

**KNOWLEDGE MANAGEMENT PRACTICES IN ENHANCING SERVICE
DELIVERY AT THE NATIONAL LAND COMMISSION NAIROBI COUNTY,
KENYA**

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**A RESEARCH PROPOSAL SUBMITTED IN FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
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MAY 2024

DECLARATION

This proposal has not been previously submitted for academic credit at another institution, and I attest that it is completely my own work. This research proposal is strengthened by the inclusion of reputable sources. Text, data (including spoken words), photographs, photos, and tables from any source other than the author must be appropriately cited and referenced using the current APA system to avoid plagiarism allegations.

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DEDICATION

Thanks be to God, who has blessed me with health and stamina to complete this project. My Husband Tim, for his love, support and understanding throughout this academic journey. My children, Sydney, Noel and Neema for their patience and understanding. To my friend Esther Ogoti for her unwavering support.

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ABBREVIATION AND ACRONYMS

ICT - Information Communication Technology

KM - Knowledge Management

KMP- Knowledge Management Practice

KNLC- Kenya National Land Commission

KS – Knowledge Sharing

NGO - Non- Governmental Organization

SPSS - Statistical package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Knowledge: Having more knowledge means you can make better decisions and take more effective actions since you have more evidence to back up your beliefs. Knowledge, as used in this research, refers to the information that is either intrinsic to the brains of Kenya National Land Commission employees or may be found in official guides, handbooks, or procedures.

Knowledge Management: Management of knowledge includes activities including auditing, collecting, storing, and disseminating information.

Knowledge Capture: In order to transform human expertise to a machine-readable format, it is necessary to go through the process of knowledge acquisition.

ABSTRACT

Efforts to address the ongoing problem facing Kenyan communities may be summed up by the National Land Policy and the National Land Commission. The issue has exacerbated by the rapid transition from the traditional method of land ownership in Kenya, where land is held in common, to a scenario in which land is held by few individuals who could gain advantage over the poor without their knowledge. This study focused on the use of Knowledge Management Practices in Kenya by the National Land Board with a view to ensuring that such practices and services provided to the public are improved. Specific objectives for the study were to analyse the impact of knowledge creation techniques, share sharing practice strategies and a role played by knowledge management practices in improving service delivery. A descriptive survey methodology was used for this study. The sample size was 150 people including NLC managers, customer service representatives, secretaries and customers and it was selected using stratified random selection to ensure that it is representative of the institution as a whole. The study was able to gather both primary and secondary information through conducting. Cronbach's alpha was utilized to determine the reliability of the research instruments in the Test-retest technique. Means, percentages, standard deviations, tables, and figures were used to display the findings of inferential and descriptive statistics performed on the gathered data in SPSS (version 23). The study has shown that the National Land Commission in Nairobi County is having a significant positive impact on improving service delivery by adopting knowledge creation, sharing practices and role of Knowledge Management Practices to improve services. The study concludes that knowledge creation facilitates and encourages knowledge sharing, creates an appropriate working environment, provides systems to support the work process and provides knowledge workers with timely, relevant information and data. Sharing of relevant knowledge and expertise among staff and teams in an organization is made possible by the Knowledge Sharing Strategy. In order to conduct activities such as solving problems, dynamic learning, Strategy Planning and Decisions Making, the role of Knowledge Management practices enables organizations to gather, collect, organize, distribute or transmit essential information and expertise. Awareness, time and culture are the most detrimental obstacles to implementing a knowledge management system. Because they don't sell themselves in ways that cut through noise and appeal to employees, a lot of KM programs are difficult to get traction. The study suggests that organizational management must be able to identify where knowledge exists and what forms it comes from. In order to provide employees with the means and resources needed for sharing knowledge through tools such as Knowledge Management Systems, Training Programmes and Communication channels, organizations need to establish a culture in which they value and reward mutual exchange of information. The organization should enable and promote a culture of learning and development, create an environment where employees are encouraged to share information to improve the collective workforce, talk about knowledge management, and a motto that is in line with the organization's culture and values, in order to achieve the objective of knowledge management practice.

CHAPTER ONE

1.0 Introduction

This chapter entails the study's background, statement of the problem, objectives, research questions, assumptions, constraints, delimitations, significance, conceptual framework, and operational definitions of terminology.

1.1 Background of the Study

Information creation, storage, dissemination, and management are all components of Knowledge Management. Although the sheer volume of data available today may be paralyzing, the era of big data also presents unparalleled commercial prospects for those who master the art of Knowledge Management (Jeong, 2020). The idea that understanding something has value in and of itself, apart from doing or producing it, is gaining traction as a concept important to the modern economy. Knowledge management strengthens commission's competitive position by facilitating more innovation and reduced time to market, as well as by making workers' jobs more transparent and hence more attainable.

According to the World Bank (2001), knowledge management is as important as industrial capital and land in generating wealth. Knowledge management is seen as a management modernization problem by the World Bank for the public sector because of the need to modify traditional management techniques to systematically increase information exchange. Business owners are becoming more and more aware of the need for knowledge strategy through rapid organizational development, layoffs, turnover, mergers and acquisitions, and redeployments (O'Dell and Hubert, 2011). The western countries want to

apply knowledge management programmes in government, but they do not have the proper expertise for this purpose, as claimed by World Bank 2001. The Information Management Africa (KMA) Foundation was established by scientists and policy experts from throughout the African continent to encourage public and commercial organizations to incorporate scientific and other types of knowledge into their decision-making processes. Therefore, the Knowledge Management Agency is working on developing knowledge management platforms to link people with existing networks and encourages information exchange and use in all of Africa's professional fields: Mozoti and Mesheka 2010. Most sub-Saharan African countries lack experience with knowledge management projects in the public sector. It is crucial for the public sector to invest in knowledge management, according to Withers (2006). Management in this sense involves the systematic monitoring of a unit's knowledge and information resources (including their acquisition, utilization, creation, and storage), with special focus on how these factors factor into the executive decision-making process and the department's or agency's reward and incentive structures.

Ndiege and Wamuyu (2019) found out that Knowledge management practices in developed nations like US, Australia, UK, Germany are characterized by systematic approaches, well-defined policies, and the use of advanced technological solutions to achieve managing knowledge for service delivery. These nations recognize the value of knowledge as a strategic resource and have implemented effective practices to harness and leverage it for competitive advantage. Knowledge management practices in developed nations emphasize the formalization and documentation of knowledge. This includes creating knowledge repositories, databases, and knowledge sharing platforms to ensure that knowledge is easily

accessible and can be shared across the organization. These countries have enabled and encouraged sharing of ideas, collaboration and access to the latest information. It also allows individuals to stimulate innovation, improve decision making and meet changing business needs. Despite all the benefits enjoyed by these countries, they have not been able to enjoy the full potential of knowledge management practices for service delivery. Knowmax (Jan 16, 2024), identify some of the challenges faced in implementing knowledge management practices such as change in technology and knowledge environment, information overload as it affects knowledge retrieval, poor knowledge sharing culture, resistance to change, poor management involvement among others.

According to Maphot and Matlala (2021), in a study on Challenges of Managing Knowledge in the Government Departments of South Africa, find out that, In south Africa, knowledge management practice is faced with various challenges such as corruption, the difficulties of handling knowledge in different formats, departments are still rigid and bureaucratic in their processes and makes it difficult when continuing to evolve through the implementation of public sector reforms into knowledge-based work environments. He also mentioned that in areas where knowledge management has been implemented, it has been used for managing knowledge for achieving competitive advantage in the organizational environment and improve decisions for proper service delivery. However, the study did not mention knowledge sharing and strategies adopted for knowledge management practices in South Africa which happen to be part of knowledge Management practices.

Kenyi and Wamuyu (2019) In their article on knowledge management practice in Kenya, find out that knowledge management practices were isolated, informal, uncoordinated and rarely documented and/or communicated. Furthermore, the study found that there were inadequate policy frameworks in place to support knowledge management practices. The study also revealed a scarcity of relevant technological solutions tailored to support knowledge management practices. In another study by Kenyi and Backhouse (2021) the finding shows lack of guidelines and frameworks developed to promote knowledge management initiatives within local governments in developing countries (Kenya inclusive).

A number of problems afflict the government sector in Kenya, according to Sandhwalia and Dalcher (2011), among them its ingrained system of government, a lack of motivation, cultural barriers, and technological deficiencies, all of which make it difficult to generate and share knowledge. ICT infrastructure upgrades are fundamental to enabling the adoption of e-government, which in turn allows knowledge management initiatives to be successfully implemented.

Comparatively ICT has become a big and reliable issues when it comes to knowledge management practices indicators such as knowledge sharing, knowledge acquisition, knowledge transfer among others, developing countries like Kenya has not been able to march up with countries such as Korea, China, US and a host of others which has reduced the level of implementation of knowledge management practices in Kenya (Tinmaz and Ozturk, 2019). As a result of these fast shifts, it is becoming more important to have access to information and communication technology (ICT) resources, such as ICT-proficient

trainers, in order to facilitate effective knowledge management practice services in national land commission.

Kenyan government has invested a lot of ICT resource to all its institution to improved service delivery, (national land commission inclusive), but the full potential has not been felt interm of knowledge management practice. Imbamba and Kimile (2017) examined the Kenyan government's initiatives to enhance service delivery through e-government across all its agencies, including the National Land Commission. The results show that Kenya has made notable advancements in e-government implementation. Implementing e-government in Kenya has advantages such as improved e-participation, accountability, planning, monitoring, and information exchange, which are some of the benefits of knowledge management practices. Challenges include insufficient infrastructure, regulatory issues, and a lack of human capital development that hinders the success of e-government programs in Kenya.

The National Land Commission of Kenya is an autonomous government body created by the Constitution of Kenya in chapter five (land and environment part A 67). Its main functions include managing public land for the national and county governments, investigating current or past land injustices, suggesting suitable solutions, researching and policy developing, and supervising land use planning nationwide. Knowledge management practice is important in achieving the services delivery in national land commission. Oduli and Wambiri (2023), in a study on Hurdles to Knowledge Management Application in Enhancing Service Delivery at The National Land Commission Nairobi County find out that, despite all the benefits of knowledge management practice such as improved decision making, allowing innovative and critical thinking, knowledge flow and sharing, creating

new knowledge among others, the commission has not fully implemented improved service delivery. The study further identifies knowledge management hurdles in the commission such as poor awareness, time, and knowledge culture.

