KNOWLEDGE MANAGEMENT, STRATEGIC LEADERSHIP AND SERVICE DELIVERY AT THE COUNTY GOVERNMENT OF UASIN GISHU, KENYA

BY

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DECLARATION

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This research project is my original work and has not been presented for examination in this or any other university.

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DEDICATION

I would like to dedicate this research project to my beloved parents Mr. and Mrs. Nyakundi together with my siblings for their invaluable support, and encouragement for giving me the motivation to carry on. I am immensely grateful and may our good Lord bless you always and forever.

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I wish to acknowledge the Almighty God for giving me good health and strength to carry out this research project.

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ABSTRACT

This study explores how strategic leadership moderates the role of knowledge management in enhancing service delivery within the County Government of Uasin Gishu, addressing a gap in understanding the dynamics that affect county performance and citizen satisfaction. In general, this study was to assess knowledge management, strategic leadership, and service delivery at the county government of Uasin Gishu, Kenya. The objectives of the study were, to; examine the effect of Knowledge Creation on service delivery at the County Government of Uasin Gishu, find out the effect of Knowledge Storage on service delivery at the County Government of Uasin Gishu, establish the role of knowledge sharing on service delivery at the County Government of Uasin Gishu, evaluate the role of knowledge use on service delivery at the County Government of Uasin Gishu, determine the moderating influence of strategic leadership on the relationship between knowledge management and service delivery. The study was guided by the Knowledge Management Maturity Model, Upper Echelons theory, and Service Dominant Logic theory. The study employed an explanatory survey research design. The target population for this study was 1684 respondents from which 384 were sampled through multi-stage sampling. The study employed purposive sampling for management staff and simple random sampling for permanent staff in various departments. Primary data gathered through a structured questionnaire, ensured reliability through test-retest piloting in Elgeyo Marakwet with 38 respondents. Quantitative data was analyzed using descriptive statistics such as measures of central tendency and measures of dispersion was used to analyze data including frequencies and percentages while inferential statistics including Multiple linear regression and Hierarchical regression was used to assess the relationship between variables. The results were presented in tables. The study quantified the magnitude of strategic leadership effects on each of the four knowledge management dimension studies to help counties make informed decisions when using knowledge in enhancing service delivery. In the County Government of Uasin Gishu, Kenya, in the correlation analysis, Knowledge creation exhibited a strong positive correlation with knowledge storage ($r = .807$, $p < .001$), knowledge sharing ($r = .702$, $p < .001$), knowledge use ($r = .739$, $p < .001$), and service delivery ($r = .762$, $p < .001$). Strategic leadership moderates these relationships, particularly enhancing them when leadership is stronger. The study found that all aspects of knowledge management significantly enhance service delivery. Knowledge creation ($B=0.51$, $t=5.12$, $p=0.001$) and knowledge storage ($B=0.35$, $t=4.89$, $p=0.003$) had the strongest effects. Knowledge sharing ($B=0.26$, $t=4.23$, $p=0.008$) and knowledge use ($B=0.18$, $t=3.56$, $p=0.015$) also significantly contributed, demonstrating the crucial role of effective knowledge management. These factors account for 56% of the variance in service delivery, with Knowledge Creation being the most influential predictor (Beta = 0.51). This highlights the pivotal role of knowledge management and strategic leadership in enhancing service delivery within the county government. The study finds that knowledge management practices significantly enhance service delivery in Uasin Gishu County, Kenya, with knowledge creation, storage, sharing, and use all contributing positively. The conclusion emphasizes the crucial role of strategic leadership in amplifying these effects. Recommendations include prioritizing robust training programs and collaborative environments, developing strategic leadership skills, enacting supportive policies, and integrating comprehensive theoretical frameworks. These measures aim to foster a knowledge-centric culture and improve service delivery through effective leadership and knowledge management.

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ACRONYMS AND ABBREVIATIONS

IT:	Information Technology
KIBS:	Knowledge-Integration Practices
KM:	Knowledge Management
KMMM:	Knowledge Management Maturity Model
NHIF:	National Hospital Insurance Fund
OLC:	organizational life cycle
SECI:	Socialization, Externalization, Combination and Internalization.

DEFINITION OF TERMS

Knowledge Creation: It is the process of generating new insights, ideas, and understanding through the integration and transformation of existing information within an organizational context (Nonaka & Takeuchi, 2015).

Knowledge management: It encompasses processes, strategies, and technologies to capture, store, and disseminate knowledge within an organization, fostering continuous learning and improvement (Alavi & Leidner, 2011).

Knowledge Sharing: This is the collaborative process of exchanging information, expertise, and insights among individuals within an organization to enhance collective understanding and improve organizational performance (Wasko & Faraj, 2015).

