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Assessment of Knowledge Management Strategies on the  
Performance of Kenya Marine and Fisheries Research Institute



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## Assessment of Knowledge Management Strategies on the Performance of Kenya Marine and Fisheries Research Institute

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### Abstract

**Purpose:** The study assessed knowledge management strategies on the performance of Kenya Marine and Fisheries Research Institute. The study objectives were to determine how knowledge acquisition, sharing, storage and expertise (Technology) influenced the performance of Kenya Marine and Fisheries Research Institute.

**Methodology:** Since the study involved gathering of quantitative and qualitative data, it adopted mixed method approach. The study employed a descriptive survey research design, this was due to the prediction of knowledge management strategies and the performance Kenya Marine and Fisheries Research Institute, in the analysis of different trends, and the formulation of hypotheses that directs future actions. The target population was 168 employees from the Kenya Marine and Fisheries Research Institute. The researcher sampled 118 respondents using Yamane formula (2007) formula, by doing so, the chance of bias in participant selection was reduced and the sample was guaranteed to be representative of the whole population. Data was analyzed using descriptive statistics in the form of means, percentages, and frequencies with the help of Statistical Package for Social Sciences v25 (SPSS V25) software.

**Findings:** Results were displayed in form of pie chart and tables from which inferences and conclusions were drawn. The findings of the study revealed that knowledge sharing had the most significant influence on the performance of Kenya Marine and Fisheries Research Institute while knowledge acquisition had the least influence. The research finally concluded that knowledge management strategies had a significant effect on the performance of Kenya Marine and Fisheries Research Institute.

**Unique Contribution to Theory, Policy and Practice:** The study will serve as a resource for researchers and academicians pursuing related research thus contributing to the body of knowledge. The study will be helpful to KMFRI management as it will provide documentation of the strategic leadership role in the implementation of knowledge management strategies thus contributing to identification of areas in which its strategic leadership needs to be strengthened in order to perform better. This study is vibrant in the creation of policies. Policy makers and implementers in the public sector can find this study useful for understanding the stages and analytical processes involved in developing and putting into practice knowledge management plans. In order to ensure that the strategic direction is accomplished and performance is improved, it will enlighten areas that need to be clarified and redefined. Significant contribution to the society will be through generating new knowledge in particular through challenging existing theories and ideas.

**Keywords:** *Knowledge, Management strategies, Performance, Kenya Marine, Fisheries Research Institute*

## 1.0 INTRODUCTION

Knowledge Management is crucial in an establishment's wellbeing, owing to its adept guarantee in formation and promulgation of knowledge in an entity. For the purpose of corroborating an organization's achievement of its targets, the management of an organization has to see to it that there are several actions within that allows for organizational knowledge to be available.

In the global realm, Nan & Huei (2016) researched on knowledge management adeptness and institutional efficiency in Taiwanese public establishment and the moderator duty of an establishment's obligation. The research concluded that knowledge management applications are vital in achieving organizational efficacy. Yuan & Chau (2015) researched the effects of knowledge management potency in the business procedure in banks and hospitals in China. The research found out that the execution of knowledge management being a branch of a company's game plan guarantees levels of high productivity in the activities of an establishment. Khuram (2016) researched on the amalgamation of knowledge plan of action and knowledge management undertaking on performance and organizational inventiveness of India's listed undertakings. The research confirmed that in order to certify endurance and rivalry in a dynamic environment, knowledge management is of essence. Knowledge endeavors are focused on retaining, analyzing, and organizing employees' expertise, with the crucial objective of availing knowledge within easy reach to the users. Organizations obtain capabilities making it possible for them to compete and perform better through execution of these undertakings. Growing and taking possession of these capabilities depends on the knowledge management strategies in organizations. For any organization to improve on productivity and efficiency, it is important for it to put plans in place that outlines how the organization will manage and centralize company information, data, and knowledge.

Dodla & Jones (2023) postulates that knowledge management strategies aid and abet how an organization manages knowledge, data, and the use of information. Knowledge management networks are important constituents of an organization's comprehensive success. The mainstay of a favourable outcome and strategy execution sheds light on where an organization excels, survives, or yields to outside influences (Twum, 2021). Organizations depend on effective management and knowledge in all states of the business cycle (Mia & Chowdhury, 2021). There is a growing awareness of the importance of gathering, locating, capturing, and sharing collective knowledge and expertise. Societies are developing effective and efficient knowledge management methods to address problems and benefit from opportunities (Tiwari, 2022), making knowledge management increasingly vital.

