Int Journal of Social Sciences Management and Entrepreneurship 7(2): 480-492, 2023

ISSN 2411-7323

www.sagepublishers.com

KNOWLEDGE MANAGEMENT PRACTICES AND PERFORMANCE OF SELECTED NATIONAL GOVERNMENT MINISTRIES SUPPORTING THE DIGITAL ECONOMY IN KENYA

[1] Otunga Leonard Ngeso, [2] Dr. Gichana James Ongwae

[1]Masters Student, Jomo Kenyatta University of Agriculture and Technology

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Digital economy fundamentally alters government relations with individual citizens, businesses, ministries, corporations, departments and agencies. Many national government ministries face resource challenges ranging from intangible to tangible resources. The existing tangible and intangible resources however should ideally be utilized in an effective and efficient manner to increase productivity and efficiency. This study sought seeking to examine the relationship between KM practices and the performance in public service sector with a special focus on selected government ministries supporting the digital economy in Kenya. The study focused on four knowledge management practice dimension namely knowledge acquisition practices and knowledge storage practices. The study adopted descriptive research design. The target population of the study will be drawn from ministry headquarters of the selected national government ministries namely Ministry of ICT and the Digital Economy and the Ministry of Finance. The unit of analysis was the two ministries while the unit of observation was 108 senior ministry employees from the two ministries. Structured questionnaires were utilized to collect the data which was analysed through descriptive and inferential statistics. The findings were presented in the form of tables, pie-charts and bar-graphs. The conclusion drawn from this finding is that fostering robust knowledge acquisition processes can lead to a notable increase in the performance of government ministries responsible for advancing digital initiatives. Effective planning is another fundamental aspect highlighted in the recommendation. It emphasizes that managers and leaders within these government ministries should have a comprehensive understanding of the project's scope, requirements, and objectives

Key Words: Knowledge Management Practices, knowledge acquisition and knowledge storage, National Government Ministries

Background of the study

Knowledge management practices are mechanism devised by governments and organizations to help them draw tacit knowledge that employees have, observe and learn from their experience and turn it into explicit knowledge that can be formally documented, stored and shared to improve decision making process Kianto et al., (2018). Giglio et al., (2018) and Razzaq et al. (2019) have asserted that knowledge management in the public sector is quite an ignored area in the knowledge management discipline and called for more investigation to understand how knowledge management is implemented in public sector organizations. Kenya has taken steps to envisage digital transformation being led by the ministry of ICT and the Digital Economy. Kenya's vision of a knowledge-based economy as highlighted in the vision 2030 which directed the current shift from industrial development path towards innovation, with the creation, adoption, adaptation and exploitation of knowledge for the country's economic growth (KIPPRA, 2020). Guyo and Maganga (2017), while conducting research on knowledge management practices and performance of national government ministries in Kenya, recommended further studies be conducted on national government ministries using different knowledge management variables other than knowledge re-use and knowledge sharing to measure their performance.

Despite the extensive discussions on KM practices, there is scanty empirical evidence on the status of KM in the ministry of ICT and the Digital Economy and a number of other national government ministries going by ministry of finance projection during the launch of KM policy in May 2022, which pointed to a number of challenges due to the increased demand for knowledge. The global digital economy is currently undergoing a major shift towards a knowledge-based economy. The increased demand for knowledge management has created challenges for developing countries prompting Ministry of Finance to develop Knowledge Management Policy (2022) to institutionalize knowledge management as a fundamental resource in national development in the public sector. The policy envisages that the public sector organizations take appropriate steps to establish internal KM function by developing internal KM policies, procedures and strategies. The value of human intellectual assets in an organization have become more important than the traditional sources of economic power such as capital and land in response to the ever changing digital environment.

According to Ndiege and Wamuyu, (2019) there is yet to be a systematic application of KM in public sector organizations in Kenya and where traces are found, they are either in isolation, not coordinated, rarely communicated. The Kenya Vision 2030 (GoK, 2017) recognizes the role of science, technology and innovation in modern knowledge economy where new economic order anchored on the quality, quantity, access, use and perpetuation of knowledge (intellectual asset) can be leveraged to spur national development. New knowledge plays a central role in boosting wealth creation, social welfare and international competitiveness. County governments in Kenya are increasingly finding value in knowledge through the adoption of lessons, new ideas, concepts and innovations from other counties. Nevertheless, an examination of the (County Integrated Development Plans) CIDPs of the 47 county governments (Council of Governors, 2018) reveals a lack of focus in respect of Knowledge management practices and systems the knowledge management initiatives of the majority of the counties.