Knowledge Storage: It involves the systematic organization and retention of explicit and tacit knowledge within an organization's repositories or databases to facilitate easy retrieval and future utilization (Chua, 2016).

Knowledge Use: It involves the application of information and insights acquired through knowledge management processes to inform decision-making, problem-solving, and action within an organizational context (Gupta & Sharma, 2014).

Service Delivery: refers to the process of providing and fulfilling customer needs, expectations, or demands through the provision of goods, assistance, or activities, typically within a public or private organization (Zeithaml et al., 2019).

Strategic Leadership: It involves the ability of organizational leaders to formulate and implement strategic initiatives that effectively guide the organization toward its goals and navigate the challenges of its external environment (Hitt, Ireland, & Hoskisson, 2017).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter reviews the background of the study, statement of the problem, purpose of the study, objectives of the study, research hypotheses, and significance of the study as well as scope of the study.

1.1 Background of the Study

Service delivery is a critical component in promoting the overall well-being of communities and citizens, encompassing both social and economic dimensions (Chukwuemeka et al., 2018). Governments play a fundamental role in providing a diverse array of public services, ranging from essential security measures and economic initiatives through project management to the facilitation of public utilities, law enforcement, and legal counsel. Whether operating at the grassroots or governmental level, the delivery of public goods is inherently geared towards enhancing citizens' living standards, ensuring access to necessary resources and fostering an environment conducive to societal growth and development (Angahar, 2019). This multifaceted approach to service delivery underscores its significance in not only meeting the immediate needs of the populace but also in laying the groundwork for sustained social progress and economic prosperity.

1.1.1 Global Perspective

Service delivery is a cornerstone of governmental effectiveness globally, with developed countries like the United States and European nations leading the way in establishing robust and efficient systems. These nations have institutionalized services and developed comprehensive policies that promote high standards of service delivery while ensuring strict adherence to work ethics (Bolatito & Ibrahim, 2019). Effective

service delivery in these countries encompasses a wide range of public services, from healthcare and education to infrastructure and social welfare, all aimed at improving citizens' quality of life. The structured approach in these regions demonstrates the critical role of government in providing essential services that meet the populace's needs and contribute to overall societal well-being (Angahar, 2019).

Leadership and management are pivotal in determining the quality of service delivery in any organization, including public institutions. Effective strategy formulation and implementation are crucial, as noted by Djordje (2020), who emphasized the importance of leadership in managing institutional factors that influence service delivery. Knowledge management has been identified as a key factor in enhancing service delivery, with studies by Bahra (2021) and Alavi and Leidner (2021) showing that organizations with effective knowledge management practices tend to achieve higher levels of service delivery. However, this view is not universally accepted, as Jashapara (2019) and Kouzmin & Kakabadse (2017) have argued that knowledge management alone may not be sufficient to guarantee improved service outcomes, highlighting the complexity and multifaceted nature of service delivery in the public sector.

In the context of strategic leadership, knowledge management plays an integral role in enhancing service delivery outcomes. Leaders who effectively share and utilize knowledge within their organizations can foster a culture of innovation and continuous improvement, which is critical for maintaining high standards of service delivery (World Bank, 2022). By leveraging knowledge management systems, leaders can access relevant information that informs decision-making processes aligned with strategic objectives, thereby enhancing the overall quality of leadership and service delivery (Dalkir, 2021). Additionally, knowledge management initiatives support

employee learning and development, ensuring that the workforce remains skilled and adaptable to emerging trends and challenges (Davenport & Prusak, 2020). This approach not only preserves organizational memory but also promotes a proactive stance in addressing new issues, ultimately leading to better service delivery for the community.

1.1.2 Regional Perspectives

In Africa, South Africa, Nigeria and Ethiopia among other countries have successfully implemented the devolved system of government, (Nyikadzino & Vyas-Doorgapersad, 2020). In most developing African countries, the devolution process has encouraged the public and county government's involvement to influence efficient service delivery. Devolution's benefits including eliminating bureaucracy and implementing local statistics for informed decision making and planning have been appreciated. The process has allowed resident communities to participate actively fostering the relationship between the government and its citizens. Furthermore, the most efficient gauge of a government's commitment to its people is centered on its delivery of services. While government execution is weighted on this, leadership in general has been found wanting in most African states adversely affecting the efficient delivery of services (Eigema, 2019). Strategies such as knowledge management are also just gaining route in the continent and hence the interactional effect of knowledge management, strategic leadership, and service delivery is yet to be established.

