect on going back on funding of the organization, 33% strongly agreed, 26% agreed in comparison to 21% who have been impartial, 13% disagreed at the same time as 7% strongly disagreed with the declaration. On whether enterprise wishes greatly affect the productiveness of the organization, 31% of the respondents strongly agreed businesses respect personnel age variations, 29% agree, 19% have been of impartial, 14% disagreed even as 7% disagreed. employer desires can significantly affect the strolling of the company as regards overall performance of construction corporations, 37% strongly agreed whilst agreed were represented via 30%, 15% had been of neutral, 8% disagreed even as 10% strongly disagreed from the findings it can be deduced that when employees are well trained, educated and assigned in their right
areas or department, as well as training, is provided can lead to high productivity. Construction companies should embrace new knowledge to succeed in the market, the organization needs to outperform the competition by evaluating talents and assets with the ones of your competition is a crucial part of the evaluation.

4.4.6 Extent of Organization Performance

Table 4.10 Extent of Organization Performance

<table>
<thead>
<tr>
<th>Organizational Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability affects organizational performance</td>
<td>35%</td>
<td>38%</td>
<td>13%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Competitive advantage greatly improves organizational performance</td>
<td>31%</td>
<td>35%</td>
<td>18%</td>
<td>13</td>
<td>3%</td>
</tr>
<tr>
<td>Growth depicts organizational performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall cost reduction affects organizational performance</td>
<td>41%</td>
<td>23%</td>
<td>29%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>37%</td>
<td>31%</td>
<td>15%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

Table 4.10 established whether the respondents agreed with the statement concerning organization overall performance. On whether Profitability influences organizational performance, 35% strongly agreed, 38% agreed, 13% were neutral; eight% disagreed while 6% strongly disagreed. On whether competitive advantage greatly improves organizational overall performance, 31% strongly agreed with the announcement, 35% agreed, 18% disagreed, thirteen% disagreed even as 3% strongly disagreed with the statements. On whether negative measures of performance outcomes in NO employee advertising, 41% strongly agreed, 23% agreed compared to 29% who were impartial, four% disagreed while 3% strongly disagreed with the declaration. On whether boom depicts organizational performance, 37% strongly agreed, 31% agreed, 15% had been neutral, 8% disagreed while 9% strongly disagreed. From the findings, it can be concluded that profitability greatly improves the organization performance
4.5 Inferential Statistics

4.5.1 Correlation Analysis

The correlation analysis is used to analyze the association between independent and dependent variables. The study used the Pearson Moment Correlation analysis to determine the association between key techniques, information technology, organization barrier Organization Needs, Employee Knowledge Management policies/subsidies and Knowledge Management in real estate industry in Nairobi city-county, Kenya. The results were as shown in table 4.8.

The results revealed that there was a strong positive correlation between key techniques and Knowledge Management as shown by $r = 0.754$, statistically significant $p = 0.002 < 0.01$; there was a positive correlation between information technology and Knowledge Management as shown by $r = 0.804$, statistically significant $P = 0.000$; there was a positive correlation between organization barrier Organization Needs and Knowledge Management as shown by $r = 0.789$, statistically significant $P = 0.002$; there was a positive correlation between Employee Knowledge Management policies/subsidies and Knowledge Management as shown by $r = 0.845$, statistically significant $P = 0.000$. This implies that key techniques, information technology, organization barrier and organization needs have a significant influence on firm performance.
Table 4.11: Correlations

<table>
<thead>
<tr>
<th>Knowledge Management</th>
<th>Knowledge Management</th>
<th>Key techniques</th>
<th>Information technology</th>
<th>Organization barrier</th>
<th>Organization Needs</th>
<th>Employee Knowledge Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>41</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key techniques</td>
<td>Pearson Correlation</td>
<td>.754</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.001</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>Information technology</td>
<td>Pearson Correlation</td>
<td>.804</td>
<td>.342</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.061</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>Organization barrier</td>
<td>Pearson Correlation</td>
<td>.789</td>
<td>.434</td>
<td>.545</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Organization Needs</td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.056</td>
<td>.057</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>Employee Knowledge Management</td>
<td>Pearson Correlation</td>
<td>.845</td>
<td>.282</td>
<td>.421</td>
<td>.286</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.097</td>
<td>.065</td>
<td>.187</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
</tr>
</tbody>
</table>