Gakuo and Rotich (2017) opine that KM practices are useful in maintaining organizational competitiveness. In their findings knowledge control, application, acquisition and conversion have transformed service delivery to the Kenyan citizens. Nyaga and Bett (2018) focused on Kenyan Small and Medium Enterprises, looking at knowledge management practices and performance, they too did establish that most SMEs are in the process of adopting KM practices including knowledge sharing, acquisition and creation.

Statement of the problem

Service delivery and public management continues to be a major problem facing national government ministries supporting the digital economy and e-governance in Kenya (Onyancha 2020). The Performance of national government ministries supporting the digital economy and e-governance in Kenya is poor (KIPPRA 2020). While pointing at the poor performance, Public Service Performance Management and Monitoring Unit's (PSPMU) mid-year report (2022), had the average achievement on Implementation of Citizens' Service Delivery Charter at 29.37 % financial year 2022/2023 compared to 51.75% during the same period in the previous financial year 2020/21. Performance management in Kenya's public service has largely been driven by a number of approaches and tools such as strategic planning, annual work planning, the performance contracting; staff performance appraisal results based management rapid results initiatives, citizens' service delivery charters; continuous improvement (Gemba Kaizen), ISO 9001 quality management system, external/independent evaluations, programme based budgeting; management audits. business process re-engineering, periodic performance monitoring and reporting, and annual performance evaluations.

The UNDP's Global Knowledge Index (GKI) score report (2021) too indicates Kenya performed poorly. In the report the annual average GKI score was 48.4 out of 100 with top African country (Seychelles) scoring 55.0/100 and ranking 44th globally, Kenya scoring 42.1 and ranking 105 as compared to Switzerland, which was ranked first, with a score of 71.5/100. UNDP further asserts that no country can achieve its development goals without the support of suitable knowledge assets. Knowledge expands the opportunities available to individuals, empowering them to achieve socio-economic progress by developing their capabilities in a range of disciplines and sectors (UNDP 2021). In the latest Kenya economic update by the World Bank (2022), Kenya managed to contain the health and economic impacts of Corona virus waves but is now facing a potentially large economic shock from the war in Ukraine. In the report, key parameters such as remote learning efforts have revealed a significant digital divide, with over 50% of students not having the means to engage in remote learning despite the ICT sector constantly growing throughout the crisis (+6.3% growth rate for ICT in 2020 and +8.8% in 2021). Governments need creative and competitive solutions leveraging knowledge management to ensure that the benefits of new ICT technologies are broadly shared to promote economic growth (Council of Governors, 2018). Little has been done in the relationship between knowledge management practices and performance of national government ministries supporting the digital economy in Kenya despite its significance in growth of the digital economy as was alluded to by the ministry of finance while launching KM policy for Kenya in May, 2022. It is against this background that this study sets out to explore the relationship between KM practices and performance of selected national government ministries supporting the digital economy in Kenya to fill the knowledge gap.

Objectives of the Study

The general objective of this study is to explore the relationship between knowledge management practices and performance of selected national government ministries supporting the digital economy in Kenya.

Specific Objectives

i. To find out the relationship between knowledge acquisition practices and the performance of selected national government ministries supporting the digital economy in Kenya.
ii. To find out the relationship between knowledge storage practices and the performance of selected national government ministries supporting the digital economy in Kenya.

Theoretical Literature Review

Knowledge-Based View (KBV)

Cheng et al. (2020) points out that KBV is an outgrowth of the resource-based view and it also focuses upon knowledge as one of the most strategically important resource a government can leverage to have a competitive service delivery. The basic assumptions of the KBV are that knowledge is the most strategic resource in an organization, and its coordination facilitates optimized productivity and efficiency. According to knowledge-based view, its rationale is based on the fact that certain key decisions need to be made by the top government policy decision makers and the executive arm of the government regarding the management of knowledge. Internal development of knowledge is key to sustainability of the digital economy. The view places an emphasis on the value of knowledge assets (skills, abilities and capabilities) as sources of superior performance (Grant 1996). Handa et al (2019) posit that knowledge assets are a source of economic value for governments or organizations and are ranked higher over other assets such as financial and physical assets in the knowledge economy.