Kenya's long-term goal is to transform into what it calls a knowledge-led economy, in which the generation, transfer, and use of information are central to the country's fast economic expansion (GoK, 2007). One of their primary concerns was the degree to which knowledge management is put into practice. Research conducted in Nairobi revealed that the majority of difficulties are related to KMP creation and implementation within the context of an organization's culture, strategy, and leadership. Therefore, the aim of this study is to investigate Knowledge Management Practices in Enhancing Service Delivery at the National Land Commission Nairobi County, Kenya

1.2 Statement of the Problem

Knowledge management (KM) is becoming increasingly recognized as a critical factor in improving institutional performance and service delivery across various sectors in places where KM has been adopted. The National Land Commission (NLC) in Nairobi County, Kenya, plays a vital role in land administration, management, and dispute resolution. One of the major problems is the need for a comprehensive understanding of knowledge management practices such as knowledge sharing and knowledge creation and their impact on service delivery within the National Land Commission, Nairobi County, Kenya. Despite the importance of effectively managing knowledge within the institution, background information needs to show more understanding of the existing systems, processes, and strategies employed by the NLC to create, store, share, and apply knowledge to improve service delivery outcomes. Despite government efforts to improve knowledge management practices through the introduction of ICT to enhance Knowledge sharing, Acquisition, and transfer, most sectors (NLC inclusive) have yet to tap into the benefits. The reason for not tapping into the benefits of knowledge management practices is still unknown. The crux of this study is to investigate Knowledge Management Practices In Enhancing Service Delivery at the National Land Commission in Nairobi County, Kenya.

1.3 Objectives of the Study

- i. To determine Knowledge creation practice on enhancing service delivery at the National Land Commission in Nairobi County.
- ii. To evaluate how Knowledge sharing strategies enhance on enhancing service delivery at the National Land Commission in Nairobi County.

- iii. To review the role of Knowledge Management practices in enhancing service delivery at the National Land Commission, Nairobi County.
- iv. To identify hurdles to knowledge management application in improving service delivery at the National Land Commission, Nairobi County.

1.4 Research Questions

- i. How does knowledge creation practice enhance service delivery at the National Land Commission in Nairobi County?
- ii. What are the strategies of knowledge management sharing practices in enhancing service delivery at the National Land Commission in Nairobi County?
- iii. How does the role of knowledge management practices affect service delivery at the National Land Commission, Nairobi County?
- iv. What are the hurdles to knowledge management application in improving service performance at the National Land Commission, Nairobi County?

1.5 Purpose of the Study

Studying how knowledge management practices improve Kenya National Land Commission service delivery was the aim of this study.

1.6 Significance of the Study

This study holds significant potential as it explores how knowledge management approaches could revolutionize service delivery within the National Land Commission (NLC). By pinpointing and addressing knowledge-related hurdles, the outcomes of this research could significantly boost the efficiency, effectiveness, and quality of services that the NLC provides to the residents of Nairobi County.

Management of national land commission

Implementing this could improve the precision, promptness, and relevance of judgments made by the NLC management. The study will also enhance existing status of knowledge management in the NLC and find opportunities to utilize knowledge assets more effectively in supporting decision-making processes

Staff and other users

Knowledge management is a powerful tool for nurturing a culture of continuous learning and innovation within institutions. This research aims to scrutinize the knowledge management processes within the NLC to uncover potential avenues for enhancing knowledge sharing, collaboration, and learning among staff. Knowledge management practices could spark the birth of groundbreaking ideas, refined procedures, and innovative approaches to service delivery.

Stakeholders

Knowledge management strategies can significantly improve communication with stakeholders, such as residents, landowners, and government agencies. By boosting knowledge exchange and accessibility, the NLC can increase stakeholder involvement in decision-making processes and deliver superior services tailored to their needs. This could increase stakeholder satisfaction, trust, and support for the NLC's initiatives.

Policy maker at an institution

The results of this study can aid in formulating policies, guidelines, and institutional frameworks about knowledge management in the NLC and other comparable organizations. They can also guide the design and implementation of strategies that

encourage a culture of sharing knowledge, setting up suitable knowledge repositories, and incorporating knowledge management methods into the organization's operations.

Future research gap

The investigation into knowledge management strategies within the NLC in Nairobi County, Kenya, can address the current lack of research in this particular setting. The findings and recommendations contribute to implementing knowledge management concepts in the land administration sector, specifically within Kenya.

1.7 Limitation of the Study

The study focuses exclusively on the Knowledge Management Practices utilized to improve service delivery at the National Land Commission in Nairobi County, Kenya. The restricted availability of NLC internal documents, policies, and other relevant information may influence the study's findings. The study may utilize self-reported data obtained from participants, including their subjective assessments of knowledge management strategies and their influence on service delivery. The study's time constraints may impede a comprehensive exploration of all pertinent facets of knowledge management, restricting the extent of investigation and possibly disregarding significant issues.

1.8 Assumption of the study

The research began with the premise that the lack of consensus on how knowledge management should be handled in the Kenya National Land Commission has an impact on service delivery among the organization's staff, despite the growing recognition of knowledge as a strategic resource.

1.9 Theoretical and Conceptual Framework

In this research, we analysed the impact of knowledge management techniques carried out by the Kenya National Land Authority on the quality of public services provided in Nairobi County. Knowledge auditing, knowledge sharing, the impact of information and communication The primary research areas include knowledge auditing, sharing of knowledge, impact of IT on information management and problems related to the application of knowledge management for service provision. A conceptual framework is shown in Figure 1 on the next page. A conceptual framework is presented in figure one on the next page.

1.9.1 Conceptual Framework

The purpose of this research was to analyze the effects of the Kenya National Land Commission's knowledge management strategies on their service provision in Nairobi County. This research will focus on the development of knowledge in order to improve service delivery and sharing as a management practice, the impacts of information and communication technologies for managing knowledge with respect to practitioners' challenges. In the picture 1 given below, we can see the conceptual framework in action, which includes:

KM, inadequate skill, among others) and dependent variable (effective KM strategies to support service delivery, positive attitude of operational staff to use KM, change acceptance to improve KM strategies, and training to improve service delivery).

1.9.2 Theoretical Framework

Nonaka's Theory of Knowledge Management Practice

Nonaka (1991) proposed a theory that suggests knowledge management is crucial to an organization's success because it is embedded in the people who make up the organization and go about their daily tasks. In Nonaka (2007), he defines the organization as a living organism with a sense of purpose and identity, contrasting it with a machine. He stresses that organizations need to be committed to acting according to their members' shared identity and mission (Nonaka, 2007). The Spiral of Expertise, presented by Nonaka, illustrates how an individual's knowledge may be converted into organizational knowledge that is useful and valuable to the company in order to achieve its objectives and succeed. An organization that struggled to perfect its bread making machine is a good illustration of Nonaka's (2007) theory of the spiral of knowledge. To determine what was missing from the product and how to improve it and perfect it (Nonaka, 2007), the company consulted experts in bread making and gathered their personal knowledge and experience.

The SECI model (socialization, externalization, combination, and internalization) is another name for the spiral of knowledge. Nonaka employs the SECI model to explain the interplay between the several stages that take place during the transmission of knowledge. The model entails an audit of four distinct facets of this transfer of information (Lee & Kelkar, 2013). According to this theory, socialization is the process by which one person teaches another about a topic through the exchange of anecdotes and anecdote-based

information (Lee & Kelkar, 2013). This method of knowledge transfer is considered to be a limited form of auditing, since the person doing the teaching does not gain any systematic insight into the knowledge being taught.

Organizational innovation and new product development are discussed by Lee & Kelkar (2013) under this framework. According to Karim, Razi, and Mohammed (2012), the SECI model is helpful for introducing knowledge management practices into an organization that aspires to encourage and capitalize on knowledge creation and transfer. The model is useful for enlarging an organization's knowledge pool through external knowledge acquisition, as Lopez-Saez, Navas-Lopez, Martin-de-Castro, and Cruz Gonzalez (2010) demonstrate.

1.10 Scope of the study

National Land Commission of Kenya, based in Nairobi, was used to carry out the study. This research project aims to improve public service delivery of the Kenya National Land Commission by implementing knowledge management systems. It examines barriers to Knowledge management practice on service delivery, KM sharing strategy, and ICT technology for KMP development and development.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature from other sources that is intended to back up the study's variables. The researcher will read similar studies from scholarly publications and databases. The following issues will be addressed: the existing state of knowledge management relating to providing services, its effect on customer service, the most effective Knowledge Management strategies and obstacles in delivering a high level of customer service.

2.2 Knowledge Creation Practices and Service Delivery

The discovery of knowledge requires the presence, in some way or another, of thinkers and writers who have generated their own ideas and integrated them into new ways. Research, innovative initiatives, experiments, observations, etc., all contribute to the process of knowledge generation. Firestone Knowledge creation, according to Chen and Huang (2009), starts with a request for information and continues via individual or group learning, information acquisition, application for evaluating knowledge, and the construction of organizational knowledge. The dissemination and amplification of individual knowledge, as well as its crystallization and integration into the organization's knowledge system, are all steps in the knowledge generation process, as defined by Ceptureanu & Ceptureanu (2010).

Knowledge management (KM) can't just happen in a company; its existence requires deliberate action on the part of the company to create KM and establish its objectives and

strategies, as stated by (Okyere et al., 2020). The strategic plan of an institution should be reflected in the formulation and use of knowledge management, with the goal of accomplishing organizational goals. The level of employee skills will rise with the company as it communicates and innovates to keep its service and products up to date and employees well prepared for the latest developments in technology.

There are two basic tiers in the knowledge generation process: the interplay between tacit and explicit knowledge, and the interaction between people, groups, and the organization as a whole (Binbin et al., 2012). The acronym SECI describes this progression from outside influences to internalization. The research reveals that interacting with others is the first stage (which entails sharing new tacit knowledge among individuals within a company). This information may be passed from master to apprentice by direct observation and imitation. A company may pick up this tacit knowledge via conversations with clients or vendors. Knowledge may also be created in this way during brainstorming camps, when people get together to talk about and share their problems and solutions and their ideas (Binbin et al., 2012).

When it comes to concepts, tasks, and processes, De Clercq and Dimov (2008) say that execution is key. According to Camarero and Garrido (2011), innovation is the application of new information to a product, method, or service that already exists. On the basis of these criteria, it is clear that knowledge is a crucial part of innovative performance. There are five competencies that contribute to innovation performance, and the first is a clear, precise innovation strategy that involves identifying objectives and selecting investment priorities in a manner that wins over hearts and minds. The second is having the necessary people, procedures, and organizational structure to back up an innovative culture. Third, is

to have an efficient ideation and innovation procedures in place to produce compelling new products and services. These procedures should help the company come up with a wide range of ideas and, more importantly, turn those ideas into viable business propositions. Forth, a business should oversee an innovation portfolio that is broad in scope, well-structured, and moving at a rapid clip, all of which correspond to the company's overall goals and objectives. Fifth, a firm must be capable of effectively scaling innovative business concepts by providing them with enough resources. It also needs feedback loops to figure out when and how to encourage, reroute, or even kill off ideas (Almquist, Leiman, Rigby & Roth, (2013).