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

4.6 Regression Analysis

4.6.1 Model Summary

The model summary is used to analyze the variation of a dependent variable due to the changes in independent variables. The study analyzed the variations of Knowledge Management due to the key techniques, information technology, organization barrier Organization Needs and Employee knowledge management policies/subsidies. Adjusted R squared was 0.629, this implies that there was 62.9% variation of Knowledge Management, due to the changes of key techniques, information
technology, organization barrier Organization Needs, Employee Knowledge Management policies/subsidies. The remaining 37.1% implies that there are other factors that lead to performance which were not discussed in the study. R is the correlation coefficient which shows the relationship between the study variables. From the findings, the study found that there was a strong positive relationship between the study variables as shown by 0.799.

Table 4.12: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. The error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.799</td>
<td>0.638</td>
<td>0.629</td>
<td>0.00437</td>
</tr>
</tbody>
</table>

Analysis of Variance

The analysis of variance ANOVA is used to determine whether the data used in the study is significant. From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making conclusions on the population’s parameter as the value of significance (p-value) is less than 5%. The F calculated was greater than F critical (190.943 < 2.410), this shows that key techniques, information technology, organization barrier organization needs, employee knowledge management policies/subsidies significantly influence Knowledge Management.
Table 4.13: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>DF</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>18.454</td>
<td>4</td>
<td>4.614</td>
<td>190.943</td>
<td>.002</td>
</tr>
<tr>
<td>Residual</td>
<td>5.678</td>
<td>235</td>
<td>0.024</td>
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</tr>
<tr>
<td>Total</td>
<td>24.132</td>
<td>239</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Coefficients

The regression equation was

\[ Y = 0.934 + 0.465 X_1 + 0.779 X_2 + 0.589 X_3 + 0.665X_4 \]

The equation above reveals that holding key techniques, information technology, organization barrier Organization Needs, Employee Knowledge Management policies/subsidies significantly influence Knowledge Management as shown by constant = 0.934.

Key techniques are statistically significant to Knowledge Management as shown by \((\beta = 0.465, P = 0.019)\). This shows that key techniques had a significant positive relationship with Knowledge Management. This implies that a unit increase in key techniques will result in increase in Knowledge Management.

Information technology is statistically significant to knowledge management as shown by \((\beta = 0.779, P = 0.003)\). This indicates that information technology had a significant positive relationship with knowledge management. This implies that a unit increase in information technology will result in increase in knowledge management.

Organization barrier organization needs are statistically significant to Knowledge Management as shown by \((\beta = 0.589, P = 0.008)\). This shows that organization barrier Organization Needs had a significant positive relationship with firm performance.
This implies that a unit increase in organization barrier organization needs will result in an increase in performance.

Knowledge Management policies/subsidies are statistically significant to performance as shown by ($\beta = 0.665$, $P = 0.001$). This implies that that knowledge management had a significant positive relationship with performance. This shows that a unit increase in knowledge management policies/subsidies will result to increase in performance of the construction firms in Nairobi County.

**Table 4.14: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
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</thead>
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<td>Model 1 (Constant)</td>
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<td>0.186</td>
<td>5.022</td>
<td>0.010</td>
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<tr>
<td>Key techniques</td>
<td>0.46</td>
<td>0.104</td>
<td>0.231</td>
<td>4.471</td>
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<tr>
<td>Information technology</td>
<td>0.77</td>
<td>0.113</td>
<td>0.303</td>
<td>6.894</td>
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<tr>
<td>Organization barrier</td>
<td>0.58</td>
<td>0.088</td>
<td>0.186</td>
<td>6.693</td>
</tr>
<tr>
<td>Organization Needs</td>
<td>0.9</td>
<td>0.096</td>
<td>0.219</td>
<td>6.927</td>
</tr>
</tbody>
</table>
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes, discusses and makes conclusions on the findings of this study in relation to the objectives put forward in chapter one. It also discusses the recommendations for further research as well as recommendations for policy and practice.