Knowledge-based view considers a government to be "a distributive knowledge system" composed of knowledge-holding government employees and the role of the government in this case is to coordinate the work of those public employees so that they can create value for the governance structures (Grant, 1996). This study intends to use the knowledge-based view as a sensitizing lens to explore how a public organization such as national government ministry systemically integrates and coordinates its heterogeneous knowledge resources to ensure that knowledge is stored and retained as well as maintain optimal operational productivity and efficiency. This study focused on how the internal knowledge can be leveraged through the use of communities of practice to encourage knowledge sharing, creation, acquisition, application, retention and dissemination. Singh (2019) opines that the role of knowledge management (KM) and employees' knowledge sharing practices brings success to government projects and initiatives.

Human Capital Theory (HCT)

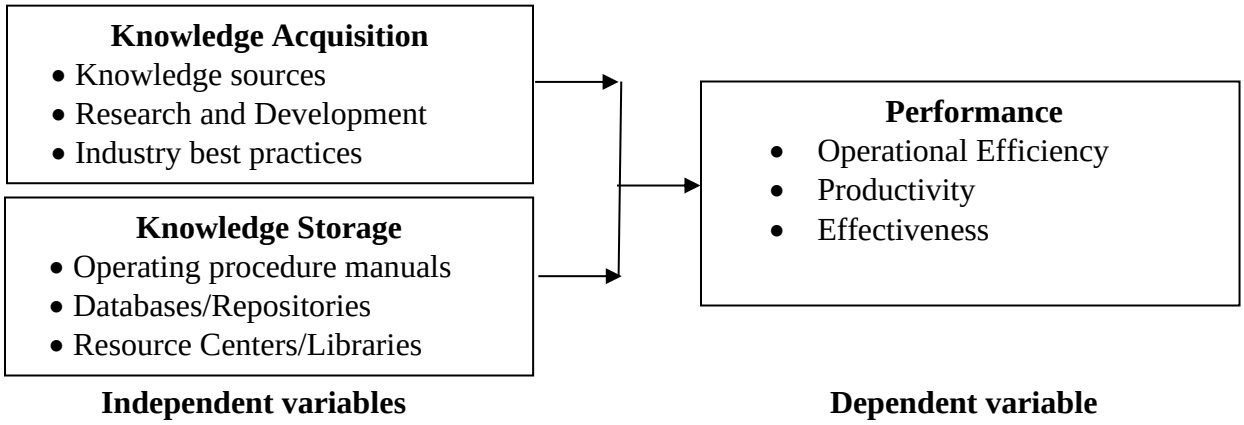
Becker (1964) proposed that organizations should protect core competences, skills and capabilities through investment in training, re-training and development of the employees. Every government employee is unique, and that the value of such public servants to the government is related to their uniqueness and the value of their skills, core abilities and capabilities that are difficult to replicate, transfer and imitate by competitors elsewhere. Governments with the ability to invest in the employees' education and training are bound to increase productivity because training and education have become an increasingly important component of the workforce development. The Intellectual and human capital in the public service are required to be treated as renewable sources of government productivity in enhancing the implementation of the digital economy projects. Look for recent author.

Critics of this view believe and contend that the notion of human capital is individualistic as the theory primarily focuses on the role of the individual. Nonaka and Tekeuchi (1995) support that the possible drawbacks heavily investing in human capital and depending too much on it is that it is highly portable and can walk away at any given time from the government. Human capital is always owned by the given individual employee, never the employer. Unlike structural capital equipment, an employee can leave the government at will. This theory may have great limitations but this study intends to integrate this view with other theories to enrich the conceptual framework. Just like private sector, the public sector should also take steps to support their most useful civil servants to deter them from leaving the government for greener pastures that are well paying.

Conceptual Framework

According to Miles and Huberman (1994), a conceptual research framework is a graphical representation of research variables, and how they relate with one another. This study discusses the relationship between the various independent variables with regard to the performance of the selected national government ministries as the dependent variable as shown in figure 2.1 below

Figure 2.1: Conceptual Framework



Knowledge acquisition Practices

Khodakarami and Chan (2018) define knowledge acquisition as the process of extraction, organizing and structuring knowledge from one or multiple sources. This is consistent with Maravilhas and Martins (2018) who define the concept of knowledge acquisition as the course of soaking in and storing information that is new in memory, the achievement of which is normally measured by how effectively one can remember the information later. Donate and Pablo (2019) on their part define knowledge acquisition as the process by which problem-solving expertise is obtained from some knowledge source. The extent to which the acquired knowledge can be effectively applied depends heavily on the organization, structuring and representation of the information (Chung et al. 2018). 5). Organizational knowledge acquisition practices play a significant role in the development and facilitation of a knowledge-driven culture, behaviours, processes and innovation in organizations (Chaita and Sibanda 2021; Dalkir 2020). In other words, knowledge acquisition practices help to guide and shape the desired knowledge-driven activities and behaviours.