In the local sphere, Karani (2015) researched on factors influencing knowledge management initiatives on the execution of Kenyan mobile companies. The research posited that knowledge management initiatives of Kenyan mobile telephone businesses are essential in their operational performance. Organizational culture, strategy and leadership were picked out by the study as

hurdles of knowledge management activities. Mungai (2018) performed his study on knowledge management practices of Kenya Bureau of Statistics (KEBS). He posited that KEBS adopted knowledge dissemination, knowledge retrieval, knowledge storage, knowledge sharing and knowledge creation. Nancy (2016) conducted a study on how knowledge management practices affected performance of Kenya's selected global audit companies. He posited that knowledge application, knowledge sharing, knowledge acquisition and knowledge identification notably affected the performance of Kenya's audit companies.

Kenya Marine and Fisheries Research Institute (KMFRI) is a State Corporation that came into existence in 1979 through Scientific and Technological Act, Cap 250, Kenya. KMFRI's mandate is to undertake research in "marine and freshwater fisheries, aquaculture, environmental and ecological studies, and marine research including chemical and physical oceanography", in order to provide scientific data and knowledge for sustainable development of the Blue Economy. The mission of KMFRI is to generate and disseminate scientific knowledge for sustainable development of the Blue Economy.

### **1.1 Statement of the Problem**

Many authors openly acknowledge the challenge of quantifying the influence of knowledge management strategies on firm performance, despite the specific work done to link knowledge management strategies to performance. Present knowledge management research does not adequately acknowledge or provide a thorough grasp of the role of knowledge management strategies in enhancing company performance. The important challenge for establishments, is not only to assess the effects of knowledge management strategies on performance but also to improve their capacity to create and use knowledge management strategies in order to increase value for their stakeholders. This has become considerably more challenging and tough to accomplish due to the immeasurable nature of information. It is essential to clearly identify the influence anticipated from knowledge management strategies. In an effort to share knowledge, it is increasingly important for organizations to construct an internal portal for employees to access different repositories from a single screen. The public sector has continued to offer knowledge-related services to the common citizen. In spite of the challenges related to knowledge management concomitant to the Kenya's public sector, too few scholarly works relating to it are in existence. Research by Yusuf & Wanjau (2014), Muthee (2017), Charo (2018) and Kamau among others make up the list in the local sphere. These studies were meant to inquire into the knowledge management and influence on Kenya's key institutions. In this facet, the latter will be divergent from the former as none of these studies plainly laid emphasis on knowledge management and its effects on organizational performance in state corporations and in particular Kenya Marine and Fisheries Research Institute in Kenya. It is against this backdrop that this study sought to fill the gap by investigating the influence of knowledge management strategies on the performance of Kenya Marine and Fisheries Research Institute.

## **1.2 Objectives of the Study**

- i. To determine the influence of knowledge acquisition on the performance of Kenya Marine and Fisheries Research Institute.
- ii. To explore the influence of knowledge storage on the performance of Kenya Marine and Fisheries Research Institute
- iii. To investigate the influence of knowledge sharing on the performance of Kenya Marine and Fisheries Research Institute
- iv. To assess the influence of knowledge expertise (Technology) on the performance of Kenya Marine and Fisheries Research Institute.

## **1.3 Research Questions**

- i. What effect does knowledge acquisition have on the performance of Kenya Marine and Fisheries Research Institute?
- ii. What effect does knowledge storage have on the performance Kenya Marine and Fisheries Research Institute?
- iii. What effect does knowledge sharing have on the performance of Kenya Marine and Fisheries Research Institute?
- iv. What effect does knowledge expertise (Technology) have on the performance of Kenya Marine and Fisheries Research Institute?

## **2.0 THEORETICAL LITERATURE REVIEW**

Among the theories that guided this study included the Resource-Based View (RBV), Knowledge-Based View (KBV), Dynamic Capabilities Theory (DCT) and Social Exchange Theory (SET).

### **2.1 Resource-Based View (RBV) Theory**

As opined by Pankaj (2010), Resource Based View (RBV) takes an ‘inside-out’ view or firm-specific perspective on why organizations succeed or fail in the market place. A fundamental element of the resource-based theory is that a firm's resources and skills affect its capacity to obtain a competitive advantage. Chatterjee study deduced that RBV theory is useful and relevant for explaining an organization’s cross-functional capabilities even in the post-COVID-19 period and that there is a positive moderating impact of knowledge management strategies on organization performance.