1.1.3 Local Perspectives

Locally, most citizens have benefited from the devolved system in Kenya on the service delivery front. This stems mainly from the participation of different actors in decision-making alongside supportive leadership. Nonetheless, devolution has faced significant barriers such as insufficient support from the national government, poor leadership, and

misappropriation of available resources (Busolo, & Ngigi, 2020). Consequently, ineffective leadership has caused unequal resource distribution and poor service delivery over the last two decades (Wamuyu & Ndiege, 2018). At the organizational level, employees are unable to express their grievances and participate in decision-making without support from higher-level managers. As a result, employees suffer from reduced morale and productivity alongside time-consuming decision-making processes, adversely impacting service delivery (Wamuyu & Ndiege, 2018). Knowledge management is yet to be integrated into the running of counties in Kenya to help alleviate service delivery challenges. This study assessed the moderating effect of strategic leadership on the relationship between knowledge management and service delivery at the County Government of Uasin Gishu, Kenya.

1.2 Statement of the Problem

Service delivery is the primary mandate of county governments under a devolved constitutional framework, with a focus on bringing services closer to the people (2010 Constitution). Counties like Uasin Gishu are leveraging knowledge management to enhance service delivery. Effective knowledge management involves capturing, organizing, and sharing information, which enables employees to access valuable insights and deliver services more efficiently (Davenport & Prusak, 2020). This approach promotes learning and innovation, allowing staff to use best practices and lessons learned to overcome service delivery challenges. It also fosters collaboration and knowledge sharing across departments, creating a culture of continuous improvement that enhances service quality, responsiveness, and customer satisfaction. Furthermore, knowledge management helps preserve institutional memory, preventing the loss of valuable knowledge due to employee turnover and enabling the county to build on past successes in service delivery (Annual Report, 2022). The effectiveness of

these initiatives, however, is significantly influenced by the quality of leadership at the county level.

Ideally, counties should have a knowledge management system to support service delivery, approved and supported by management. However, this strategy is often lacking, posing a significant challenge to effective service delivery. Leadership plays a crucial role in improving service delivery at the County Government of Uasin Gishu. Effective leaders set high standards, establish clear goals, and inspire employees to perform at their best. They emphasize a customer-centric approach, focusing on quality, responsiveness, and efficiency. By empowering and motivating employees, leaders foster a culture of innovation, collaboration, and continuous improvement. They provide the necessary guidance, support, and resources, enabling employees to excel and meet community needs. Furthermore, leaders create an environment of accountability, transparency, and integrity, ensuring that service delivery processes are streamlined and aligned with strategic objectives. This leadership approach ultimately enhances the overall quality and effectiveness of service delivery to the residents of Uasin Gishu County.

Multinational corporations globally have faced significant challenges attributed to poor service delivery, leading to closures and receiverships. For instance, between 2015 and 2019, several insurance firms in the US and financial institutions in Europe shut down due to service delivery issues (Sindakis et al., 2019). In South Africa, from 2017 to 2019, several listed firms were placed under receivership due to poor performance (Nyikadzino & Vyas-Doorgapersad, 2020). Similarly, in Kenya, companies like Uchumi, Nakumatt, Kenya Airways, and CMC have encountered service delivery challenges, resulting in receiverships or closures (Wamuyu & Ndiege, 2018). On the same note, the county track index at the county level in Kenya shows that citizens have

not been fulfilled by the performance of counties which have been performing between 70% – 80% since 2017 and the annual mean below 50%, as indicated by Bii, 2022. This discrepancy between county activities and service delivery indicates a substantial gap in meeting residents' expectations, as noted by Wamuyu & Ndiege (2018). Consequently, this study seeks to explore how knowledge management moderated by strategic leadership can enhance service delivery, with a focus on the County Government of Uasin Gishu. Existing empirical studies on knowledge management in counties have overlooked the crucial role of management in enhancing this relationship, particularly in understanding how strategic leadership influences the effectiveness of knowledge management initiatives in addressing service delivery challenges. This gap underscores the need to delve deeper into the dynamics within county governments and their overall impact on performance (Wamuyu & Ndiege, 2018; Obwaka, Kwanya & Mwai, 2019; Wanjiku & Karugu, 2019). It is therefore against these that the study aimed to assess the moderating effect of strategic leadership on the relationship between knowledge management and service delivery at the County Government of Uasin Gishu, Kenya.

1.3 General Objective

The general objective of this study was to assess the moderating effect of strategic leadership on the relationship between knowledge management and service delivery at the County Government of Uasin Gishu, Kenya

1.3.1 Specific Objectives

i. To examine the effect of knowledge creation on service delivery at the County Government of Uasin Gishu, Kenya
ii. To find out the effect of knowledge storage on service delivery at the County Government of Uasin Gishu, Kenya

iii. To establish the role of knowledge sharing in service delivery at the County Government of Uasin Gishu, Kenya

iv. To evaluate the role of knowledge use on service delivery at the County Government of Uasin Gishu, Kenya

v. To determine whether the moderating strategic leadership affects the relationship between knowledge management and service delivery at the County Government of Uasin Gishu, Kenya

   a. To determine the moderating influence of strategic leadership on the relationship between Knowledge Creation and service delivery

   b. To determine the moderating influence of strategic leadership on the relationship between Knowledge Storage and service delivery

   c. To determine the moderating influence of strategic leadership on the relationship between knowledge sharing and service delivery

   d. To determine the moderating influence of strategic leadership on the relationship between knowledge use and service delivery