Collaboration between individuals results in the development and dissemination of novel ideas. When it comes to the knowledge production stages, it's all about the novelty of the ideas and the boldness of the experiments. Alegre, Sengupta, and Lapiedra (2013) conducted research to evaluate SMEs' knowledge management and innovation processes. The study's authors recognize the critical role that innovation plays in ensuring a company's continued success in the face of intense competition. According to the study's findings, an ICT firm's ability to assimilate and use information is the most important factor in fostering innovation.

Worker productivity increases when relevant information is readily available, according to Al-Aama (2014). In Hasanali (2002), the effectiveness of knowledge management in a company can be attributed to aspects such as leadership, culture, organisational structure, responsibilities, information technology and staff dynamics. According to Chugh & Joshi (2020), a company's KM efforts are more likely to succeed if they are in sync with the larger company's overall aims and plans. This idea was backed by Shateri and Hayat

(2020), who said that knowledge management (KM) is usually of strategic value to a company since it is linked with its goals and business demands.

As stated by Aghaegbuna and Ukoha (2020), a company's knowledge is a valuable asset that may help it reach its strategic goals and objectives if it is handled properly. Moreover, he stated that businesses would be able to overcome obstacles which impede knowledge management if they knew about them. Five main barriers preventing the implementation of knowledge management included a lack of interest among employees, poor interaction and communication, a lack of interest in a culture of information sharing, a lack of intellectual competence among employees, and a lack of motivation, rewards, and recognition among employees. Successful knowledge management may aid in the development of the company as a whole and promote the smooth running of its activities (Agostini, et al., 2020).

According to Obermayer, Gaal, Szabo and Csepreg2020, knowledge constitutes a uniting of management, labour and technology with the aim of producing sustained value in an enterprise. Knowledge shall be defined as information, together with experience, context, interpretation, reflection and view, by Ayanbode and Nwagwu in 2021. According to Aghaegbuna and Ukoha (2020), knowledge consists of “insight, understanding, and practical knowledge possessed by humans,” and the latter definition states that knowledge is an essential resource that enables humans to act intelligently. It is emphasized that.

Successful knowledge management companies, as stated by Chugh and Joshi (2020), have developed their own unique definition of knowledge in the course of doing so, which cannot be applied to other businesses. Moreover, he stressed the strategic importance of KM by arguing that it is beneficial to enterprises in general. This view was bolstered by

Gloet and Samson (2020), who argued that firms would gain a sustained competitive advantage if they are able to successfully manage the numerous forms of information that are being progressively and continually created.

Gloet & Samson understands that KM is not arbitrary because an organization's strategy depends on how it serves its customers, how it conducts business, and recruiting and placing the right people in the right roles. (2020) confirmed. For an organization to be strategic, according to Ismyrlis (2020), it must develop methods of operation that set it apart from rivals. Improvements in the organization's quality, procedures, performance, efficiency, speed, and simplicity, among other dimensions, may result from this line of thought.

2.3 Strategy of Sharing Knowledge Management Practices on Service Delivery

To put it simply, this refers to the method through which company-wide updates are communicated to all employees. Lohikoski, Kujala, Haapasalo, Aaltonen & Ala-Mursula (2016) define transfer of knowledge as it happens between individuals or groups of individuals (Lohikoski, Kujala, Haapasalo, Aaltonen & Ala-Mursula 2016). If the intended recipient cannot comprehend and use the information provided as a springboard for action, the information transfer will fail in a business setting. It is the recipient's level of respect for the source that determines how much and how well they learn. If the information is to improve the recipient's performance, it must come from a reliable source and be tailored to their specific needs (Bloice & Burnett, 2016). How often each member of the organization interacts with the organization's technology and how much that matters for project success (Destler & Page, 2018). The company must guarantee that everyone who needs access to

the information can find it, and that its format, adaptability, selection, and integration are all clear to anybody who could be involved (Yuan, Lin & Zhuo, 2016).

When people pool their knowledge and use it to help one another out, they are engaging in knowledge sharing (Li and Zhang, 2010). This method facilitates hands-on learning and information retention. As a result, in terms of learning that can take place within an organisation, there is a strong relationship between Knowledge Sharing and Knowledge Exchange. Thinking, knowing, learning, and sharing are all interconnected processes. Sharing information inside a company also helps workers develop commonalities. In addition to enhancing people's abilities, KS often results in the development of brand-new bodies of information (Yi & Li, 2012). Kuhn and Yockey (2003) described knowledge sharing as sharing and obtaining knowledge and expertise from one group to another.

Transferring or spreading information from one person to another is what is meant by knowledge sharing procedures. This occurs when an issue is stated together with possible solutions, when an argument is made, or when an event occurs that prompts contemplation. Learning occurs via knowledge exchange, which includes speaking up, taking notes, asking questions, offering suggestions, and trying new things (Boyne, 2002).

Knowledge transfer is the process of disseminating information or expertise within a company. Knowledge management (KM) is a procedure that requires input from management and employee participation in the form of new knowledge acquisition, evaluation, and incorporation (Van Der Meer, 2014). Employers get the benefits of their workers' knowledge when those workers apply it to new situations, gaining new insights and improving upon previously gained ones. Knowledge increases by application, but withering away without it (Teimouri, & Hamidipour, 2011) As long as workers continue

to teach one another, the body of human knowledge will develop conversely, when workers teach one another, they do not lose their own expertise. The willingness of a person or organization to cooperate with others and share information for the benefit of everyone is essential for successful knowledge transfer. If workers at a company are not able to freely exchange information, it will be very difficult for the company to grow and advance. This suggests that KT will not occur in a company unless its workers and teams are very cooperative (Teimouri et al., 2011)

According to Nonaka (2008), a knowledge-creation company's capacity to constantly reinvent itself and its employees is at the heart of the advantages gained by implementing knowledge management. Knowledge, according to Nonaka (2008), has always been critical to the functioning of society. Organizations in today's information economy, however, are becoming more cognizant of the need of incorporating a knowledge emphasis into their strategic plans.

An official policy is, according to Wamundila (2008), "a set of standards or guidelines relevant to decisions and activities that reflect the accepted practice of a particular community." (Footnote 3) A strategy, on the other hand, is an overarching method for dealing with a problem that aims to bring about change via the introduction of new policies.

Knowledge management has enormous potential to improve non-profit organizations. The high turnover rate of nonprofit employees is a key barrier to preserving institutional knowledge. Since employees no longer need to waste time seeking for missing information or making the same errors, productivity rises as a result of this understanding. Organizational success depends on its ability to keep talented people on staff and provide them with the resources they need to do their jobs effectively. According to research

(Kaplan, Schenkel, & Weber, 2001), only 20% of a company's accessible knowledge is really put to use, while enormous sums of money are wasted each year trying to create something that already exists.

Knowledge has shifted from being subjective and anecdotal to being objective, theoretical, and centered on the organizing of information for many businesses. When knowledge management is successfully implemented, individuals get a deeper familiarity with the system and a larger say in the process of knowledge development. As a result, others are able to benefit from the improved knowledge outputs (Kaplan, Schenkel, & Weber, 2001), and the cycle continues. To improve its performance, a company must be able to innovate its processes and structures and generate new information via the integration of existing data and other sources of information. Knowledge management involves the effective sharing of information in order to maximize the value of an organization's accumulated expertise. Jasmuddin, Klein, and Connell (2005) concur that information sharing is a critical element.

According to research conducted by Barrett, Cappleman, Shoib, and Walsham (2004), companies increasingly put a premium on the processes of information sharing because of its significance to the organizations' performance in the evolving knowledge-based environment. Organizations get additional benefits from knowledge management projects due to their capacity to reduce expenses, provide better service, and boost employee productivity. With the help of knowledge management, we are able to make smarter choices. Knowledge workers in the voluntary sector are increasingly crucial to their organization's success, as a result of ongoing developments in the business environment.

Leaders in a company should encourage the creation of decision-support technologies that help employees get the timely and relevant data they need to make good decisions.

Non-profit organizations and the people who work in them face additional challenges due to the complicated, uncertain, and unexpected nature of development. People at these establishments make use of information in order to foster innovation and survive in a dynamic world. By drawing on the insights of employees and the firm as a whole, knowledge management helps businesses adapt to new circumstances. A non-ability profit's to learn and adapt to its surroundings is essential if it is to meet the problems it faces in today's complicated assistance sector. The non-profit sector is plagued by the problem of few funds, and the terms of financing necessitate that organizations make the most of their limited resources by drawing on the expertise of their employees.

2.3.1 Staff Teamwork Strategy

Collaboration starts to take shape inside the company. We may not see the need in addressing the necessity for and significance of connections and relationships in business life since they are so self-evident. The level of competition is one of the fundamentals that has to be specified. When businesses are aware of the intense competition they face in the marketplace, they are better equipped to foster a culture that reflects that level of intensity inside the company. Some approaches to management hold that healthy rivalry inside an organization is crucial to achieving success in a global marketplace. As unfortunate as it may be, internal rivalry has the potential to sabotage the care shown toward one another by members of the same company. People will cease working together as a team and instead act like isolated individuals in a hostile environment, refusing to lend a hand, rejecting even good ideas, providing no constructive criticism, and refusing to share what little expertise

they have. Reference: (Von Krogh, Ichijo, & Nonoka, 2000) Although individuals may not seem to work together nearly enough, they recognize the value and benefits of collaboration. Furthermore, employees believe that they can do more while working together, yet when asked whether they learn anything new on the job, 86% of respondents claimed they do learn something new, but just a little. The phenomenon may be studied in this manner, along with the question of whether or not the benefits of collaboration extend to the members of the group as a whole.

2.3.2 Information Communication Technology (ICT) on the role of knowledge management practices

A variety of technologies (for example, decision support systems, expert systems) aid in information exchange and communication. This classification of information technologies infrastructure has been broadly supported, in part because it represents an accurate representation of the fundamental roles that different kinds of IT play and is a reliable conceptual basis for conducting evaluation studies.

IT competence strengthens customer-centricity (Nakata et al., 2008) because it facilitates the exchange of consumer data and the use of that data in issue solving, strategy formulation, and other decision-making processes (Nakata et al., 2008). It seems that technology plays an increasingly important role in the development and maintenance of customer relationships, as Ferrell et al. (2010) report. According to other sources, companies and their salespeople may financially gain from investing in technological tools like customer relationship management programs (Rapp, Agnihotri, and Forbes 2008). For this reason, many service providers are looking to sales technology to strengthen and secure their connections with customers over the long term (Ailawadi et

al., 2009; Bigné et al., 2008).

Several studies have shown that communication and information technology can facilitate knowledge transfer, including Barnes (2002) and Blume et al. (2010). Collectively sharing and disseminating information is how employees in a company engage and exchange tacit knowledge with one another. The research of Falconer (2006) and Majewska & Szulczyska (2014), among others, reveals that it is also disseminated through apprenticeship, direct observation, and meetings initiated by those workers who find it necessary to collaborate with one another. Tacit knowledge is embedded in social connections and shared via personal interaction and seeing others in action.