With the use of valuable resources, a firm can develop and/or put into action plans to improve efficiency and effectiveness, which also allow it to seize opportunities and/or minimize environmental hazards. The idea of knowledge management is tied to the RBV hypothesis on

grounds that knowledge is a distinct and an unmatched asset assisting an establishment gain to an edge over others.

A key idea for bettering our understanding of the outsourcing decision is the resource-based perspective. The evaluation of organizational capacities, which connects outsourcing to organizational performance and, ultimately, competitive advantage, can be aided by the resource-based view in particular. The resource-based concept can be applied to outsourcing to evaluate an organization's capabilities to those of suppliers and rivals. Resources and capabilities are regarded as valuable when a company can seize opportunities and fend against threats. Because of these resources, the corporation ought to be able to satisfy the demands of the business environment. The rarity criteria are linked to the number of competitors who own a valued resource. It goes without saying that a valuable resource that many competitors share is a strong candidate for outsourcing because it is unlikely to give one competitor a competitive edge. A valuable item that sets you apart from both current and potential competitors will undoubtedly provide you an edge. Unique and valuable resources can give a company a competitive edge and should be developed organically.

## **2.2 Knowledge-Based Theory**

Knowledge-Based Theory (KBT) explains the part knowledge plays in the accomplishment of company objectives, mostly entailing the obtaining and retaining competitive advantage. It was founded on the understanding that information is a crucial, exclusive resource that aids an organization in differentiating itself from its rivals (Demsetz, & Grant 2014)

Today's fecundity is based on an organization's potential to produce further knowledge and learn from mistakes (Tzortzaki & Mihiotis 2014). The fresh insights are known as intangible assets as a whole and are for company that created them. According to various studies, each firm's intellectual capital plays a crucial role in its overall success (Clarke & Inkinen 2015). Therefore, in order to facilitate the creation and administration of intellectual capital, organizations should work to establish knowledge management systems.

Business managers must work to successfully integrate the knowledge they have acquired from a variety of stakeholders, such as institutions, customers, rivals, and suppliers, as well as focus on the tacit, priceless, and particular knowledge that is crucial to preserving relationships with the most valuable external sources.

## **2.3 Knowledge Spiral Theory**

Developed by Nonaka and Takeuch (2018), the Knowledge Spiral Theory pivots on the knowledge twists taking cognizant on the metamorphosis of tacit knowledge into explicit knowledge, bearing on the employees of an establishment, group of the organization and the organizational learning and innovation. The theory established four modes of knowledge conversion from tacit knowledge to tacit knowledge - a process of socialization; from tacit knowledge to explicit knowledge -

process of externalization; from explicit knowledge to explicit knowledge - a process of combination and from explicit knowledge to tacit knowledge - a process of internalization. Hence, the acronym coined for this conversion is (SECI) model for the Socialization, Externalization, Combination, and Internalization.

## **2.4 Theory of Organizational Epistemology**

Developed by Von Krogh and Roos (1995), the theory of organizational epistemology (TOE) was one of the first theory on knowledge management that made a distinction of the individual knowledge and the social knowledge. The theory stated clearly that knowledge vested on a particular employee of the establishment as well as the social level of that particular employee in an establishment. The theory elucidated knowledge as all that is in the knowledge of a particular employee]. TOE dispenses a clear concept on the tacit knowledge, not easy to hypothesize out of someone and make more concrete as opposed to the rational stance where the knowledge is regarded as an abstraction in an establishment. A strong need to maintain a link between knowledge objects and those who are knowledgeable about them such as the experts and experienced users is reinforced on the TOE. There is a belief that knowledge management implementation calls for a connection between those knowledgeable about the activities and the functions in the organization and the knowledge, between the knowledge and those individuals in the organization who wish to know about them, and knowers and the need or wish to know based on the theory of epistemology. TOE is of vital importance in the research study as it dispenses the knowledge management practices basis, differentiates the concept of the knowledge based on the individual and organizational viewpoints. The unearthing of the various types of the knowledge, engagements appearing between knowledge sets and articles has come up with important basis on the administration of knowledge practices.