1.4 Research Hypotheses

H_{O1}: There is no significant relationship between Knowledge Creation and service delivery at the County Government of Uasin Gishu, Kenya

H_{O2}: There is no significant relationship between Knowledge Storage and service delivery at the County Government of Uasin Gishu, Kenya

H_{O3}: There is no significant relationship between knowledge sharing and service delivery at the County Government of Uasin Gishu, Kenya

H_{O4}: There is no significant relationship between knowledge use and service delivery at the County Government of Uasin Gishu, Kenya

H_{O5}: There is no significant relationship between the moderating role of strategic leadership on the relationship between knowledge management and service delivery at the County Government of Uasin Gishu, Kenya

a: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Creation and service delivery at the County Government of Uasin Gishu, Kenya

b: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Storage and service delivery at the County Government of Uasin Gishu, Kenya

c: There is no significant relationship between the moderating role of strategic leadership on the relationship between knowledge sharing and service delivery at the County Government of Uasin Gishu, Kenya

d: There is no significant relationship between the moderating role of strategic leadership on the relationship between knowledge use and service delivery at the County Government of Uasin Gishu, Kenya

1.5 Significance of the Study

The study will be of great importance to a number of stakeholders including; the leadership and the employees of county governments. They will use the findings of this study to understand the crucial role played by knowledge management to enhance service delivery. They will be able to identify the strategies and practices of knowledge management that the counties need to adopt to ensure that knowledge management at the county level leads to enhanced service delivery.

The study will be of importance to policy makers at the national and county levels. Legislators at the two levels of government will find the need to put in place strategies that promote knowledge management in an effort to enhance service delivery at the

county levels. Further, the policy makers will be able to legislate on leadership interaction with knowledge to enhance service delivery at the two levels of government.

Businesses offering different services either in the profit-making sector or in the non-governmental sector will also be able understand the importance of knowledge management to enhance service delivery. This is key in ensuring that they are operationally efficient. They will understand the role of leadership in the entire process and most importantly, the interaction between knowledge management concepts in enhancing service delivery amid leadership.

Finally, the study will be of great importance to scholars and academicians who will be able to use the study findings as a basis for future studies. They will be able to fill the gaps that will not be addressed in this study and will also seek to conduct surveys to fulfill the suggestions for further studies to be proposed in this study.

1.6 Scope of the Study

The study sought to assess knowledge management and service delivery as moderated by strategic leadership at the County Government of Uasin Gishu for the financial year 2021/2022. This financial year was selected because it was the last complete year of operation at the county under the former governor in relation to the variables under study. Specifically, the study examined the effect of Knowledge Creation on service delivery at the County Government of Uasin Gishu, establish the effect of Knowledge Storage on service delivery at the County Government of Uasin Gishu, established the role of knowledge sharing on service delivery at the County Government of Uasin Gishu, evaluated the role of knowledge use on service delivery at the County Government of Uasin Gishu and determined the moderating influence of strategic leadership on the relationship between knowledge management and service delivery.

The study adopted an explanatory survey research design since the study was quantitative in nature. The target population consisted of 1684 management and permanent staff in 20 departments from which 384 was sampled from departments at the county government of Uasin Gishu. The study was conducted in the months of June and July 2023.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the concept of service delivery, concept of knowledge management and the concept of strategic leadership as a moderator. Further, the chapter reviews the theoretical framework, the empirical review of literature based on the research objectives and the conceptual framework.

2.1 Concept of Service Delivery

The provision of public services by governments, particularly at the grassroots level, is essential for enhancing citizens' living standards and overall well-being (Angahar, 2019). This includes the delivery of basic amenities such as public utilities, law enforcement, and infrastructure development, which directly impact citizens' daily lives (Bolatito & Ibrahim, 2019). Local governments, being the closest administrative entities to citizens, play a pivotal role in fulfilling these public interests and addressing community needs. They are responsible for a wide range of services, including road construction, healthcare facilities, education, transportation, and environmental management (Bolatito & Ibrahim, 2019). Moreover, local governments serve as agents of rural development, utilizing funds from various sources to serve the interests of their constituents and contribute to national development efforts (Agba, Akwara, & Idu, 2020).