According to Van (2002), the use of ICTs helps meet local demands, encourages decentralization of power, and increases openness and accountability. Consequently, some academics suggest that in view of the fact that these technologies bring high levels of employee transparency when other employees use them, it is appropriate to consider technology as an element of solution instead of a problem or expenditure which can easily be avoided by simply cutting costs (Thomson 2010:09).

Knowledge management may be broken down into two major areas, according to Sveiby (2001): the first is the application of information and technology, and the second is the management of people. The first method, known as information management, treats knowledge like any other asset and treats it like a database. This strategy is primarily aimed at increasing the number of people with access to relevant information through easier entry and use of resources such as databases and hypertext links. The most important answers may be found in cutting-edge IT innovations. The key to the successful implementation of this strategy will be technological information control. At the same

time, human resources management considers knowledge to be a process. A constantly evolving collection of skills and expertise that evolves over time. This strategy is concerned with evaluating, altering, and bettering the abilities and actions of specific individuals. One intended outcome of this strategy is more information sharing.

In 2008, King W.R. and Marks, Jr. P.V. argued that ICT's use aids the dissemination of informal knowledge. Expert systems, extranets and intranets, e-mail, databases, videoconferencing, teleconferencing, real or virtual bulletin boards, and collaborations of two are all forms of groupware, but they can't replace face-to-face interaction and friendly interactions among workers. Because it is easy for individuals and businesses to exchange, criticize or verify their collective empirical knowledge through the use of social networks and online discussion forums. Successful businesses have found that using wikis and weblogs to convey tacit knowledge is a powerful strategy.

According to Alavi Leidner (2007), information and communication technology (ICT) is crucial in dismantling infrastructural barriers that prevent workers from freely interacting with one another. Song, 2010; Pham (2008). A technology or IT-based mechanism that connects archival staff and stakeholders with each other and the public. It has an organizational memory with access to the entire archive. Determining whether archiving facilitates the development of human-centered IT. Foster an environment in which technology that supports collaboration is readily available to faculty and staff. With a real-time integrated information system available,

According to research by Agarwal and Marouf (2014) as well as Fan, Yi.-W. and Ku, E. (2010), the development and maintenance of ties between colleagues and diverse social networks facilitates tacit knowledge sharing among the persons involved in a project.

According to Bloodgood, J., and Salisbury, W. (2001), there are two ways in which tacit knowledge can be disseminated within an organization: face to face interactions between workers and ICT.

Data from studies by Burke and Hutchins (2007), Pham (2008), and Blume, Ford, Baldwin, and Huang (2010) show that mentorship, one-on-one interactions, job rotation, and staff development are all effective ways to spread information and expertise throughout a company. With businesses expanding internationally, the use of information and communication technologies is becoming more important to facilitate information transfer. According to Greiner (2007) and Lee & Lee (2007), the use of ICT is crucial since it allows for better coordination of an organization's economic operations and lessens the impact of geographical and/or temporal barriers. Thanks to IT, businesses may be more adaptable and faster to react to shifting conditions. Because it facilitates dialogue and permits group study, it is an effective instrument for spreading information that can be used by anybody in the company. Information is transferred more quickly inside businesses when communication tools are used, note Kim and Trimmi (2007). Therefore, ICT is crucial in assisting and supporting knowledge transfer procedures in State Corporations in Kenya with the aim of boosting worker productivity.

2.4 Hurdles to Knowledge Management Practice on Service Delivery

2.4.1 Commission's Culture

Corporate culture, as described by Visvalingam and Manjit (2011), is a distinct phenomenon from national culture, in large part because participation in an organization is often elective whereas citizenship in a country is permanent and obligatory. Based on his findings, he explains how false habits like symbols, heroes, and rituals distinguish national

cultures from one another and how they also distinguish amongst companies. Organizational cultures, which are made up of practices rather than ideals, are relatively tamable in that they may be controlled by altering the former. Employees' morals are immutable since they were formed throughout their formative years. However, sometimes an employer might stimulate qualities which workers were not permitted to display before, such as a drive for initiative and creativity, by enabling behaviors which were previously disallowed. In their article "Corporate Culture: In "Corporate Culture: A Consequence of National/Social Culture", Buellens, Kreitner, and Kinicki (2001) assert that corporate culture reflects social culture.

Culture also affects individual attitudes, beliefs, and expectations via workers' norms and language, just as it does organizations through their behaviors. Organizational success in knowledge management requires a healthy culture. A bureaucratic culture is the result of an organization's lack of trust and its failure to reward or foster collaboration and teamwork. In addition, internal information sharing will be difficult for a corporation that has difficulties gaining its employees' confidence, Zand (1997).

According to Naftanaila (2010), culture is made up of people's shared values, beliefs, assumptions, and conventions. Members of an organization adopt norms, customs, and assumptions regarding their organization's culture. It permeates human interaction and how we interpret the behavior of others. Culture, according to DeLong and Fahey (2000), affects how people learn, share, and apply information. Organizational culture stems from the values held by employees, therefore in a company with a tacit knowledge transfer culture, employees voluntarily exchange ideas and information rather than feeling compelled to do so. The culture of an organization is its unspoken norms and practices.

Cultural variables have a substantial influence on an individual's choice to transmit or hoard information, according to research by Neo (2002) conducted on the knowledge transfer culture in a Singapore news firm. His research found that lack of intrinsic motivation, lack of leadership backing, and a lack of trust are the most significant barriers to sharing information. Albers (2009) investigated an actionable strategy for transferring tacit knowledge. His research showed that cultural factors are essential for successfully transferring information. Trust, openness, cooperation, collaboration, risk taking, error tolerance, shared language, bravery, and time for learning are all qualities he listed as essential for an effective knowledge transfer culture. Failures to transmit knowledge in the archive or organization, according to Firestone and McElory (2003), are due to cultural challenges. The norms of conduct that make up an organization's culture provide workers a feeling of belonging while also guiding their actions.

According to Cumberland & Githens (2012), an organization's culture may make or break the likelihood that information is communicated. The transmission of tacit knowledge varies across four distinct cultural settings, as described by Visvalingam & Manjit (2011). These settings are the clan, the adhocracy, the hierarchy, and the market. It is shown that although hierarchical and market-based societies impede the sharing of tacit knowledge, clan and adhocracy societies encourage it.

While Deshpande & Webster (1989) define organizational culture as ingrained patterns of shared values and ideas, Debowski (2006) defines it as the sum of workers' views and attitudes in the workplace. They argue that it sets rules for conduct in the workplace since it educates workers about the inner workings of the business. They went on to say that the desire of workers to share and reuse information is affected by the company's culture.

Because they have become entrenched patterns of behavior, corporate cultures are notoriously difficult to alter and control. Leadership is responsible for effecting cultural shifts in their organizations. Each company's upper echelons may choose to either embrace or use the established culture or work to alter it. If upper-level management wants to alter the company's culture, they must ensure they have the backing of influential workers at all levels. Culture changes in the workplace need constant oversight. Top-level management needs time to observe and evaluate the company's culture (Jackson, 1995). One of the main reasons why knowledge management failed was a failure to account for cultural differences. It takes more work to impart information to someone from a different cultural background (Barnard, 2005). Online communities may be less likely to foster innovation and information exchange as a result. The inability to understand and be understood by others from other cultures is exacerbated by the fact that individuals from various regions of the globe often have vastly different cultural norms, social mores, and life priorities.

2.4.2 Language Barriers

A person-to-person approach to sharing knowledge is more effective (Chaung, 2004) than using information and communication technology alone (Song, 2002). Therefore, this is an emerging process of understanding based on human communication and cognition that Saito et al. (2007) describe as emergent. Because of this, workers' communication skills are crucial to their capacity to transfer information (Riege, 2009).

Members of an online society not only have to deal with the issues of physical distance and time difference, but also with the difficulties of communicating with one another due to linguistic and cultural boundaries. Multinational corporations need to overcome linguistic barriers so that they are able to recruit workers from different countries and speak various

languages if they want to survive today's globalised economy. Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively (Van den Branden, 2001). Thus, language may be a barrier to the free flow of information and ideas in today's global society.

Communication within an organization is critical, as shown by Cumberland & Githens (2012). It follows from this that the transfer of tacit knowledge is facilitated by information sharing, which in turn may facilitate improvements leading to sales growth, a higher profit margin, reduced work costs, increased efficiency and motivation. Problems with the transmission of tacit knowledge are highlighted by Seidler de Alwis & Hartmann (2008), who point out that the greater the degree of specialization, the more isolated and restricted the viewpoint of the organization, and the fewer the modes of communication available to it. Park & Vertinsky (2012) discuss how communication facilitates the transfer of tacit information within organizations and boosts closeness and trust, thus facilitating the articulation and sharing of tacit knowledge. According to Haldin-Herrgard (2000), the primary challenges in conveying tacit information are related to issues of perception and language. Because tacit information is so deeply embedded in a person, they may be unaware of the knowledge or ability they possess and only be privy to it on a subconscious level, rendering them unable of passing it on to others. If the information is natural and internal to the person, this impacts how they describe it.

According to Haldin Herrgard (2000), not only is it challenging for people to communicate in the first place, but it also becomes more challenging to share and transmit as more experience and knowledge are continually obtained. The varied usage of terminology that develops with seniority in an organization also presents challenges in terms of

communicating and transferring tacit knowledge. In addition, Haldin-Herrgard (2000) advises that all members of an organization, regardless of location or platform, should speak the same language in order to facilitate the transmission of tacit knowledge.

2.4.3 Information Communication Technology Barrier

Using information and communication technologies (ICTs) to share knowledge is intrinsically linked to knowledge sharing (Lin, 2007), as ICTs can be used to codify organizational knowledge (Song, 2002) and to share it within organizations (Huysman and Wulf, 2006; Awad and Ghaziri, 2004). Businesses can engage in more productive collaborative activities (Pan and Leidner, 2003), so that they can realize the full potential of ICTs (Dalkir, et al., 2007).

Organizations have difficulties while introducing new technologies due to the dispersed nature of the infrastructure involved. The internet offers an array of sources of information and content, including e-mail, shared network files, online applications, and cloud-based applications and databases. When seeking information, it is difficult enough to find the appropriate place, but bad user experiences can make it even more difficult (Berkes, 2009).

Capturing, storing, evaluating, and organizing information and material are all essential aspects of knowledge management. Without clearly defined procedures, workers are more likely to depend on old or incorrect data, waste time reproducing information that already exists, and put in unnecessary effort looking for what they need. The given information should be evaluated on a regular basis to determine its worth to the company (Arora, 2011).

Knowing whether or not material is accurate and current is crucial for the success of any knowledge management system. There may be a substantial time and monetary commitment required to create knowledge management methods to deal with these issues.

Keep in mind that the success of a new process infrastructure depends on its rate of adoption, which in turn is tied to the value and usability of the process. Many antiquated and insufficient knowledge management methods inside an organization are unofficial and undocumented, sometimes avoiding a formally regulated procedure (Alavi & Leidner, 2001).