Defining the knowledge acquisition refers to the process of obtaining knowledge from external sources, Gamble and Blackwell (2019) note that external knowledge sources are important and one should therefore take a holistic view of the value chain. Sources include suppliers, competitors, partners/alliances, customers, and external experts as communities of practice can extend well outside the firm (Becerra-Fernandez & Sabherwal, 2019). The proper application of the unique information and insights from the acquired knowledge has the likelihood of earning an organization sustainable competitive advantage, which results in improved performance (Chiu & Chen, 2016).

Knowledge Storage Practices

Knowledge storage has been defined by Kim, Lee, Chun and Benbasat (2018) as the process of forming organizational memory, whereby information is stored formally in physical memory systems and retained informally as beliefs, rules and values, that are linked to organizational structure and culture. It is also defined by Khuram (2016) as the process by which knowledge is held for later retrieval. Stored knowledge includes information which employees remember as well as information embedded in the structures and systems of an organization. Knowledge storage

employs such technical infrastructure as contemporary informational software and hardware and human processes to find the knowledge inherent in an organization, then to index and code the information for retrieval later (Meihami & Meihami, 2019).

Storage of information is crucial to any firm including organizing, refining and make recoverable this organizational knowledge as part of an effective knowledge management systems (Kim et al., 2018). Taraszewski, (2017) mentions that this approach consists of several keys important to the storage/retrieval dimension which include people, technologies, and processes that support organizational memory. When we mention about knowledge storage, we cannot forget the aspect of organizational memory which entails storage, organization, and retrieval of knowledge residing in various artefacts and components, which include databases, expert systems and the memory in the firm's staff who have been in the organization over the years though constant functioning within the processes from the beginning of services to the end.

Empirical Literature Review

Knowledge Acquisition and Performance

Shehabat (2017) explains that the need to acquire knowledge emerged because of the increasing growth and necessity to diagnose the performance and flexibility of organizational structures, which could not cope with rapid change in the market. The study was however conducted in India, which is a different socio-economic and geographical context, findings of which may therefore not be applicable in the current study context. Further, the study focused on software companies, which is related to what may be useful in the digital economy and online services but findings may not be applicable in the current study context.

Tubigi and Alshawi (2018) opined that knowledge transfer was most common in knowledge management process used by organization but did not influence performance while knowledge usage influenced organization's performance the most. The study however focused on the airline industry in Germany, which is a different socio-economic, geographical and industrial context from the national government ministries context in Kenya, findings of which may also not be applicable in the current study context. The study was also qualitative in design, using interviews and content analysis while the present study will be quantitative in design, employing structured questionnaires and both descriptive and inferential analyses.

Choi and Lee (2019) conducted a research to find out how IT support for Knowledge management practices that include encoding, storage, sharing, retrieval and application of knowledge can impact team performance and hence organization's overall performance. The field study was conducted on two ICT firms in South Korea and involved 139 teams consisting of 743 individuals. The results indicated that whereas knowledge sharing had a positive impact on knowledge application, it did not show a direct impact on team performance. Therefore, knowledge sharing on its own is not enough, organizations must ensure such knowledge is applied to improve team performance and anchored by Information Technology systems. The study was however conducted in South Korea, which is a different socio-economic and geographical context, findings of which may therefore not be applicable in the current study context. Further, the study focused on the ICT sector, which is a different industrial context from the national government context, findings of which may also not be applicable in the current study context.

Knowledge Storage and Performance

Oztekin et al. (2017) conducted a study to investigate the influence of knowledge storage among other knowledge management practices on financial and nonfinancial performance of service-based firms in Istanbul. The study adopted a cross-sectional survey research design and a total of 83 managers drawn from a total of 300 company were interviewed. The study relied on personal

interviews for data collection and an exploratory factor analysis and path analysis was employed for data analysis. Study findings revealed that knowledge storage practices such as employees' access to database, updating of data base and keeping of records of internal policies had a positive significant impact on both financial and non-financial performance of service-based firms. The study findings concluded that knowledge management practices influence financial performance more as compared to non-financial performance. The study was however conducted in Turkey, which is a different socio-economic and geographical context, findings of which may therefore not be applicable in the current study context. The study was also qualitative in design using interviews while the present study will be quantitative in design, employing structured questionnaires.