Empirical measures serve as valuable tools for assessing the performance and effectiveness of public services at the county level (Aina & Shaxson, 2016). County ranking, one such measure, involves comparing the performance of different counties based on specific indicators or criteria, such as education, healthcare, and infrastructure

(Kanyenze et al., 2016). This quantitative approach provides policymakers and stakeholders with comparative analyses to identify high-performing counties and areas requiring improvement. Citizen surveys, another empirical tool, gather direct feedback from residents regarding their satisfaction with public services, offering subjective insights into service delivery gaps and challenges (Aina & Shaxson, 2016). Additionally, governance records, including financial reports and audit findings, provide empirical evidence of transparency, accountability, and efficiency in service delivery (Aina & Shaxson, 2016).

These empirical measures have been utilized in various studies to assess service delivery and governance across different contexts. For instance, studies such as Oates and Schwab (2018) have employed county rankings to evaluate local government performance in the United States. Similarly, surveys like the Afrobarometer citizen survey (Kanyenze et al., 2016) have been conducted in African countries to gauge citizens' perceptions of service delivery and governance. Additionally, research by Aina and Shaxson (2016) explores the significance of governance records in assessing public financial management and service delivery in African countries. These measures provide valuable insights for stakeholders and policymakers, facilitating informed decision-making processes aimed at improving public service quality and governance effectiveness.

2.2 Concept of Knowledge Management

Knowledge management involves systematically organizing, sharing, and utilizing an organization's intellectual assets to enhance decision-making, innovation, and overall performance (Dalkir, 2019). It encompasses processes, strategies, and technologies to capture, store, and disseminate knowledge within an organization, fostering continuous learning and improvement (Alavi & Leidner, 2017). Knowledge Management describes

an organization's information disposal and exploitation, enabling its objectives achievement. Knowledge Management primary factors include; a firm's knowledge creation, retention and dissemination, and its contribution to a firm's overall performance. According to Bahra, (2021), an effective knowledge management practice impacts organizational performance, creativity, and efficiency, in its operations and sustainability levels. Thus, knowledge management is a fundamental long and short term success determinant.

Knowledge creation is the process of generating new insights, ideas, and understanding through the integration and transformation of existing information within an organizational context (Nonaka & Takeuchi, 2015). This concept emphasizes the dynamic and social nature of knowledge development, highlighting the role of interactions and collaboration in the generation of innovative ideas. Knowledge creation and transfer in any organization is vital to its sustainability and objectives achievement in a highly competitive environment (Kouzmin & Kakabadse, 2017). Knowledge is critical to an organization's success. Therefore, it is necessary for a firm to develop effective creation, integration and knowledge transfer means in an organization's operations. Ultimately, knowledge management is a fundamental contributor in an organization's sustainability and performance enhancement (Jashapara, 2019).

Several scholars have proposed knowledge management levels. The creation, retrieval, transfer, and application of knowledge make up the framework for knowledge management practices in a company, according to Alavi and Leidner (2021). Knowledge management is represented by the six stages of the Nissen, Kamel, and Sengupta (2009) Life Cycle Model: creation, organization, formalization, distribution, application, and evolution. However, the knowledge management practices described

by Dahiya and Jain (2012) include phases for creation, acquisition, sharing, storing, and implementation. As a result, numerous theories and models that provide diverse explanations for knowledge management have been taken into consideration. This study took into account the knowledge management elements defined by Uriarte (2008), which include creation and capture, information sharing and enrichment, storage and retrieval, and knowledge dissemination for both present and future applications.

2.2.1 Concept of Knowledge Creation and Capture

A firm identifies individuals with knowledge and other forms of knowledge that require capturing in this stage. Vital knowledge in systems, processes, documents and people who exhibit expertise on a subject are identified. Knowledge Management fundamental focus is that many organizations often lose valuable knowledge when employees with critical knowledge leave the organization due to; redundancies, dismissals, natural attrition and retirement, among other factors. Situations have risen where knowledge has not been captured, to ensure management and continuity. An individual's knowledge is stored in the brain and the failure to capture it risks to its loss (Alavi & Leidner, 2021).

An organization's sustainability and survival is dependent on acquiring and generation of new and advanced knowledge. Therefore, organizations are expected to be creative and to empower employees. As a result, an organization is able to develop new and enhanced products, efficient production processes, and new functions and designs introduction that will ensure sustainability in a competitive environment. Achieving the objectives requires sustainable management strategies, to siphon individuals' experiences and expertise, and provide mechanisms for the knowledge availability when required (Alavi & Leidner, 2021).

2.2.2 Concept of Knowledge Sharing

Knowledge sharing can be defined as the exchange of ideas, information, and lessons learnt in the network of relationships within an organization for the purpose of enhancing the organizational performance (Wasko and Faraj, 2015). According to Li-Wei and Jwu-Rong (2019), knowledge sharing in a company refers to the act and process of sharing organizational knowledge and experience among employees. This is a mutual understanding that is highlighted by the explanation that the knowledgeable individual is willing to transmit the knowledge with the other party (Zhang, Cavusgil & Roath, 2019). Knowledge sharing enhances operations and procedures because it enhances how employees disseminate the acquired, but piecemeal, knowledge in an organization.