People often hang on to information because they feel that doing so validates their position in the firm, and that imparting that information to others is a pointless effort of altruism or corporate welfare at best. In this setting, key knowledge holders (KKH) are always vying with one another for better compensation and career advancement opportunities (Aggestam, 2015). People in an organization don't see that sharing information is advantageous since the benefit of doing so hasn't been proven or articulated to them. How many of us have experienced obstacles in the flow of information inside our own organizations? In a multidirectional and collaborative communication process, people are able to question, discuss, and offer relevant feedback when you share your knowledge and ideas with them (Botha & Fouché, 2002). Knowledge silos in an institution or business may further stifle communication and add to the difficulty of getting information from one place to another. Any knowledge-sharing program aimed towards individuals who work in these settings must account for the challenges posed by those settings in order to be successful.

2.5 Summary

The goal of knowledge creation is to foster inquisitive innovation via the development of novel ideas and concepts. The adoption of practices of knowledge management sharing is crucial for government agencies. There are many ways that it can help businesses or

government agencies, including knowledge generation, sharing, upgrading, and coming up with new ideas. Managers, information professionals, and knowledge workers may all benefit from knowledge sharing if they have a firm grasp of the principles behind it. As a result, it is essential that the Kenya National Land Commission provide its staff with the technological means by which they may transform their information-processing talents into knowledge-management abilities to address land issues.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A description of the research technique will be presented in this section. It will lay out the methodical approach used to achieve the study's aims in great detail. Information on the study's setting, methodology, sample size, sampling procedures, pilot testing, data gathering, and statistical analysis will all be given.

3.2 The Research Design

The research was conducted using a descriptive survey methodology. Descriptive surveys can be conducted by distributing questionnaires to cross-sections of the population to gather specific information about a topic or problem (Orodho, 2003). Kothari (2008) claims that a descriptive survey design helps researchers collect, analyze, and interpret data for better understanding. Since descriptive design doesn't only lead to factual results, but also to the development of new knowledge principles and the resolution of pressing issues, it was used (Kothari 2003). Being a study on knowledge management practices on service delivery, a descriptive design was selected to show the current knowledge management issues at the National Land Commission Nairobi County, Kenya.

3.2 Location of the Study

The study will be carried out in Kenya National Land Commission's Upper Hill office, located off Ngong Road, in Nairobi County. The study is carried out here because of access to data and resources to complete the study. Researching at a location with readily available data or resources might simplify data collecting and processing. Again the NLC Nairobi,

is the largest among the branch offices, so data collected in the location can be generalized for the purpose of the study.

3.3 Target Population

The target population is the number of individuals or objects from which a sample is drawn. This study target population is one hundred and fifty (150) which includes surveyors, human resources managers, secretaries, customer service representatives and customers. The information on population is gotten from the human resources units of the National Land commission through available records. The purpose of selecting these categories of respondents is their involvement in knowledge management practices within the National Land commission. The table 3.1 below shows the distribution of the population.

Table 3.1: Population

Population	Frequencies
Human resource managers	5
Surveyors	10
Customer service representatives	50
Secretaries	10
Customers	75
Total	150

3.4 Sample Size and Sampling Procedure

3.4.1 Sample size

A total enumeration sampling will be used for this study. This is because the population size is manageable. Therefore, the sample size for this study is 150 respondents. This aligns

with the study of Farooq (2013) who assert that the use of the entire enumeration approach becomes necessary when the study respondents are not excessively numerous. Total enumeration studies are beneficial when the population is very small and data collection resources and time are manageable. They reduce sampling biases and provide a complete population picture.

3.4 Research Instruments

The term research instruments describe any item used to gather data for a study (Gillham, 2000). Research instruments are data collection tools used in collecting or quantifying variables.

Questionnaires have been used to collect data that are required for the study.

3.4.1 Questionnaire

A questionnaire is a tool which enables you to obtain information from respondents about research topic. The purpose of using Questionnaire for this study was to give room for respondents' privacy. A questionnaire helps standardize data collection and simplify response analysis. Questionnaire was used for customers and customer representatives. This instrument is used because it allows for the simultaneous collection of data from various respondents. The questionnaire is divided into two parts. The section A covers the demographic information of the respondents while the section B covers the indicators to probe the objectives of the study.

3.5 Validity of the Instrument

Tanner (2018) argued that validity is the ability of a research instrument to measure what it is designed to measure. To test the validity of the questionnaires, the returned questionnaires were analyzed to check the level of completion, 70% similarity index was realized. Face validity was tied to the tool's configuration and included font size and instrument languages relevance. The questionnaires were given to the supervisor to appraise and rate each entry to the objectives.

3.5.2 Reliability of the Instrument

Reliability refers to the consistency of a measuring instrument's results when used repeatedly in a comparable scenario. It is the steadiness, consistency, and dependability of measures (Tanner, 2018). Test of reliability of the tool was done using alpha Cronbach's computation comparing the value with reliability range as indicated in table 3.6 below

Table 3.2: Cronbach's Table for Determining Reliability

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Stephanie (2014)

The Cronbach alpha reliability estimate was used to measure the internal consistency of data collected. According to Stephanie (2014), thirty respondents will be used for pretest/pilot study based on Cranach's alpha rule of thumb. The group of individual that were used for the study will not be part of the study. The collected data was entered into the SPSS program, which is a computer statistical package for social scientists. If Cranach's alpha coefficient is greater than 0.7, then the instrument was considered reliable for the study.

3.5.3 Results of Reliability Test

In order to assess the reliability of the instrument used for the collection of data, the Cronbach alpha coefficient was used to obtain the correlation coefficient of the test scores. 30 questionnaires were administered to staff of National Land commission Kisumu to test the reliability of the instrument. The national Land commission Kisumu is not part of the case study.

and the results are presented in Table 3.3 below:

Table 3.3: Results of Reliability Test

Research Variable	Cronbach's Value (α)	Alpha	Comment
Knowledge Creation practice	0.798		Reliable
Strategy of Knowledge sharing	0.803		Reliable
Role of knowledge management	0.811		Reliable
Hurdles to Knowledge Management	0.799		Reliable
Service delivery	0.786		Reliable
Average Score	0.799		Reliable

Source: Pilot Study (2023)

According to the reliability test results, Cronbach alpha values of 0.798, 0.803, 0.811, 0.799 and 0.786 have been observed in knowledge creation, strategy for information sharing, role of knowledge governance, barriers to knowledge management and service delivery as described in Table 3.3. This indicates that, in accordance with the recommendation of Mugenda and Mugenda 2003 that an alpha coefficient score of more than 0.7 shows that the instruments are highly reliable, the average alpha coefficient for each individual variable was more than 0.7. Consequently, in view of the range it was acceptable to have an average Cronbach Alpha Index value of 0.799 achieved. Consequently, an average value of the Cronbach Alpha Index of 0.799 points in the range was acceptable.

3.6 Data Collection Technique

The research adopted a quantitative research method. A preliminary study was carried out to ascertain the existing situation in the National land commission under investigation. The outcome led to the adoption of the questionnaire as an appropriate research instrument for this study. According to the research objectives, the current facilities were documented and used to develop the questionnaire. The researcher visited the case study as many times as possible to distribute the questionnaire. A research assistant was employed to help administer the one hundred and fifty questionnaires to the sampled population at the Kenya National land commission.

3.7 Data Processing and Analysis

To assess the knowledge management practice, the data on Knowledge creation practice, knowledge sharing, the role of Knowledge Management practices and hurdles to knowledge management application was coded, analysed and tabulated using a simple percentage frequency table. The Social Science Statistical Package (SSPS) enhanced the data analysis.

3.8 Ethical Consideration

Ethical consideration was made to avoid infringing on the respondents' privacy and maintain the confidentiality of information obtained. Before embarking on data collection, clearance was obtained from Graduate school at Kenyatta University. At the organisational level, clearance was sought in the selected national land commission before visiting the respondents in their workstations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings, interpretations, and discussion according to the study objectives and hypotheses. It covers an analysis of findings based on a study carried out to establish the Relationship between knowledge management practices and enhanced public service delivery at the national land commission Nairobi County, Kenya. The chapter discusses how knowledge sharing strategies has enhanced service delivery at the National land Commission, reviews the role of knowledge management practices in enhancing service delivery and finally identifies hurdles to knowledge management application in improving service delivery at the national land commission, Nairobi County.

4.2 Response Rate

A total of 150 respondents were assessed in the study including five human resource managers, ten surveyors, fifty customer service representatives, 10 secretaries and 75 customers. Out of the 150-questionnaire distributed 145 was retrieved and found worthy for analysis. Based on Table 4.1, we have calculated the combined rate of response.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	145	96.7
Non-response	5	3.3
Total	150	100

Source: Research Data (2023)

The study has reached a response rate of 96.7%, according to the table above. According to Baruch's (2012), response rate should be at least 80 % for data analysis. In view of this, the response rate in the study was considered sufficient for data analysis.

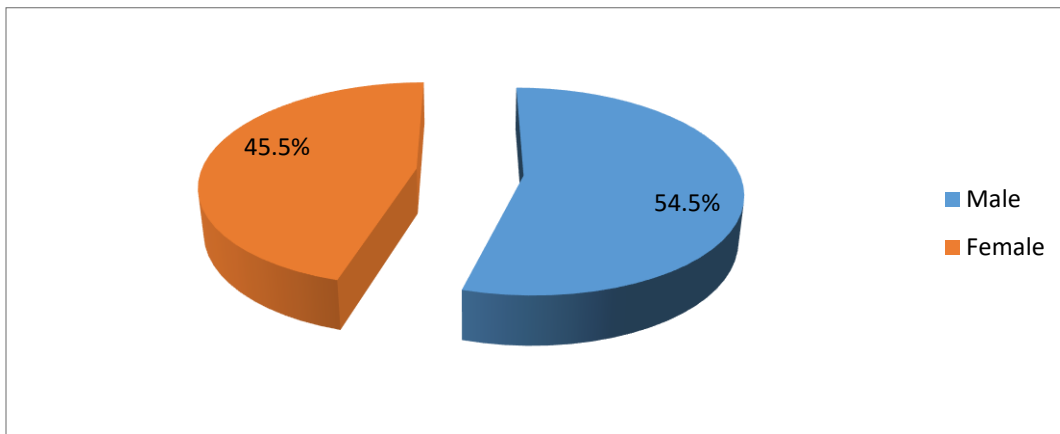
4.3 Respondents Personal Details

Background information regarding respondents' gender, age, and education level was analyzed. The results are shown below;

4.3.1 Respondents' Gender

Gender is a crucial demographic characteristic that aids researchers in analyzing and comprehending the composition of a study population. The results on the respondents' gender representation in the study are presented in Figure 4.1. below:

Figure 4.1: Respondents' Gender



Source: Research Data (2023)

The results from Figure 4.1 indicate that males accounted for 54.5% of the sample while females represented 45.5%. To ensure equal opportunities for all women and men, the gender of respondents was essential to show a true representation of both sexes in the study. It has been documented that ethnic and gender diversity has a positive impact on employee

performance according to Chaudhry (2016). Among five IT companies, respondents indicated that gender diversity was the most important factor influencing performance.