RESEARCH METHODOLOGY

Research Design

The study adopted descriptive research design with both qualitative and quantitative approaches. This study will employ a descriptive research design to establish the relationships in the following knowledge management practices: knowledge creation, knowledge acquisition, knowledge sharing, and knowledge storage. According to (Kothari, 2014) descriptive research includes surveys and fact-finding inquiries of different kinds and the major purpose of descriptive research is a description of the state of affairs, as it exists at present.

Target Population

Yin (2017) defined target population as a group of items or observations that the study is interested on. According to Saunders (2012), the target population refers to that population which a researcher wants to generalize the results of the study. Sekaran and Bougie, (2016), defines target population as all the members of a given group to which the investigation will be related. The study targets senior, middle and lower managerial staff from the selected national government ministries.

The target population is distributed as shown in Table 3.1.

Staff Cadre	Target Population
Directors	18
HoDs	30
Supervisors	54
Total	**102**

Source: Survey Data (2022)

Research Instruments

The study used structured questionnaires to collect data from study respondents. Questionnaires were used due to the reasons that: It has potential in reaching out to a large number of respondents within a short time, further; it is able to give the respondents adequate time to respond to the items, more so it offers a sense of anonymity to the respondent and also; and it is an objective method hence no bias resulting from the personal characteristics (Mwania et al., 2016).

Pilot Testing

Pre-test has been conducted through reliability and validity tests to ascertain the suitability of the questionnaire as suggested by (Kothari 2014). According to Mugenda and Mugenda (2013) a study population with less than 10, 000 respondents as a sample size, a size of between 10% and 30% of respondents not included for the research study is a good representation of the target population (Mwania et al., 2016) and hence 10 % is adequate for a pilot test. The researcher thus randomly selected 10% (30 respondents) of the target population not to be used in the research to take part

in the pilot study. The researcher randomly selected 10% (8 respondents) of the sample population of 81 respondents that was not used for actual study.

Data Collection Procedure

After pilot testing of research instruments the researcher obtained research authorization letter from the University which was forwarded to the National Commission for Science Technology and Innovation (NACOSTI) in order to obtain research permit. The research authorization letter and permit from NACOSTI was then presented to the sampled institutions during data collection, before the administration of the questionnaires.

Data Processing and Analysis

Prior to data analysis, the data obtained from the field was cleaned, coded and entered into the Statistical Package for Social Sciences, version 27. Both descriptive statistics and inferential statistics was then computed. Descriptive statistics included frequencies, percentages, means and standard deviations was clearly shown in form of both tables and figures. Both Pearson and regression analysis was carried out to determine inferential statistics and to test the stated hypotheses. A regression model was used to determine the effect of knowledge management practices on e-government performance.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics

Knowledge acquisition practices

Respondents gave the extent to which they agreed with statements about the influence of Knowledge acquisition practices on Performance of selected national government ministries supporting the digital economy in Kenya. Table 4.4 presents the findings obtained.

Table 1: Descriptive Statistics for Knowledge acquisition practices

Statements	Mean	Std. Dev.
Our department scans the external environmental (political-legal, economic, socio-cultural and technological factors)	3.994	1.476
New knowledge is created in the organization by training employees	3.961	1.476
Group work is encouraged in our organization for knowledge creation	3.955	1.546
Employees exchange information with professionals and experts in their areas of expertise	3.915	1.343
The organization has instituted mechanisms to manage new knowledge for future use	3.856	1.525
Our organizational structure encourages creation of new knowledge	3.836	1.22

Based on the findings presented in Table 1, the respondents agreed that Our department scans the external environmental (political-legal, economic, socio-cultural and technological factors) (M=3.994, SD=1.476); New knowledge is created in the organization by training employees (M=3.961, SD=1.476); and Group work is encouraged in our organization for knowledge creation (M=3.955, SD=1.546). Respondents also agreed that Knowledge acquisition practices ensures project members are organized in teams which aims to achieve specific goals according to a given

project (M=3.915, SD=1.343); The organization has instituted mechanisms to manage new knowledge for future use (M=3.856, SD=1.525); Our organizational structure encourages creation of new knowledge (M=3.836, SD=1.220); and that Knowledge acquisition practices help in resolving interpersonal conflicts (M=3.836, SD=1.426).

Respondents also gave other ways in which Knowledge acquisition practices relate with performance of selected national government ministries supporting the digital economy in Kenya. They explained that team members possess different skill sets and therefore, they are assigned different roles and responsibilities and thus ensuring project completion.