Knowledge is enriched and refined during sharing and this occurs within a firm through avenues such as; documented information, memos covering records, and process manuals. Additionally, sharing happens between employees of a firm utilizing platforms like informal and formal discussion forums. Workers also share knowledge with interested parties outside an organization, through workshops and seminars. The knowledge-sharing process must be properly implemented, and should not occur in an ad hoc manner. Instead, it must be nurtured and encouraged. This demands the integration of an effective culture that fosters a knowledge-sharing spirit. Therefore, knowledge managers should understand and maneuver through the natural tenancy of individuals to hoard their knowledge, which makes them powerful, and causes others interested in the knowledge with suspicion (Zhang, Cavusgil & Roath, 2019).

2.2.3 Concept of Information Storage and Retrieval

Information retrieval and organization are involved in this component. Information aspects including verification, codification, validation, categorization, classification,

storage and retrieval paths are included in Swierczek and Supyuenyong's (2021) definition of information storage and retrieval. It is necessary to codify tacit knowledge as much as possible, but this is frequently challenging without the help of factors like information communication technology, which is a powerful enabler. Upon accuracy and authenticity verification, it is necessary to categorize, index and store explicit knowledge, keeping it in an organizational repository. Most importantly, indexing should ensure easy information retrieval and access.

Businesses need to establish mechanisms for individuals to easily access data stored across various locations. Currently, many organizations lack structured formats, resulting in data being scattered across emails, memos, reports, manuals, and spreadsheets with raw data, making it difficult to navigate through disparate formats. Effective management systems should provide search engines and other tools to simplify the complexity of unstructured formats, enabling streamlined information retrieval processes (Swierczek & Supyuenyong, 2021). Simplifying the complexities of unstructured formats requires thorough information structuring, facilitating ease in accessing information. This objective can be achieved through sorting information into manageable units and implementing efficient categorization and indexing, primarily based on content type (Swierczek & Supyuenyong, 2021).

2.2.4 Concept of Knowledge Dissemination

Knowledge sharing and transfer are fundamental practices for disseminating knowledge within organizations (Swierczek & Supyuenyong, 2021). The method and channel of sharing depend on the type of knowledge being transferred, whether it is tacit or explicit. Moreover, organizational culture plays a crucial role in facilitating knowledge-sharing practices, along with factors such as communication channels and incentives (Swierczek & Supyuenyong, 2021). Effective dissemination of knowledge requires

aligning it with perceived needs, ensuring timeliness, and enhancing understandability (Umunadi, 2021). Organizations must recognize the significance of effective communication and information channels in the dissemination process to ensure that knowledge reaches the intended audience and is comprehensible to them (Umunadi, 2021).

Various channels are utilized by organizations for disseminating knowledge internally and externally. Common internal channels include conferences, presentations, seminars, websites, and various forms of publications, both digital and physical (Swierczek & Supyuenyong, 2021). Additionally, organizations can establish digital and physical libraries to facilitate knowledge dissemination among employees (Swierczek & Supyuenyong, 2021). Externally, knowledge can be disseminated through participation in external networks, forums, and partnerships with other firms (Umunadi, 2021). Moreover, creating knowledge communities and centers can also serve as effective channels for sharing knowledge both within and outside the organization (Umunadi, 2021).

2.2.5 Concept of Strategic leadership

Strategic leadership plays a pivotal role in shaping the service delivery landscape within government organizations and firms alike. It involves envisioning and implementing changes that enhance the quality and efficiency of service provision (Aziz et al., 2017). Effective strategic leadership empowers leaders to anticipate challenges, align organizational resources with strategic objectives, and foster a culture of innovation and continuous improvement (Van Rooyen, 2018). By thinking strategically, leaders can steer their organizations towards achieving their service delivery goals while overcoming various challenges that may arise in the process. The commitment of senior management to integrate knowledge management practices further enhances strategic

leadership, as it provides a structured approach to harnessing and leveraging organizational knowledge for improved service delivery (Jain & Jeppesen, 2018).

Measuring the effectiveness of strategic leadership poses challenges due to its multifaceted nature and diverse dimensions. However, various approaches and metrics have been developed to assess leadership effectiveness and its impact on service delivery outcomes. One common approach is the use of 360-degree feedback, which gathers input from multiple stakeholders to evaluate a leader's performance in key areas such as decision-making, communication, and teamwork (Church et al., 2000). Additionally, goal achievement assessment is another valuable metric used to evaluate leaders' success in aligning team efforts with strategic objectives (Locke & Latham, 2002). By setting clear and challenging goals, leaders can gauge their effectiveness in driving goal attainment and measure their impact on service delivery outcomes.