4.3.2 Respondents' Age

By collecting respondents' ages, researchers can examine how age-related changes, social roles, and obligations affect health, education, profession, and service delivery.

The results on the respondents' age range representation in the study are presented in Table 4.3 below:

Table 4.3: Respondents' Age

Years	Frequency	Percentage
20 to 30	15	10.3
31 to 40	61	42.1
41 to 50	39	26.9
51 to 60	30	20.7
Total	145	100

Source: Research Data (2023)

Table 4.3 shows that 42.1% of respondents were aged 31 to 40 years, compared with 26.9% for the age group between 41 and 50 years, 20.7% for 51 to 60 years as well as 10.3% range from 20 to 30. It shows that there is a divergence between age groups in the respondents who participated in the study. According to the study, determining the age of respondents was important because age diversity in organizations brings about various perspectives, expectations, styles, and experiences. A study conducted by Odhiambo, Gachoka and Rambo (2018) examined the relationship between employee performance in public universities in Western Kenya and age diversity. Regression and correlation analysis

showed that age diversity was positively correlated with employee performance in these universities.

4.3.3 Respondents' Education Level

The education level plays a pivotal role in respondent's response in this research. The researcher requested respondents to provide details of their educational level such as undergraduate, diploma, certificate and graduate. The results on the respondents' education level are stated below in Figure 4.2.

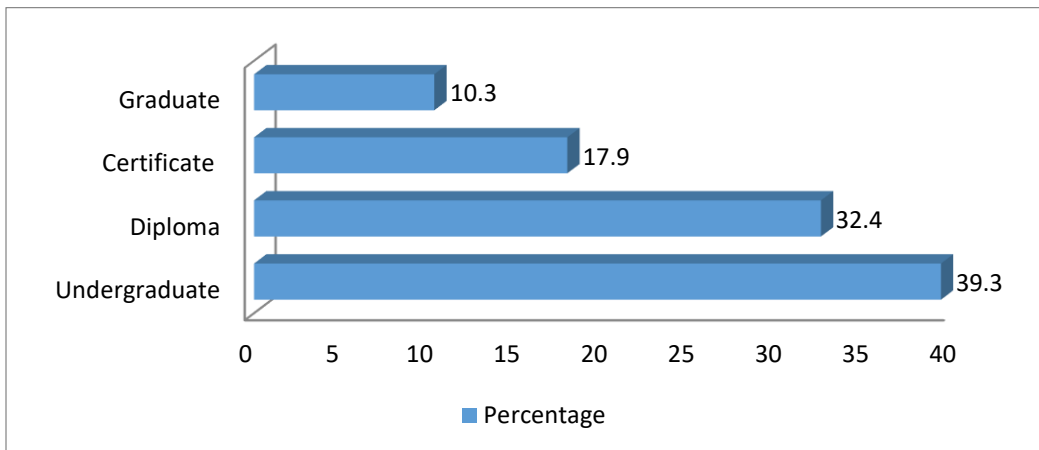


Figure 4.2: Respondents' Education Level

Source: Research Data (2023)

The results in Figure 4.2 show that majority (39.3%) of the respondents had attained undergraduate level of education, 32.4% diploma, 17.9% certificate and 10.3% graduate level of education. In this study, respondents had higher levels of education than those not participating. It is imperative that employees have a higher education level in order to be a successful organization since they possess the knowledge and skills needed to meet the changing needs of the organization. Faith 2017 study found a positive relationship between academic qualifications and occupational performance in Mukuru Slums development projects, Nairobi County which was conducted with an objective to ascertain whether or not academic qualifications had any effect on job performance

4.4 Results of Descriptive Statistics

Quantitative data were analysed using descriptive statistics such as MeanMn and Standard Deviation SD. The results of this study are summarised by the following particular variables:

4.4.1 Knowledge Creation Practice

The first task of this study was to determine the effects of knowledge creation practices on enhancing service delivery at the National land Commission, respondents were asked to provide information on how knowledge creation practices enhanced service delivery at the National land Commission and the results are indicated in Table 4.4.

Table 4.4: Knowledge Creation Practice

Statement	M	SD
First, in order for KM to exist in the business world, organizations must create it via knowledge management activities and establish knowledge management objectives and plans.	3.96	0.445
Employees are more productive when they have access to relevant information in an easily digestible format.	4.43	1.219
The organization's goals and KM strategies need to be aligned for the latter to have any kind of long-term strategic influence	4.78	0.782
The ability to harness the synergy between human capital (the company's personnel) and technological capital (the company's tools) to generate long-term value is what makes knowledge such a valuable strategic asset.	4.10	1.670
We learn via our studies, interactions with others, and life experiences.	4.69	0.579
Lacking a strategic connection to other service delivery metrics, cost controls, and employee dynamics, KM will not succeed on its own	4.50	0.489

Source: Research Data (2023)

The results in Table 4.4 show that majority (M=4.78, SD=0.782) of the respondents strongly agreed with the statement that organizational goals and KM strategies need to be

aligned in order for them to have long-term strategic impact. Majority (M=4.69, SD=0.579) also agreed to have learn through interactions with others, life experiences. Majority (M=4, 50, SD=0.489) of the respondents agreed that without strategic connections with other performance indicators, cost management, and employee dynamics, KM alone will not be successful. According to Okyere et al., (2020) Knowledge management (KM) can't just happen in a company; its existence requires deliberate action on the part of the company to create KM and establish its objectives and strategies. Knowledge creation necessitates the presence of a thinker or thinkers who generate original thought and then implement it in some novel way. Research, innovative initiatives, experiments, observations, etc., all contribute to the process of knowledge generation. Firestone Knowledge creation, according to Chen and Huang (2009), starts with a request for information and continues via individual or group learning, information acquisition, application for evaluating knowledge, and the construction of organizational knowledge. The dissemination and amplification of individual knowledge, as well as its crystallization and integration into the organization's knowledge system, are all steps in the knowledge generation process, as defined by Ceptureanu & Ceptureanu (2010).

The respondents agreed on the statements that employees are more productive when they have access to relevant information in an easily digestible format (M=4.43, SD=1.219), the ability to harness the synergy between human capital (the company's personnel) and technological capital (the company's tools) to generate long-term value is what makes knowledge such a valuable strategic asset (M=4.10, SD=1.670) and that first, in order for KM to exist in the business world, organizations must create it via knowledge management activities and establish knowledge management objectives and plans. (M=3.96,

SD=0.445). As stated by Aghaegbuna and Ukoha (2020), a company's knowledge is a valuable asset that may help it reach its strategic goals and objectives if it is handled properly. In addition, he noted that if businesses are aware of the obstacles that hinder Knowledge Management, they may work to remove them.

There are two basic tiers in the knowledge generation process: the interplay between tacit and explicit knowledge, and the interaction between people, groups, and the organization as a whole (Binbin et al., 2012). The acronym SECI describes this progression from outside influences to internalization. The research reveals that interacting with others is the first stage (which entails sharing new tacit knowledge among individuals within a company). This information may be passed from master to apprentice by direct observation and imitation. A company may pick up this tacit knowledge via conversations with clients or vendors. Knowledge may also be created in this way during brainstorming camps, when people get together to talk about and share their problems and solutions and their ideas (Binbin et al., 2012).

4.4.2 Knowledge Sharing Practice

The study sought to determine the strategy of Knowledge sharing practices on enhancing service delivery at the National Land Commission in Nairobi County. The results of Table 4.5 provide a descriptive overview of knowledge sharing practice.

Table 4.5: Knowledge Sharing Practice

Statement	M	SD
Government agencies that want to succeed in today's information- and data-driven marketplaces must implement knowledge management methods	4.08	0.744
It is important to develop a knowledge-based plan or policy in order to ensure that knowledge-based activities are rolled out effectively throughout an organization	4.27	1.130
The prosperity of an organization is tied to the dedication and productivity of its workers	3.64	1.361
To improve its performance, a company must be able to innovate its processes and structures and generate new information via the integration of existing data and other sources of information	4.72	0.776
As an organization's stock of knowledge and expertise accumulates, gains, uses, and maximizes its value, knowledge management can be defined as the process of gaining, using, and maximising its value	4.53	1.219
By drawing on the insights of employees and the company as a whole, knowledge management makes it easier to implement positive changes in the workplace	4.09	0.907

Source: Research Data (2023)

Using Table 4.5, it appears that the respondents agreed strongly that if a company wants to improve its performance, it must be capable of integrating existing data and other sources of information into its processes and structures and creating new information (M=4.72, SD=0.776). Knowledge management, on the other hand, is a strategy for gaining, utilizing, and maximizing the potential of an organization's accumulated knowledge and expertise (M=4.53, SD=1.219). Yuan, Lin and Zhuo (2016) observe that the company must guarantee that everyone who needs access to the information can find it, and that its format, adaptability, selection, and integration are all clear to anybody who could be involved.

Kuhn and Yockey (2003) described knowledge sharing as sharing and obtaining knowledge and expertise from one group to another. Transferring or spreading information from one person to another is what is meant by knowledge sharing procedures. This occurs when an issue is stated together with possible solutions, when an argument is made, or when an event occurs that prompts contemplation. During the process of learning, knowledge exchange takes place, in which participants speak up, take notes, ask questions, make suggestions, and try new approaches (Boyne, 2002).

The respondents agreed on the statements that to ensure the effective rollout of knowledge-based activities throughout an organization, a knowledge-based policy or plan should be formulated (M=4.27, SD=1.130), by drawing on the insights of employees and the company as a whole, knowledge management makes it easier to implement positive changes in the workplace (M=4.09, SD=0.907), Government agencies that want to succeed in today's information- and data-driven marketplaces must implement knowledge management methods (M=4.08, SD=0.744) and that the prosperity of an organization is tied to the dedication and productivity of its workers (M=3.64, SD=1.361). According to Nonaka (2008), a knowledge-creation company's capacity to constantly reinvent itself and its employees is at the heart of the advantages gained by implementing knowledge management. Knowledge, according to Nanoka (2008), has always been critical to the functioning of society.

When people pool their knowledge and use it to help one another out, they are engaging in knowledge sharing (Li and Zhang, 2010). This method facilitates hands-on learning and information retention. Therefore, KS and KSA are tightly tied together when it comes to learning within an organization. Thinking, knowing, learning, and sharing are all

interconnected processes. Sharing information inside a company also helps workers develop commonalities. In addition to enhancing people's abilities, KS often results in the development of brand-new bodies of information (Yi & Li, 2012).

4.4.3 Role of Knowledge Management Practice

A study was conducted at the National Land Commission, Nairobi County, to assess the role Knowledge Management plays in making services more effective. The descriptive results on the role of knowledge management practice are presented in Table 4.6.