Knowledge storage practices

Respondents were asked to indicate the extent to which they agree with statements about the relationship between Knowledge storage practices and Performance of selected national government ministries supporting the digital economy in Kenya.
The findings obtained were as presented in Table 4.5.

Table 2: Descriptive Statistics for Knowledge storage practices

Statements	Mean	Std. Dev.
Our department scans the external environmental (political-legal, economic, socio-cultural and technological factors)	4.007	1.251
The department sends employees for external trainings and industry certifications	3.994	1.343
The department invests in research and development to acquire knowledge	3.988	1.475
The department tasks employees to identify best practices in the industry and share with management	3.961	1.674
The department continuously identifies competitors' practices within the industry	3.83	1.441
The department sponsors employees to attend relevant seminars and workshops	3.817	1.142

Based on the findings presented in Table 2, the respondents were in agreement that Our department scans the external environmental (political-legal, economic, socio-cultural and technological factors) (M=4.007, SD=1.251); The department sends employees for external trainings and industry certifications (M=3.994, SD=1.343); and that The department invests in research and development to acquire knowledge (M=3.988, SD=1.475). Respondents also agreed that the department tasks employees to identify best practices in the industry and share with management (M=3.961, SD=1.674); the department continuously identifies competitors' practices within the industry (M=3.830, SD=1.441); and that project managers are able to balance competing priorities in Knowledge storage practices (M=3.817, SD=1.142). Respondents also gave additional ways through which Knowledge storage practices influence Performance of selected national government ministries supporting the digital economy in Kenya.

Correlation Analysis

The study conducted Pearson moment correlation analysis. Using the correlation coefficient, the study tested whether interdependency existed between the independent variables and also whether there was any relationship between the dependent variable and independent variables and the

direction of their relationship. The association was considered to be: small if ±0.1 <r< ±0.29; medium if ±0.3 <r< ±0.49; and strong if r> ±0.5. The correlation findings were as presented in Table 3

Table 3: Correlation Analyses

		Successful Completion	Knowledge acquisition practices	Knowledge storage practices
Performance of selected national government ministries supporting the digital economy in Kenya	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	118		
Knowledge acquisition practices	Pearson Correlation	.833**	.869	1
	Sig. (2-tailed)	.000	.000	
	N	118	118	118
Knowledge storage practices	Pearson Correlation	.730**	.149	.399
	Sig. (2-tailed)	.000	.000	.000
	N	118	118	118

Knowledge acquisition practices is also seen to have a strong relationship with performance of selected national government ministries supporting the digital economy in Kenya (r=0.833). Also, the p-value (0.000) was less than the selected level of significant (0.05) an indication that the relationship between the two variables was significant. The findings further showed that Knowledge storage practices and performance of selected national government ministries supporting the digital economy in Kenya are strongly related (r=0.730). The relationship was also considered to be significant since the p-value (0.000) was less than the selected level of significance.

Regression Analysis

Multiple regressions were done to assess the relationship of knowledge management practices and Performance of selected national government ministries supporting the digital economy in Kenya. The findings of regression analysis were presented in three tables presented and discussed in subsections below.

Model Summary

The study used model summary in analyzing the variation of the dependent variable due to changes in the independent variables. The study analyzed the variation in Performance of selected national government ministries supporting the digital economy in Kenya as a result of change in, Knowledge Acquisition and Knowledge Storage

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950[a]	.902	.899	.05856

a. Predictors: (Constant), , Knowledge acquisition practices and, Knowledge storage practices

From the findings presented in Table 4, the value of adjusted R^2 was found to be 0.902 which implies that 90.2% variation in Performance of selected national government ministries supporting the digital economy in Kenya can be attributed to changes in Knowledge acquisition practices and Knowledge storage practices. The remaining 9.8% suggests that there are other factors that affect performance of selected national government ministries supporting the digital economy in Kenya that were not included in the model. The relationship between the variables under investigation is shown by correlation coefficient which is denoted by R. From the results presented in Table 4, the variables were strongly and positively related as indicated by correlation coefficient value of 0.950.

Analysis of Variance

The study conducted analysis of variance with the aim of establishing whether that data used in the study was significant. The selected level of significance was 0.05 and the data was concluded to be suitable for analysis if the p-value was less than the selected significance level. The results were as presented in Table 5.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.236	4	0.809	26.005	.000[b]
	Residual	0.306	116	0.003		
	Total	3.542	118			

a. Dependent Variable: Performance of selected national government ministries supporting the digital economy in Kenya

b. Predictors: (Constant), Knowledge acquisition practices and Knowledge storage practices.