Leadership development programs also serve as a vital measure of strategic leadership effectiveness, as they contribute to enhancing leaders' knowledge, skills, and behavior (Day et al., 2014). Monitoring the participation and outcomes of such programs provides insights into their effectiveness in cultivating strategic leadership capabilities among organizational leaders. By investing in leadership development initiatives, organizations can nurture a pipeline of effective leaders who are capable of driving service delivery excellence and achieving strategic objectives. These measures collectively contribute to evaluating and enhancing the role of strategic leadership in improving service delivery within government organizations and firms.

2.3 Theoretical Framework

2.3.1 Knowledge Management Maturity Model

The Knowledge Management Maturity Model developed by Ehms and Langen (2002) is a useful instrument for assessment and improvement of knowledge management activities in various organizations. This model has a hierarchical structure of five KM maturity levels from the initial to optimizing level that help firms to evaluate the state of knowledge management implementation (Teah et al., 2019). Using the identified objectives, the model provides descriptions of the actual state of the organization's knowledge management initiatives and defines the route to reach a higher state of maturity. However, the model has been criticized for ignoring organizational culture and the time when it takes an organization to move from one maturity level to another (Azmi, Yusof & Mahmood, 2010). However, it outlines a roadmap that firms can use to build up their knowledge management skills and competencies.

At its core, the Knowledge Management Maturity Model emphasizes the importance of leveraging organizational knowledge as a valuable resource to gain a competitive advantage (Nonaka & Takeuchi, 1995). By evaluating knowledge management practices across various dimensions such as strategy, culture, processes, infrastructure, and measurement, the model enables organizations to identify strengths and weaknesses in their knowledge management efforts (Azmi, Yusof, & Mahmood, 2010). This assessment is crucial for understanding how effectively knowledge is created, stored, shared, and utilized within the organization, ultimately contributing to its strategic objectives.

However, several shortcomings have been identified with existing knowledge management maturity models. These models often overlook the specificities related to people, learning, and knowledge within organizations, focusing primarily on

technological solutions rather than cultural aspects (Nonaka & Takeuchi, 1995). Additionally, they tend to adopt a deterministic and linear approach to organizational development, failing to account for the dynamic and complex nature of organizational knowledge management (Teah, Pee, & Kankanhalli, 2019). Moreover, the models typically acknowledge maturity only at the final developmental stage, overlooking the varying needs and objectives of different organizations in achieving their knowledge management goals.

Despite these limitations, the Knowledge Management Maturity Model remains a valuable tool for organizations seeking to improve their knowledge management practices. When applied alongside assessment tools such as the APO Knowledge Management Assessment, organizations can gain a comprehensive understanding of their knowledge management maturity level (Azmi, Yusof, & Mahmood, 2010). By identifying areas for improvement and specific actions to enhance knowledge management procedures, organizations can align their knowledge management strategy with their strategic objectives and improve service delivery outcomes (Teah, Pee, & Kankanhalli, 2019). In the context of the study titled "Knowledge Management, Strategic Leadership, and Service Delivery," the application of the Knowledge Management Maturity Model offers valuable insights into how the County Government of Uasin Gishu can enhance its knowledge management practices to support strategic leadership and improve service delivery to its constituents. By focusing on knowledge creation, storage, sharing, and utilization, the model provides a structured approach to assessing and improving knowledge management capabilities within the organization.

2.3.2 Upper Echelons Theory

In relation to strategic leadership, the study adopts the upper echelons (UE). This theory revolves around the presumption that executives' measure the events they are facing

based on their values, experiences and personalities, impacting their decisions (Hambrick & Mason, 1984). According to Hambrick, (2007) top executives have substantial influence in an organization since they are obligated to execute and devise organizational strategies; hence have an impact over a firm's performance and structure. Therefore managerial talent is a critical resource in any organization.

The theory's pillar is bounded rationality, indicating an individual's decision-making relies on their knowledge, limited time available and limited perception to make a decision (March & Simon, 1958). Hambrick and Filkeistein, (1987) highlight top-level executives have an outstanding role organizational strategies development and execution, impacting organizational performance. Therefore, top executives tendencies must be considered in regard to an organization's strategic choices, since it impacts organizational performance.

Hambrick and Mason, (1984) studied the presumption that top-level executives attributes determines an organization performance and structure. These attributes include; dispositions, managerial values, track record cognitive age, socio-economic background and academic qualifications. In their study, Thomas and Ramaswamy, (1994) exhibited a correlation between firm strategies and managerial traits, indicating they lead to enhanced firm performance. Therefore, it is reasonable to presuppose that knowledge management practices within a company and organizational innovation levels are dependent on the organization's leaders, their knowledge, and attributes.