## **3.0 RESEARCH METHODOLOGY**

The researcher used descriptive research design. The target population of Kenya Marine and Fisheries Research Institute was 168 staff and the sample population will be 118 staff arrived at using the Yamane (2007) formula. The researcher obtained data using questionnaires. To guarantee validity, pre-testing of instruments was done through Pilot testing on fifty (50) respondents who do not constitute the sample. Cronbach's Alpha was used to a certain the reliability of the study's tool. Descriptive statistics in the form of means, percentages, and frequencies with help of Statistical Package for Social Sciences v25 (SPSS V25) software was used to assess the quantitative data collected on the variables, and the results were displayed in the form of pie charts, graphs, and tables. The researcher utilized a multiple linear regression model to determine the correlation between the independent and the dependent variable. The researcher made meaning and interpret, and subsequently drew conclusions from the data analysis

## 4.0 RESULTS AND DISCUSSION

### 4.1 Knowledge Acquisition and Performance of KMFRI

The first objective of the study was to establish the influence of knowledge acquisition on the performance of Kenya Marine and Fisheries Research Institute. The response provided through the Likert scale is as presented in table 1 below;

**Table 1. Knowledge acquisition and performance of KMFRI**

Statements	Strongly disagreed	% Disagree	% Moderate	% Agree	% Strongly Agree	% Total	Mean
KMFRI Management supports training of its employees on knowledge management for increased performance	0	4	3.39	23	19.49	31 26.27	60 5.08 118 4.25
Workers get a good scope of new knowledge through external sources namely; educational courses, seminars and conferences for competence	0	10	8.47	28	23.73	38 32.20	42 35.59 118 3.95
There is exchange of knowledge amongst workers leading to knowledge acquisition for better working environment for performance	2	5	4.24	17	14.41	23 19.49	71 60.17 118 4.32
Workers depend on written sources of knowledge namely:- documented sources, instructions organizational procedures and previously implemented projects for succession management	2	6	5.08	16	13.56	44 37.29	50 42.37 118 4.20
Employees share knowledge during formal and informal encounters for improved collaboration between departments for increased performance	0	11	9.32	1	0.85	36 30.51	70 59.32 118 4.40
KMFRI leadership motivates/rewards its workers to engage in formal education systems to achieve higher levels of education for improved performance	0	7	5.93	15	12.71	43 36.44	53 44.91 118 4.20

**Source: Research Finding (2024)**



It was confirmed through the study results of the influence of knowledge acquisition that increased performance stemmed on KMFRI management support of training with a mean of 4.25. From the results of acquiring of new knowledge the respondents alluded to the fact that knowledge through external sources through educational courses, seminars and conferences, positively influenced competence in performance of duties as explained with a mean of 3.95. Knowledge acquisition through exchange of knowledge amongst employees resulted to better working environment for performance as supported by mean of 4.32. Knowledge sources from documented sources, instructions organizational procedures and previously implemented projects positively influenced succession management by a mean of 4.20. Knowledge acquisition through sharing of knowledge amongst employees was a way of knowledge acquisition that improves collaboration between departments for improved performance as adduced by a mean of 4.40. Motivation from the management of Kenya Marine and Fisheries Research Institute to its employees to scale greater heights of knowledge influences employees to increase knowledge by mean of 4.20.

#### 4.2 Knowledge Storage and Performance of KMFRI

The second objective of the study was to establish the influence of knowledge storage on the performance of Kenya Marine and Fisheries Research Institute. The finding was provided in Likert scale data in Table 2 that offered insights into the perceptions influence of knowledge storage on the performance Kenya Marine and Fisheries Research Institute.

**Table 2. Knowledge Storage and Performance of KMFRI**

Statements	Strongly disagree	%	Disagree	%	Moderate	%	Agree	%	Strongly Agree	%	Total	Mean
KMFRI encourages employees to store knowledge for future use	0	0	4	33.90	13	11.02	46	38.98	55	46.61	118	4.29
Workers record the lessons learned from projects for future use by other workers	0	0	6	5.08	9	7.63	49	41.53	54	45.76	118	3.86
Knowledge storing on lessons learned are consistently publicized throughout KMFRI	3	2.54	5	4.24	20	16.95	39	33.05	51	43.22	118	4.08
Reporting and documenting lessons learned is a requirement in KMFRI	0	0	7	5.93	16	13.56	47	39.83	48	40.68	118	4.15
When documenting lessons learned for storing knowledge, officers use a structured format made available by the KMFRI management.	3	27.27	4	3.39	8	6.78	34	28.81	69	58.47	118	4.35
Knowledge stored is secured using strong firewalls which are allowed to particular individuals	0	0	5	4.24	23	19.49	46	38.98	44	37.29	118	4.09

**Source: Research Finding (2024)**

The findings of the study on knowledge sharing revealed that a culture of storing knowledge for future use is embedded in the organization as shown by a mean of 4.29. Each employee is required to record the lessons learned from projects the results of which are used by other staff on new projects and this is supported by a mean of 3.86. Knowledge storing on lessons learned are consistently publicized throughout KMFRI as further supported by a mean of 4.08. A structured format is made available for reporting, documenting and storing lessons learned and is supported by a mean of 4.15. Security of knowledge is of paramount importance as alluded by the respondents and this is done by use of strong firewalls, the mandate of which is bestowed on particular individuals as supported by a mean of 4.09.