The study found a significance value of 0.000 which was less than 0.05 at 95% confidence interval; which is an indication that the data is ideal for making conclusion. The F-critical value, obtained from the F-distribution tables, was less than F-calculated (2.461<26.005). This shows that Knowledge acquisition practices and Knowledge storage practices significantly influence Performance of selected national government ministries supporting the digital economy in Kenya.

Beta Coefficients of the Study Variables

The beta coefficients were used to illustrate the association between the variables using a model of the structure: $Y= \beta_0+ \beta_1X_1+\beta_2X_2+ \varepsilon$

Table 6: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.547	0.079		6.924	0.001
Knowledge acquisition practices	0.358	0.073	0.149	3.507	0.003
Knowledge storage practices	0.301	0.077	0.303	4.377	0.020

In view of the results in Table 6 above, regression equation extracted was as presented below.

$Y = 0.547 + 0.358 X_1 + 0.301 X_2 + \varepsilon$

The equation above reveals that holding the variables, Knowledge acquisition practices and Knowledge storage practices constant, performance of selected national government ministries supporting the digital economy in Kenya was at a constant value of 0.547.

The findings showed that Knowledge acquisition practices is seen to be statistically significant in explaining Performance of selected national government ministries supporting the digital economy in Kenya as shown by ($\beta = 0.358$, $P = 0.003$). The influence is significant since the p-value (0.003) is less than the selected level of significance (0.05). This indicates that Knowledge acquisition practices positively and significantly influence performance of selected national government ministries supporting the digital economy in Kenya. Therefore, increasing Knowledge acquisition practices will lead to an increase in performance of selected national government ministries supporting the digital economy in Kenya by 0.358 units.

Knowledge storage practices is also seen to be statistically significant in explaining Performance of selected national government ministries supporting the digital economy in Kenya as shown by ($\beta = 0.301$, $P = 0.020$). The influence is significant since the p-value (0.020) is less than the selected level of significance (0.05). This indicates that Knowledge storage practices positively and significantly influence performance of selected national government ministries supporting the digital economy in Kenya. Therefore, improving Knowledge storage practices will lead to an increase in Performance of selected national government ministries supporting the digital economy in Kenya by 0.301 units.

Conclusions

Additionally, the study identifies the statistical significance of knowledge acquisition practices in explaining the performance of the selected government ministries. This indicates a strong and positive relationship between the effectiveness of knowledge acquisition practices and the overall performance of these ministries in supporting Kenya's digital economy. The conclusion drawn from this finding is that fostering robust knowledge acquisition processes can lead to a notable increase in the performance of government ministries responsible for advancing digital initiatives. It underscores the critical role of continuous learning, information gathering, and knowledge transfer in ensuring that these ministries remain agile, innovative, and responsive to the dynamic demands of the digital landscape.

In summary, the study's results provide valuable insights into the factors influencing the performance of government ministries involved in Kenya's digital economy endeavors. The findings emphasize that both efficient project cost management and effective knowledge acquisition practices play pivotal roles in enhancing performance within these ministries. Consequently, the study's conclusions underscore the need for strategic and well-informed decision-making, resource management, and knowledge acquisition strategies to drive improved performance and successful outcomes in the context of government support for the digital economy in Kenya.

Recommendations

The acknowledgment that studies exploring knowledge management practices within the selected national government ministries supporting the digital economy in Kenya industry provide a snapshot rather than an exhaustive account of the industry's dynamism is crucial. The nature of the knowledge management practices and performance of selected national government ministries supporting the digital economy in Kenya, is marked by rapid changes, influenced by factors such as technological innovations, regulatory adjustments. Therefore, it is essential to consider several areas for further research to continually update our understanding of knowledge management's impact on organizational performance in this dynamic context.

Firstly, conducting a study on the effects of knowledge management practices on organizational performance in various types of financial institutions, not limited to selected national government ministries supporting the digital economy in Kenya, would be valuable. Comparing the outcomes across different financial institutions, such as banks, credit unions, and microfinance institutions, can offer insights into the uniqueness of knowledge management's. It can also help identify commonalities and divergences in how knowledge management practices contribute to organizational performance, thus providing a broader perspective.