Table 4.6: Role of Knowledge Management Practice

Statement	M	SD
The use of technology is widely acknowledged as a key factor in the success of knowledge sharing initiatives.	4.05	0.829
Tacit information is ingrained in social interactions and spreads as a result of personal experience and careful observation.	4.29	0.606
The use of technology is crucial since it allows for the better coordination of business operations inside an organization regardless of distance or time.	4.11	0.835
Because of advancements in technology, businesses can now adapt to their shifting environments more quickly and easily.	4.52	0.558
Technological capacity to facilitate conversation and group study makes it an effective medium for disseminating formal training across a business.	4.61	0.509
Barriers to knowledge management practice on service delivery	3.99	1.001

Source: Research Data (2023)

Based on Table 4.6, the respondents strongly agreed with the statement that facilitating conversations and group learning makes it an effective medium for disseminating formal

training throughout an organization. (M=4.61, SD=0.509) and that because of advancements in technology, businesses can now adapt to their shifting environments more quickly and easily (M=4.52, SD=0.558). According to Botha and Fouché (2002) people in an organization don't see that sharing information is advantageous since the benefit of doing so hasn't been proven or articulated to them. Also, in a multidirectional and collaborative communication process, people are able to question, discuss, and offer relevant feedback when you share your knowledge and ideas with them.

Corporate culture, as described by Visvalingam and Manjit (2011), is a distinct phenomenon from national culture, in large part because participation in an organization is often elective whereas citizenship in a country is permanent and obligatory. Based on his findings, he explains how false habits like symbols, heroes, and rituals distinguish national cultures from one another and how they also distinguish amongst companies. According to Naftanaila (2010), culture is made up of people's shared values, beliefs, assumptions, and conventions. An organisational culture is a set of norms, customs and assumptions held by its members. It speaks to the way we interact with each other and how we interpret others' behavior. According to DeLong and Fahey (2000), culture has an influence on the way that information is learned, shared or used.

Respondents agreed with the following statements: Because tacit information is embedded in social interactions and spread based on personal experience and careful observation (M=4.29, SD=0.606), technology use is important regardless of whether distance is effective. It is very important to enable better coordination of business operations within an organization. Time (M=4.11, SD=0.835), and the use of technology are generally considered important factors for successful knowledge sharing initiatives. (M=4.05,

SD=0.829) stated that getting feedback on the quality of the project approach is key to achieving well-structured, coordinated and productive teamwork (M =3.99, SD=1.001). Barnard (2005) observes that one of the main reasons why knowledge management failed was a failure to account for cultural differences. It takes more work to impart information to someone from a different cultural background. Online communities may be less likely to foster innovation and information exchange as a result.

According to data gathered from studies performed by Burke and Hutchins, (2007), Phamin 2008, Blume, Ford, Baldwin, and Huang 2010 it is an efficient way of spreading knowledge throughout the enterprise through mentoring, oneonone relationships, job rotation, and staff development. With international business expansion, information and communication technologies are increasingly needed to facilitate knowledge transfer. According to Greiner (2007) and Lee & Lee (2007), the use of ICT is crucial since it allows for better coordination of an organization's economic operations and lessens the impact of geographical and/or temporal barriers. Thanks to IT, businesses may be more adaptable and faster to react to shifting conditions.

4.4.4 Barriers to Knowledge Management Application

Study objectives included assessing barriers to knowledge management application in improving service performance at Nairobi County's National Land Commission. The descriptive results on the barriers to knowledge management application are presented in Table 4.7.

Table 4.7: Barriers to Knowledge Management Application

Statement	M	SD
The inability to understand each other's language is the primary barrier to communication.	4.50	1.494
The inability to effectively communicate with individuals online may be hampered by linguistic hurdles.	4.48	0.856
Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively.	4.34	1.722
Interdepartmental communication is essential to the success of any business.	3.93	1.070
E-mail, shared network drives, online app platforms, and cloud apps/databases are all potential locations for acquiring new information and expertise.	4.78	0.879
In a collaborative and multidirectional communication process, technology enables others to question, remark, and provide constructive criticism.	4.55	4.549

Source: Research Data (2023)

Respondents strongly agreed with the statement that email, shared network drives, online application platforms, and cloud applications/databases are all potential places to gather information and knowledge. new expertise (M=4.78, SD=0.879), within a collaborative and multidimensional framework. The communication process, technology allows others to ask questions, make comments and give constructive criticism (M=4.55, SD=0.549) and not understanding each other's language is main barrier in communication (M=4.50, SD=1.459). According to Cumberland and Githens (2012) communication within an organization is critical. In addition to facilitating the transfer of tacit knowledge, the sharing of information can also lead to sales growth, margin improvement, labor savings, and increased productivity.

Communication within an organization is critical, as shown by Cumberland & Githens (2012). In addition to facilitating the transfer of tacit knowledge, the sharing of information can also lead to sales growth, margin improvement, labor savings, and increased productivity. Problems with the transmission of tacit knowledge are highlighted by Seidler de Alwis & Hartmann (2008), who point out that the greater the degree of specialization, the more isolated and restricted the viewpoint of the organization, and the fewer the modes of communication available to it.

Respondents agreed with the statement that the inability to communicate effectively with individuals online can be hindered by language barriers ($M=4.48$, $SD=0.856$). Although English is widely used in international communication and trade, many individuals do not have the necessary language skills to effectively participate ($M=4.34$, $SD=1.722$) and communicate between department is essential to the success of any business ($M=3.93$, $SD=1.070$). Arora (2011) observe that capturing, storing, evaluating, and organizing information and material are all essential aspects of knowledge management. Without clearly defined procedures, workers are more likely to depend on old or incorrect data, waste time reproducing information that already exists, and put in unnecessary effort looking for what they need. The given information should be evaluated on a regular basis to determine its worth to the company.

Organizations have difficulties while introducing new technologies due to the dispersed nature of the infrastructure involved. Any potential sources of information and content are email, common network files, online application platforms, as well as databases in the cloud. Finding the appropriate place to look for information is difficult enough, but a bad user experience may compound the difficulty of the search (Berkes, 2009). People often

hang on to information because they feel that doing so validates their position in the firm, and that imparting that information to others is a pointless effort of altruism or corporate welfare at best. In this setting, key knowledge holders (KKH) are always vying with one another for better compensation and career advancement opportunities (Aggestam, 2015).

4.5 Results of Regression Analysis

The following table 4.8, 4.9 and 4.10 presents the results of a regression analysis that was designed to determine how independent variables affected an individual's dependency.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.893	.886	.179

Source: Research Data (2023)

The results in Table 4.7 show an adjusted R-squared value of 0.886, indicating an 88.6% change in service delivery at the Nairobi County National Land Commission due to changes in practice knowledge creation, knowledge sharing strategies, role of management knowledge and barriers to knowledge management variables. Therefore, it can be concluded that other variables not studied account for 11.4%.

Table 4.9: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.964	4	3.741	292.592	0.000 ^a
	Residual	1.790	140	0.013		
	Total	16.754	144			

Source: Research Data (2023)

A value of 0.000a indicates that the significance level is less than 0.05. The results also show that the F statistic value (142,116) is larger than the root mean square statistic (3,741) at the 5% significance level, confirming the significance of the model.

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.646	.223		2.897	.000
	Knowledge creation practice	0.784	.042	4.208	18.667	.000
	Strategy of knowledge sharing	0.686	.032	1.134	21.438	.001
	Role of knowledge management	0.728	.053	2.820	13.736	.000
	Hurdles to knowledge management	0.869	.049	1.317	17.735	.000

Source: Research Data (2023)

The findings in Table 4.10 revealed that holding independent variables constant (Knowledge creation practice, strategy of knowledge sharing, role of knowledge management and hurdles to knowledge management) to a constant zero, the service delivery at the National Land Commission, Nairobi County would be at 0.646 factor. The study found that a unit increase in knowledge creation practice would increase service delivery at the National Land Commission, Nairobi County by 78.4%. A unit increase in strategy of knowledge sharing would increase service delivery at the National Land Commission, Nairobi County by 68.6%. A unit increase in role of knowledge management would increase service delivery at the National Land Commission, Nairobi County by 72.8% and a unit increase in hurdles to knowledge management would increase service

delivery at the National Land Commission, Nairobi County by 86.9%. This resulted to the following regression equation;

$$\text{Service delivery} = 0.646 + 0.784 (\text{Knowledge creation practice}) + 0.686 (\text{Strategy of knowledge sharing}) + 0.728 (\text{Role of knowledge management}) + 0.869 (\text{Hurdles to knowledge management})$$

The findings as illustrated in Table 4.10 also show that there was a positive and significant relationship between knowledge creation practice and the service delivery at the National Land Commission, Nairobi County as shown by t values ($t=18.667$, <0.05). Alegre, Sengupta, and Lapiedra (2013) conducted research to evaluate SMEs' knowledge management and innovation processes. The study's authors recognize the critical role that innovation plays in ensuring a company's continued success in the face of intense competition. According to the study's findings, an ICT firm's ability to assimilate and use information is the most important factor in fostering innovation. According to Barua (2018) study, knowledge creation processes have significant positive associations with organizational innovation and performance in Bangladeshi service organizations. Organizational creativity has also been proven to be positively related to performance in many organizations.

The study shows that there is a positive and significant relationship between knowledge sharing strategy and service delivery at Nairobi County National Land Commission as represented by t values ($t = 21.438$, $< ;0.05$). According to research conducted by Barrett, Cappleman, Shoib, and Walsham (2004), companies increasingly put a premium on the processes of information sharing because of its significance to the organizations'

performance in the evolving knowledge- based environment. Organizations get additional benefits from knowledge management projects due to their capacity to reduce expenses, provide better service, and boost employee productivity. It was found that staff recognize the need to share knowledge in Tahleho and Ngulube's (2022) study on knowledge sharing and improving library services. It was an ad hoc process, however, in terms of knowledge sharing. In terms of knowledge sharing, technology and human mechanisms were used to a limited extent. An analysis of the study suggests practicable knowledge-sharing practices that could lead to more efficient library service.

The study found that the role of knowledge management in the Nairobi County National Land Board has a positive and significant relationship with service delivery as indicated by the t-value ($t=13.736, <0.05$). Evidence from Barnes, (2002) and Blume et al., (2010) shows that information and communication technology is widely acknowledged as a key facilitator of knowledge transfer procedures. Collectively sharing and disseminating information is how employees in a company engage and exchange tacit knowledge with one another. A study by Ashaba (2015) investigated knowledge management and service delivery in NGOs. The Child Fund International-Uganda case study and findings revealed a significant positive relationship between knowledge management and service delivery. However, it became clear that knowledge management was not fully implemented at ChildFund-Uganda, which may be the cause of service delivery challenges within the organization.