**4.3 Knowledge Sharing and Performance of KMFRI**

The third objective of the study was to evaluate the influence of knowledge sharing on the performance of Kenya Marine and Fisheries Research Institute. The response provided through the Likert scale is as presented in table 3 below;

**Table 3 Knowledge Sharing and Performance of KMFRI**

Statement	Strongly disagree	%	disagree	%	Moderate	%	agree	%	Strongly agree	%	total	mean
In KMFRI knowledge sharing improves sustained performance	0	0	10	8.47	20	16.95	42	35.93	46	38.98	118	4.05
KMFRI encourages new knowledge creation and sharing conscious to need	0	0	14	11.86	16	13.56	32	27.12	56	47.46	118	4.10
The management makes efforts to sensitize employees on the need of sharing lessons learned for minimized mistakes in future	0	0	13	11.02	16	13.56	16	13.56	73	61.86	118	4.13
Preparing reports on lessons learned for future use in KMFRI is a requirement	0	0	4	3.39	27	22.88	59	50	28	23.73	118	3.94
Employees use structured format made available by KMFRI for knowledge sharing	0	0	0	0	14	11.86	28	23.73	76	64.41	118	4.64
KMFRI shares knowledge with its customers and stakeholders	0	0	4	3.39	11	9.32	30	25.42	73	61.86	118	4.46

**Source: Research Finding (2024)**

Results from the study on the above parameter of knowledge sharing had it that knowledge sharing sustains improved performance as shown by the mean of 4.05. Moreover, by a mean of 4.10 the respondents' views were that KMFRI encourages employees to create and share new knowledge and be conscious to need. 4.13 views from the respondents alluded that sharing lessons learnt places employees on a good footing as they will not repeat mistakes done in prior projects leading to minimized mistakes in future for improved performance. Employees are required to prepare reports for sharing with others as shown by mean of 3.94. Employees use structured format made available by KMFRI for knowledge sharing with others as shown by mean of 4.64. Knowledge sharing of KMFRI products with external customers and stakeholders raises confidence levels and awareness thereby placing KMFRI's on the global image and competitive advantage as shown by a mean of 4.46.

#### 4.4 Knowledge Expertise (Technology) and Performance of KMFRI

The fourth objective of the study was to evaluate the influence of knowledge expertise (Technology) on the performance of Kenya Marine and Fisheries Research Institute. The table 4 below shows feedback received on various elements on knowledge expertise (Technology). The response provided through the Likert scale is as presented below;

**Table 4 Knowledge Expertise (Technology) and Performance of KMFRI**

Statements	Strongly disagree	% Disagree	% Moderate	% Agree	% Strongly Agree	Total	Mean
There is top management support in IT skills training and development	0	0	13	11	25	21.1	30
In KMFRI, services and processes are embedded with IT applications for increased performance	3	2.5	5	4.	16	13.5	33
Employees are provided with computers to perform their jobs and ERP system has been put in place	0	0	4	3.	13	11.0	40
Official and unofficial WhatsApp platforms for faster communication	0	0	10	8.	19	16.1	35
Official internal communication is through intranet and every employee is assigned a corporate email for efficiency	0	0	0	0	4	3.39	35
KMFRI staff have been trained on Enterprise Resource Planning (ERP) for better coordination of processes for increased performance	0	0	1	0.	12	10.1	60

**Source: Research Finding (2024)**

The reaction from the respondents on the effect of knowledge expertise (Technology) was that top management support for employees to acquire IT skills has led to improved productivity as performance as evidenced by mean of 3.99. IT tools of work are significant for effective application of knowledge as depicted by mean of 4.34. Respondents deduced that platforms for official and unofficial communication resulting in a culture of belongingness and feeling part of the organization leading to improved performance as evidenced by a mean of 4.13. An internet service to employees has improved communication by a mean of 4.64 leading to improved performance. Training on Enterprise Resource Planning has let to better coordination of processes for increased performance as shown by a mean of 4.26.