REFERENCES

Alonso, P., S., & Viridiana, L., S. (2017). A Model Based on Core Processes and Knowledge. *The ICFAI Journal of Knowledge Management*

Ashok, M. et al. (2021) 'How to Counter Organizational Inertia to Enable Knowledge

Ashok, M. et al. (2021) 'How to Counter Organizational Inertia to Enable Knowledge Management Practices Adoption in Public Sector Organizations', Journal of Knowledge Management [Preprint]. doi:10.1108/JKM-09-2020-0700.

Berraies, S. & Chaher, M. (2018). Knowledge creation process and firms' innovation performance: Mediating effect of organizational learning. *International journal of human resource studies*, *4*(1), 204

Chen, J., Wang, L., Qu, G. (2020). Explicating the Business Model from a Knowledge-based view: nature, structure, imitability and competitive advantage erosion. Journal of Knowledge Management

Chiu, C. & Chen, H. (2016). The study of knowledge management capability and organizational effectiveness in Taiwanese public utility: the mediator role of organizational commitment. Springer Plus. 5. 10.1186/s40064-016-3173-6.

Choi, B., & Lee, H. (2019). "An empirical investigation of Knowledge Management styles and their effect on Corporate performance". *Information and Management*, 403-417.

Enakrire, R.T., & Onyancha, O.B. (2020). Strategies and tools for knowledge management practices in selected academic libraries in Nigeria and South Africa. South African Journal of Information Management,

Esterhuizen, D., Schutte, C. S., & Du Toit, A. S. A. (2019). Knowledge creation processes as critical enablers for innovation. *International Journal of information Management*, *32*(4), 354-364.

Fischer, C. (2021), "Incentives Can't Buy Me Knowledge: The Missing Effects of Appreciation and Aligned Performance Appraisals on Knowledge Sharing of Public Employees", Review of Public Personnel Administration

Fischer, C. and Döring, M. (2021), "Thank you for sharing! How knowledge sharing and information availability affect public employees' job satisfaction", International Journal of Public Sector Management. https://doi.org/10.1108/IJPSM-10-2020-0290

Gakuo, E. W., & Rotich, G. (2017). Effect of strategic knowledge management on performance of commercial banks in Kenya. International Academic Journal of Human Resource and Business Administration, 2(3), 19-45.

Handa, P., Pagani, J. & Bedford, D., (2019), Knowledge assets and knowledge audits: Working methods for knowledge management, Emerald Publishing Limited, Bingley

Henttonen, K., Kianto, A. & Ritala, P. (2019), "Knowledge sharing and individual work performance. An empirical study of a public sector organization", Journal of Knowledge Management,

Kianto, A ,Saenz, J, & Aramburu, N (2017) Knowledge-based human resource management practices , intellectual capital and innovation; journal of Business Research https://doi.org/10.1016/j.jbusres.2017.07.018

KIPPRA (2018), Kenya Economic Report 2017, Kenya Institute for Public Policy Research and Analysis (KIPPRA), Nairobi.

KIPPRA (2020), Kenya Economic Report 2017, Kenya Institute for Public Policy Research and Analysis (KIPPRA), Nairobi.

Kothari, C. R. (2004). Research methodology: Methods & techniques. New Delhi: New Age International (P) Ltd.

Kumar, R. (2019). Research methodology: A step-by-step guide for beginners. Sage Publications Limited. [Google Scholar]

Mugenda, O.M. & Mugenda, A. G. (2003). *Research Methods: Quantitative & Qualitative Approaches.* Nairobi: ACTS.

Ndiege, J.R.A. and Wamuyu, P.K. (2019) 'Knowledge Management Practices and Systems in County Governments in Developing Countries: Perspectives from selected Counties in Kenya', VINE Journal of Information and Knowledge Management Systems, 49(3), pp. 420–439. doi:10.1108/VJIKMS-01-2019-0014.

Ndiege, J.R.A. and Wamuyu, P.K. (2019) 'Knowledge Management Practices and Systems in County Governments in Developing Countries: Perspectives from selected Counties in Kenya', VINE Journal of Information and Knowledge Management Systems, 49(3), pp. 420–439. doi:10.1108/VJIKMS-01-2019-0014.

Pradhan R. & Jena. L. (2017). Employee Performance at the Workplace: Conceptual Model and Empirical validation. Business Perspectives and Research, 5 1-17

Phaladi, M P (2021) "Framework for integrating knowledge management and human resource management for the reduction of organizational knowledge loss in selected South African State-owned enterprises" PhD thesis University of South Africa.

Tubigi, M., & Alshawi, S. (2017). The impact of knowledge management processes on Organizational performance: The case of the airline industry. *Journal of enterprise information management*, *28*(2), 167-185