5.2 Summary of Findings

5.2.1 Tools and Techniques and performance of Construction companies in Nairobi County

On whether the Recruitment affects the performance of construction companies in Nairobi city-county, 41% strongly agreed, 22% agreed, 17% were neutral, 11% disagreed while 9% strongly disagreed. On whether training is part of the performance of construction companies, 35% strongly agreed, 38% agreed, 13% were neutral, 8% disagreed while 6% strongly disagreed. On whether apprenticeship affects the performance of construction companies, 31% strongly agree, while 29% agreed, 19% were neutral compared to 14% who disagreed while strongly disagreed was represented by 7%. On whether brainstorming is fundamental in the performance of construction companies in Nairobi city-county, 29% strongly agreed, 37% agreed, 17% were neutral, 12% disagreed while 5% strongly disagreed. On whether the communities of practice help in the performance of construction companies in Nairobi city-county, 33% said strongly agreed, 25% agreed, 22% were neutral, 13% disagreed while 7% strongly disagreed.
5.2.2 Information Technology and Performance of Construction Companies in Nairobi County

Information technology on employee knowledge management and performance of construction companies, on whether proper information systems should be installed, 35% of the respondents strongly agreed organizations respect employees age differences, 29% agree, 19% were of neutral, 9% disagreed while 8% disagreed. On whether Software technologies greatly affect the performance of construction companies in Nairobi city-county Kenya, 39% strongly agreed while agreed were represented by 27%, 13% were of neutral, 11% disagreed while 10% strongly disagreed. On whether Lack of proper technological skills will greatly affect the performance of construction companies in Nairobi city-county Kenya, 31% strongly agreed with the statement, 35% agreed, 18% disagreed, 13% disagreed while 3% strongly disagreed with the statements. On whether Hardware improves the productivity of the organization, 41% strongly agreed, 23% agreed compared to 29% who were neutral, 4% disagreed while 3% strongly disagreed with the statement. On whether Both hardware and software technologies help in the performance of construction companies in Nairobi city-county Kenya, 35% strongly agreed, 38% agreed compared to 13% who were neutral, 8% disagreed while 6% strongly disagreed with the statement.

5.2.3 Organizational barrier and Performance of Construction companies in Nairobi County

Organization barrier to employee knowledge management and performance of construction companies in Nairobi city-county in Kenya. on whether Organization culture contributes to organization barriers, 31% of the respondents strongly agreed on organizations respects employees age differences, 29% agree, 19% were of neutral,
14% disagreed while 7% disagreed. On whether Organization culture affects my level of performance, 37% strongly agreed while agreed were represented by 30%, 15% were of neutral, 8% disagreed while 10% strongly disagreed. On whether The attitude of employees greatly the affects my level of performance, 41% strongly agreed with the statement, 22% agreed, 17% disagreed, 11% disagreed while 9% strongly disagreed with the statements. On whether Organization barriers affect the performance of construction companies in Nairobi city-county Kenya, 35% strongly agreed, 38% agreed compared to 13% who were neutral, 8% disagreed while 6% strongly disagreed with the statement. On whether Fear affects the performance of construction companies in Nairobi city-county Kenya, 31% strongly agreed, 35% agreed compared to 18% who were neutral, 13% disagreed while 3% strongly disagreed with the statement.

5.2.4 Organizational Needs and Performance of Construction Companies in Nairobi County

Organization needs on employee knowledge and performance of construction companies in Nairobi city-county Kenya, on whether The global competitiveness affects organization needs, 31% strongly agreed, 35% agreed compared to 18% who were neutral, 13% disagreed while 3% strongly disagreed with the statement. On whether Organizations needs affect return on investment of the organization, 33% strongly agreed, 26% agreed compared to 21% who were neutral, 13% disagreed while 7% strongly disagreed with the statement. On whether Organization needs greatly affect the productivity of the organization, 31% of the respondents strongly agreed on organizations respects employee’s age differences, 29% agree, 19% were of neutral, 14% disagreed while 7% disagreed. Organization needs can greatly affect the running of the organization in regards performance of construction companies, 37%
strongly agreed while agreed were represented by 30%, 15% were of neutral, 8% disagreed while 10% strongly disagreed.

Organization Performance on employee knowledge and performance of construction companies in Nairobi city-county Kenya. On whether Profitability affects organizational performance, 35% strongly agreed, 38% agreed, 13% were neutral, 8% disagreed while 6% strongly disagreed. On whether Competitive advantage greatly improves organizational performance, 31% strongly agreed with the statement, 35% agreed, 18% disagreed, 13% disagreed while 3% strongly disagreed with the statements. On whether Poor measures of performance results in NO employee promotion, 41% strongly agreed, 23% agreed compared to 29% who were neutral, 4% disagreed while 3% strongly disagreed with the statement. On whether Growth depicts organizational performance, 37% strongly agreed, 31% agreed, 15% were neutral, 8% disagreed while 9% strongly disagreed.