This study found that knowledge management hurdles in the Nairobi County National Land Board had a positive and significant association with service delivery as indicated by the t-value ($t=17.735, <0.05$). According to research by Agarwal and Marouf (2014) and Fan,

Yi.-W., and Ku, E. (2010), building and maintaining relationships between colleagues and various social networks increases engagement in projects. facilitates tacit knowledge exchange between people who. According to Bloodgood and Salisbury (2001), there may be two ways in which secret information is disseminated within an organization by means of the effective use of IT and communication technology: I meet the face interactions among workers. The Ndlovu and Dewah (2022) study examined the knowledge management practice of psychiatry nurses at Ingutsheni Central Hospital in Kenya with regard to provision of services. It found that knowledge management practices have significant and a considerable influence on service delivery for Oxfam International in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions of the study, recommendations of the study and suggestions for further studies.

5.2 Summary of Findings

Knowledge management practices in Kenya National Land Commission were examined to investigate how they enhance service delivery. In this study, specific objectives included identifying the National Land Commission's knowledge creation practices, strategies for knowledge sharing, and knowledge management practices as well as hurdles to the application of knowledge management in order to enhance service delivery. Questionnaires were used to collect data. A descriptive and inferential statistical analysis of the data was conducted. Results are summarized below;

The study finds out that Knowledge creation practices at the National Land Commission in Nairobi County were shown to improve service delivery in a significant way. The study find out that For KM to have long-term strategic influence, the organization's goals and KM strategies need to be aligned.

At the National Land Commission in Nairobi County, the second research objective was to identify the strategies to enhance service delivery through knowledge sharing practices. The study found out that the strategy of Knowledge sharing practices had a positive significant influence on enhancing service delivery at the National Land Commission in Nairobi County. However, areas like seminars, conferences, team brain storming should be enhanced.

In order to enhance the delivery of services by the National Land Office in Nairobi, a third research objective has assessed the role of knowledge management practices. The study finding showed that, at the National Land Authority in Nairobi County, Knowledge Management practices had a beneficial influence on improving public service delivery. Findings have also shown that NLC has used KM to facilitate conversation and social interactions among staff through formal training and tacit knowledge sharing.

In order to improve the efficiency of public services provided by the National Land Commission in Nairobi County, a Fourth Research Objective was aimed at examining problems associated with application of Knowledge Management. The study found that, for the National Land Office in Nairobi county, problems such as shared network drives, online app platforms, and cloud apps/databases are some of the problems identified. the study also found out that the inability to understand each other's language is part of the primary barrier to communication and that the inability to effectively communicate with individuals online may be hampered by linguistic hurdles.

5.3 Conclusions of the Study

Based on the findings of the study, the study concluded that knowledge creation can facilitate and encourage knowledge sharing, create an efficient work environment, and provide timely, relevant information to knowledge workers at the National Land commission. The study also concluded that while creating new knowledge, there has been a shift from possessing knowledge to knowing by practicing, acting, and interacting.

According to the study, knowledge sharing provides organizations with the opportunity to share knowledge and expertise among employees and teams. As part of knowledge management, knowledge sharing takes place in the context of creating, organizing, and

disseminating knowledge. Providing employees with access to collective knowledge and expertise promotes innovation and creativity. By providing employees with relevant knowledge, employers can improve decision making through informed decision making.

As a result of the study, organizations can find, select, organize, disseminate, and transfer information and expertise needed to solve problems, learn dynamically, plan, and make decisions using knowledge management practices. The purpose of knowledge management systems is to assist organizations in creating, transferring, and implementing knowledge. By facilitating the exchange of information, or institutional knowledge, knowledge management serves the primary purpose of connecting staff searching for information.

Knowledge management implementations are hindered by lack of awareness, insufficient time, and a lack of culture, according to the study. Marketing KM programs in a way that resonates with employees cuts through the noise, but many fail to gain traction. It is also possible for time barriers to arise when employees are overburdened with other tasks or who see knowledge management as an unnecessary burden. Employees can feel fearful about asking questions or sharing their knowledge, suspicious about how they will be recognized or that their participation will matter.

5.4 Recommendations of the Study

Management should be aware of knowledge's location and forms, according to the study. Sharing knowledge must then be made possible by providing the appropriate forums. In order for it to take place, management should create the environment, processes, and systems that allow it to take place. Additionally, the study admits that organization

management should emphasize that goals can be created through action, intuition should be respected, and experience should be viewed as a theory, not a reality.

Through knowledge management tools, training programs, and communication channels, employees should be equipped with the tools and resources they need to share knowledge, according to the study. Creating team-building opportunities, cross-functional projects, and knowledge-sharing sessions are all ways that the organization can contribute to collaboration. By providing clear and concise communication, making policies and procedures accessible, and promoting open communication channels, the organization can foster a learning culture by encouraging employees to continuously acquire skills and knowledge.

As a result of the study, organizations should create an environment where employees are encouraged to share information to improve the collective workforce in order to achieve the goal of knowledge management practice. By accumulating and storing the staff's knowledge, companies hold onto what has made them successful in the past. In addition, sharing this information throughout the organization informs staff of past approaches that improve performance or better inform new strategies.

In the study, researchers suggest that organizations brainstorm catchy terms and phrases to talk about knowledge management, as well as a logo and motto that reflect the company's culture and values. Once this has been done, promote the brand and employees will immediately recognize that a tool or message is coming from Knowledge Management. Provide employees with reminders and alerts through the systems and apps they already use, and eliminate or automate steps. Ensure your clients understand how their staff will benefit from participating in knowledge management, and how you will provide them with

the support they need. Create slide decks, talking points, and templates to simplify the process.

5.5 Suggestions for Further Research

Kenya National Land Commission's service delivery was examined using knowledge management practices. To address the contextual gap, a similar study should be done on other organizations besides the Kenya National Land Commission. Moreover, other studies could be conducted to close a gap of 11.4% established in the regression model by focusing on other variables not studied.

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APPENDICES

Appendix A: Questionnaire

I am SUSAN CHEBOTIP ODULI a student in degree of Master of Science (Knowledge Management) in school of education, Kenyatta University carrying out a study on KNOWLEDGE MANAGEMENT PRACTICES IN ENHANCING SERVICE DELIVERY AT THE NATIONAL LAND COMMISSON NAIROBI COUNTY, KENYA. Because of this, you may be contacted as part of this study. Everyone from kids and teachers to stakeholders and religious leaders will benefit from this data. All of your responses will be held in the strictest confidence. REFUSE TO SIGN THIS QUESTIONNAIRE.

Thank you.

PART A: PERSONAL DETAILS

[Please tick (√) where appropriate]

	1	2	3	4
Gender	Male	Female		
Age	20-30	30-40	40-50	50-60
Education level	Certificate	Diploma	Undergraduate	Graduate

SECTION B

Tick (√) appropriately, where 4. STRONGLY DISAGREE, 3. DISAGREE, 2. AGREE,

1. STRONGLY AGREE,

Knowledge Management creation practices on service delivery	4	3	2	1
1. First, in order for KM to exist in the business world, organizations must create it via knowledge management activities and establish knowledge management objectives and plans.				
2. Employees are more productive when they have access to relevant information in an easily digestible format.				
3. The organization's goals and KM strategies need to be aligned for the latter to have any kind of long-term strategic influence.				
4. The ability to harness the synergy between human capital (the company's personnel) and technological capital (the company's tools) to generate long-term value is what makes knowledge such a valuable strategic asset.				
5. We learn via our studies, interactions with others, and life experiences.				
6. Lacking a strategic connection to other service delivery metrics, cost controls, and employee dynamics, KM will not succeed on its own.				

Managing Service-Based Knowledge as a Shared Resource				
Delivery				
1. Government agencies that want to succeed in today's information- and data-driven marketplaces must implement knowledge management methods.				
2. Organizations should develop knowledge-based policies or plans in order to effectively roll out knowledge-based activities.				
3. The prosperity of an organization is tied to the dedication and productivity of its workers.				
4. To improve its performance, a company must be able to innovate its processes and structures and generate new information via the integration of existing data and other sources of information.				
5. In knowledge management, accumulated information and expertise is gained, used, and maximized in order to achieve organizational objectives.				
6. By drawing on the insights of employees and the company as a whole, knowledge management makes it easier to implement positive changes in the workplace.				
Use of Technological strategy				

1. The use of technology is widely acknowledged as a key factor in the success of knowledge sharing initiatives.				
2. Tacit information is ingrained in social interactions and spreads as a result of personal experience and careful observation.				
3. The use of technology is crucial since it allows for the better coordination of business operations inside an organization regardless of distance or time.				
4. Because of advancements in technology, businesses can now adapt to their shifting environments more quickly and easily.				
5. Technological capacity to facilitate conversation and group study makes it an effective medium for disseminating formal training across a business.				

Barriers to knowledge management practice on service delivery

Corporate culture

1. Corporate cultures vary more in their outward manifestations their symbols, heroes, and rituals than they do in their underlying belief systems.
2. Knowledge sharing within an organization is either governed by the culture or it is influenced by it.

3. It's no secret that national or social culture has a hand in shaping corporate culture.
4. Depending on the company's culture, individuals have different expectations, priorities, and outlooks.
5. Organizational success in knowledge management requires a healthy culture.
6. The bureaucratic culture of a firm will suffer if its leaders don't attempt to build trust and encourage employees to work together.
7. Culture is rooted in the shared values, ideas, and assumptions that individuals use as daily standards to direct their actions.
8. An organization's culture consists of its members' common values, beliefs, and customs.

Language barriers

1. The inability to understand each other's language is the primary barrier to communication.
2. The inability to effectively communicate with individuals online may be hampered by linguistic hurdles.
3. Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively.
4. Interdepartmental communication is essential to the success of any business.

Technology hurdles

1. E-mail, shared network drives, online app platforms, and cloud apps/databases are all potential locations for acquiring new information and expertise.

-
2. In a collaborative and multidirectional communication process, technology enables others to question, remark, and provide constructive criticism.

Appendix B: Research Approval Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 22nd February, 2023

TO: Susan Chebotip Oduli
C/o Library & Information Science.

REF: E108/OL/CTY/25010/2018

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th February, 2023 approved your Research Project Proposal for the M.LIS Degree Entitled, "Knowledge Management Practices in Enhancing Service Delivery at the National Land Commission Nairobi County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Library & Information Science Department.

Supervisors:

1. Dr. Daniel Wambiri
C/o Department of Library & Information Science,
Kenyatta University

EM/inn

Appendix C: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 402462	Date of Issue: 01/August/2023
RESEARCH LICENSE	
	
This is to Certify that Ms.. SUSAN CHEBOTIP of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: KNOWLEDGE MANAGEMENT PRACTICES IN ENHANCING SERVICE DELIVERY AT THE NATIONAL LAND COMMISSION NAIROBI COUNTY, KENYA for the period ending : 01/August/2024.	
License No: NACOSTI/P/23/28367	
402462 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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