#### 4.5 Organizational Performance in KMFRI

The knowledge management strategies employed by KMFRI significantly influences the overall performance and attainments of the organization institution. Table 5 below shows feedback of respondents regarding Performance of Kenya Marine and Fisheries Research Institution various departments within KMFRI.

**Table 5: Organizational Performance in KMFRI**

Statements	Strongly disagree	%	Disagree	%	Moderate	%	Agree	%	Strongly agree	%	Total	Mean
Knowledge acquisition through training has resulted in better goods and services	0	0	5	4.23	14	11.86	46	38.98	53	44.92	118	4.25
Knowledge storage has increased customer satisfaction	0	0	8	6.78	20	16.95	67	56.78	23	19.49	118	3.89
Knowledge sharing has led to good customer experience to increased productivity	0	0	4	3.39	19	16.10	61	51.69	34	28.81	118	4.10
Through knowledge expertise (Technology) there has been an increase in the speed of response to market behavior	0	0	7	5.93	16	13.56	37	31.36	58	49.15	118	4.24

#### Source: Research Finding (2024)

The respondents' view on knowledge acquisition was in agreement that knowledge acquisition through training has led to improved goods and services as shown by mean of 4.25. Consequently, knowledge has increased customer satisfaction by a mean of 3.89. Knowledge sharing has led to good customer experience in thus competitive advantage as depicted by the mean of 4.10. Through knowledge expertise (Technology) there is marked increase in the response to market behavior evidenced by a mean of 4.24.

## **5.0 CONCLUSION**

Hinged on the findings of this study, knowledge management strategies are pointers to realizing the performance of Kenya Marine and Fisheries Research Institute. The research deduced that knowledge sharing had the highest positivity influence on the performance of Kenya Marine and Fisheries Research Institute. Knowledge storage and knowledge expertise ranked second in the influence on the performance of Kenya Marine and Fisheries Research Institute while knowledge expertise (Technology) had the least influence on the performance of Kenya Marine and Fisheries Research Institute. The research deduced that the combination of the knowledge management strategies influenced the performance of Kenya Marine and Fisheries Research Institute. The research finally concludes that knowledge management strategies had a significant effect on the performance of Kenya Marine and Fisheries Research Institute. The study found out that the Kenya Marine and Fisheries Research Institute had adopted attributes of knowledge management strategies.

## **6.0 Recommendations**

The findings of this study have policy premises on the performance of Kenya Marine and Fisheries Research Institute. As underpinned by the results of this study, the most contributor and a value addition in organizational performance is knowledge. The following are recommendations based on the findings of this study geared towards the enhancement of the level of Knowledge Management in Kenya Marine and Fisheries Research Institute; Management of Kenya Marine and Fisheries Research Institute ought to be cognizant with the best method of executing an all-inclusive Knowledge Management comprising of acquisition, storage, sharing, and expertise. These corresponding and harmonious strategies should not be considered in seclusion but rather should be linked to grip, capitalize and succor the performance of Kenya Marine and Fisheries Research Institute. Management of Kenya Marine and Fisheries Research Institute should ameliorate on knowledge acquisition in the organization as it ranked the least in the study. Knowledge storage and knowledge sharing strategies should be applied to a higher extent as they have high influence on organizational performance. The study further recommends that KMFRI management up-scales efforts to bolster up the character of knowledge in corporate favourable outcome, enlightening on this endeavor and more significantly, prodding them to participate in on-the-job training and learning, in addition to acquiring and sharing knowledge. Managers should emphasize understanding of human skills and those of other employees required for tasks in order to develop their expertise for effective internal communication. The study further recommends that managers should emboss knowledge safety in terms safeguarding data within their establishments with a view to intensifying knowledge safety in the organizations. Managers should construct organizational blueprint in order to modelling new knowledge, converse and convey through functional boundaries. Simultaneously, lapses and blunder should frequently be examined on knowledge. The study further recommends that managers exploit the substantive capacities to

brace knowledge application activities. Establishments should utilize the technology to plot where specific types of knowledge can be accessed, and by that means expedite the exertion and sharing of knowledge. Internet connectivity should be undertaken to enable employees in different locations to hold virtual meetings. The study recommends that state corporations base their performance on knowledge creation. Managers of organizations should frequently examine knowledge for inaccuracy and flaws. The study also advocates for management of research institutions coin a standardized reward system for sharing knowledge.

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