5.3 Conclusion

On techniques, the study concludes that all the construction companies offer technical training programmes to their employees but that they concentrate only a few areas like construction supervision and project management, ignoring other equally important areas. The study also concludes that techniques have improved the productivity of employees in the construction companies and also promoted innovation and efficiency.

On information technology, the study concluded that most of the organization applies IT in their operation as a mean of improving their performances while it also eases the process and procedure of operation in construction companies. Additionally, the study concluded that IT usage has it leads to many changes, innovations and developing in
many aspects which lead finally to good and strong performance, IT performance measurement systems have problems because of large and complex amount of information with the absence of approaches to assist decision maker to understand, organize and use such information to manage organizational performance and that their organization consider IT technique such as software management systems, database, and communications in its operation to a great extent.

On organization barrier, it was concluded that there should be clear communication especially between the lower management and the top management so as to ensure proper decision making between the employees

The organization needs the study also concludes that high-quality service enables growth of market share for the construction companies in Kenya. The study also concludes that that high-quality service improves the productivity of the construction companies in Kenya.

5.4 Recommendations

The study recommends that the construction companies should focus more on employee knowledge management so as to offer high-quality products.

Techniques the recommended that construction companies should offer all the training programmes necessary for performance and employee efficiencies like financial management that will equip managers with better financial management skills and techniques.

On information technology, the study recommended that Information technology should open new visions in the businesses and industries performance in the world. The construction industry should consider it as one of the industries using IT
technique such as software management systems, database, and communications. Further, the study recommended that IT usage in the construction industry leads to many changes, innovations and developing in many aspects which lead finally to good and strong performance.

On organization barrier, it was recommended that communication within the organization should be improved particularly between the managers and supervisors so as to ensure work is well carried out effectively and efficiently, therefore improving the level of productivity in the organization with minimal hitches. This can be achieved by using proper communication channels that are effective and efficient i.e. emails, memos and use of notice board from time to time or as the need arises.

The organization needs the county should implement a type of management style that is friendly both to the workers and management. This can be implemented by ensuring that members of staff are involved in decision making on issues regarding the objectives and goals of Nairobi city-county. In involving staff in open discussion and seeking their views concerning employee knowledge management and performance of construction companies as this will ensure safety is maintained at all times.

5.5 Recommendation of Further Research

The construction sector in Kenya is comprised of various other contractors which differ in their way of performance and have different views altogether. This warrants the need for other studies which would ensure generalization of the study findings for all the construction industries in Kenya and hence pave way for new policies. The study, therefore, recommends other studies to be done with an aim to investigate factors influencing employee knowledge management and performance of
construction companies in Kenya in order to give a general result that depicts real situation in the construction sector in Kenya
REFERENCES


Giddens P (2013,). "The Balanced Scorecard vs. the EFQM Business Excellence Model". 2GC Limited, UK,


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Phillip Okebiro Ateka
Kenyatta University
P.O. Box
NAIROBI
Dear Respondent,

RE: REQUEST TO FILL IN THE QUESTIONNAIRE

I am a graduate student at Kenyatta University, carrying out research. This is in partial fulfillment of the requirement of the Master of Business Administration degree program at the Kenya University.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you.

Yours faithfully,

Phillip Okebiro Ateka (MBA Student)
APPENDIX II: QUESTIONNAIRE

This questionnaire seeks to collect data on the research topic ‘Employee knowledge management and Performance of construction companies in Nairobi City County, Kenya’

The questionnaire has been prepared by Phillip Ateka, an MBA student at Kenyatta University.

The questionnaire seeks your views.

Please note

i) Don’t write your name

ii) All responses are confidential and anonymous

iii) All responses are viewed as important.

SECTION A: BACKGROUND INFORMATION

Kindly answer the following questions by ticking in the boxes provided

1. Gender: Male
   Female

2. Age: 21 – 30 years 41 – 50 years
   31 – 40 years above 51 years

3. Highest education level:
   Secondary
Certificate

Diploma

First degree

Postgraduate

4. How long have you worked in Nairobi City County?

2 years and below  □  3–5 years  □

6–8 years  □  9–11 years  □  12 years and above  □

SECTION B: TECHNIQUES AND ORGANIZATION PERFORMANCE

Kindly answer the following questions by ticking in the boxes provided.

5. To what extent would you AGREE or DISAGREE with the following statement in respect of techniques in the performance of construction companies in Nairobi city-county Kenya? please tick as appropriate. (Key: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Techniques</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
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<tr>
<td>Recruitment affects the performance of construction companies in Nairobi city-county</td>
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<tr>
<td>Training is part of the performance of construction companies</td>
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<tr>
<td>Apprenticeship affects the performance of construction companies</td>
<td></td>
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<tr>
<td>Brainstorming is fundamental in the performance of construction companies in Nairobi city-county</td>
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<tr>
<td>Communities of practice help in the performance of construction companies in Nairobi city-county</td>
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<td></td>
</tr>
</tbody>
</table>
SECTION C: INFORMATION TECHNOLOGY AND ORGANIZATION PERFORMANCE

Kindly answer the following questions by ticking in the boxes provided

6. To what extent would you AGREE or DISAGREE with the following employee knowledge and performance of construction companies in Nairobi city-county Kenya? Please tick as appropriate. (Key: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Information Technology</th>
<th>SD</th>
<th>D</th>
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<tr>
<td>Proper Information systems should be installed</td>
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<td>Software technologies greatly affect the performance of construction companies in Nairobi city-county Kenya</td>
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<tr>
<td>Lack of proper technological skills will greatly affect the performance of construction companies in Nairobi city-county Kenya</td>
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</tr>
<tr>
<td>Hardware improves the productivity of the organization</td>
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<tr>
<td>Both hardware and software technologies help in the performance of construction companies in Nairobi city-county Kenya</td>
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</table>
SECTION D: ORGANIZATION BARRIERS AND ORGANIZATION PERFORMANCE

Kindly answer the following questions by ticking in the boxes provided

7. To what extent would you AGREE or DISAGREE with the following sentences on employee knowledge and performance of construction companies in Nairobi city-county Kenya. (Key: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Organization Barriers</th>
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<th>SA</th>
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<tr>
<td>Organization culture contributes to organization barriers</td>
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<tr>
<td>Organization culture affects my level of performance</td>
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<tr>
<td>The attitude of employees greatly the affects my level of performance</td>
<td></td>
<td></td>
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<tr>
<td>Organization barriers affect the performance of construction companies in Nairobi city-county Kenya</td>
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<td></td>
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<tr>
<td>Fear affects the performance of construction companies in Nairobi city-county Kenya</td>
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<td></td>
</tr>
</tbody>
</table>
SECTION E: ORGANIZATION NEEDS AND ORGANIZATION PERFORMANCE

Kindly answer the following questions by ticking in the boxes provided.

8. To what extent would you AGREE or DISAGREE with the following sentences on employee knowledge and performance of construction companies in Nairobi city-county Kenya. (Key: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Organization Needs</th>
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<th>SA</th>
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<tr>
<td>Global competitiveness affects organization needs</td>
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<tr>
<td>Organizations needs affect return on investment of the organization</td>
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<tr>
<td>The organization needs greatly affect the productivity of the organization</td>
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<tr>
<td>Organization needs can greatly affect the running of the organization in regards performance of construction companies</td>
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</tbody>
</table>
SECTION F: ORGANIZATIONAL PERFORMANCE

Kindly answer the following questions by ticking in the boxes provided

9. To what extent would you AGREE or DISAGREE with the following sentences on employee knowledge and performance of construction companies in Nairobi city-county Kenya. (Key: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

<table>
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<tr>
<th>Organizational Performance</th>
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<tr>
<td>Profitability affects organizational performance</td>
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<td>Competitive advantage greatly improves organizational performance</td>
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<td>Growth depicts organizational performance</td>
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<td>Overall cost reduction affects organizational performance</td>
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*******Thank You For Your Cooperation*******
**APPENDIX III: WORK PLAN**

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<th>July</th>
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<th>Oct</th>
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<td>Supervisor allocation</td>
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<td>Supervisor review</td>
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<td>Defense and Corrections</td>
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<td>Write chapter 4 &amp; 5</td>
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*Source: Author (2017)*
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<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport</td>
<td>9,500</td>
</tr>
<tr>
<td>Photocopy, typing, and binding</td>
<td>12,200</td>
</tr>
<tr>
<td>Internet Access</td>
<td>6,555</td>
</tr>
<tr>
<td>Communication (Airtime)</td>
<td>5,000</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39,255</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2017)*