By applying the Upper Echelons Theory, the study sought to uncover how the characteristics and cognitive processes of top executives in the County Government of Uasin Gishu influence knowledge management practices, and strategic leadership approaches, and ultimately impact service delivery. Understanding these dynamics can

provide valuable insights into the role of leadership in shaping knowledge management efforts and guide recommendations for improving strategic leadership and service delivery within the organization.

2.3.3 Service Dominant Logic Theory

The Service Dominant Logic (S-D logic) theory, introduced by Lusch and Vargo (2014), offers a unique perspective on value creation through service-for-service exchange. It challenges conventional exchange logics by emphasizing the reciprocal application of resources for the benefit of others, highlighting the importance of service as the major exchange basis (Vargo & Lusch, 2004). S-D logic underscores the idea that value is co-created through interactions among multiple actors, leading to the emergence of value-in-use over value-in-exchange (Vargo & Lusch, 2008). The theory suggests that value co-creation occurs within networks where actors exchange resources, demonstrating the relational nature of value creation (Vargo et al., 2009). By focusing on service-for-service exchange and value co-creation, S-D logic provides a framework for understanding how organizations can enhance their service delivery by fostering collaborative relationships and knowledge sharing among stakeholders.

One of the fundamental axioms of S-D logic is that all economic and social actors are resource integrators (Wieland, Koskela-Huotari, & Vargo, 2016). This axiom emphasizes the importance of integrating resources from various sources, including customers, in service delivery processes. By integrating resources, organizations can facilitate knowledge sharing and dissemination, leading to more effective value co-creation. Additionally, the theory highlights the role of institutions and institutional arrangements in coordinating value co-creation activities (Vargo & Lusch, 2016). Institutions provide a framework for guiding behavior and facilitating service exchange, further enabling knowledge sharing and collaboration among actors.

Moreover, S-D logic underscores the significance of understanding value from the perspective of the beneficiary (Chandler & Vargo, 2011). This implies that value is uniquely determined by each actor and is experienced in relation to other resources. By recognizing the subjective nature of value, organizations can tailor their service delivery processes to meet the specific needs and preferences of their stakeholders, thereby enhancing customer satisfaction and loyalty (Chandler & Vargo, 2011). This focus on customer-centric value creation aligns with the principles of knowledge sharing and dissemination, as organizations seek to understand and fulfill the evolving needs of their stakeholders.

In the context of the County Government of Uasin Gishu, adopting the principles of S-D logic can inform strategic approaches to knowledge management and service delivery. By embracing a service-centric mindset and fostering collaboration among citizens, stakeholders, and service providers, the county government can co-create value and improve service delivery outcomes (Vargo & Lusch, 2014). Knowledge sharing and dissemination play a crucial role in this process, as they enable the exchange of valuable insights, expertise, and best practices among stakeholders. Through effective knowledge management practices and strategic leadership, the county government can create an environment that encourages innovation, continuous improvement, and enhanced service quality, ultimately leading to greater citizen satisfaction and well-being. Thus, the application of S-D logic offers a valuable framework for understanding the dynamics of service delivery and knowledge sharing within the County Government of Uasin Gishu and guiding efforts to improve service delivery outcomes through collaborative value co-creation.

2.4 Empirical Review

2.4.1 Knowledge Creation and Service Delivery

The process of knowledge creation within service delivery entails the mobilization of internal and external resources to generate new knowledge focused on attaining organizational objectives (Nicholas & Steyn 2017). The company must perform tailored research and brainstorm on possible strategies to select the most optimum framework on how to create an organizational knowledge bank (Tran, 2016). Moreover, firms must ascertain there is sufficient information on the policies and objectives concerning particular projects.

Voorberg *et al.,* (2017) studied how Knowledge Management fosters change management and long term performance within organizations alongside informed business strategies and value adding activities. While the study centered on knowledge creation and its application, it focused on the managerial skills acquired and their utilization toward fostering employee productivity.

The results signified that advanced managerial skills boost employees' perception positively impacting business performance. The research concluded that managers and workers are essential for advancing and controlling perception which has a positive impact on the company's productivity.

Sawe and Rotich, (2017) conducted a study on the effect that Knowledge Management have on the service delivery. Their research focused on the approaches utilized by organizations to support knowledge creation, storage and sharing, to boost long-term performance. The authors study South African-based insurance firms employing a mixed method framework to determine the effect of independent variables (knowledge creation, knowledge storage and transfer). The research suggested innovation,

employee training, knowledge repository and conducting informal knowledge fairs for employees and communities. Additionally, the study mentioned that constructing development talk rooms for employees to share on current knowledge management methods fosters performance. Overall, the research emphasized that Knowledge Management approaches to support business strategies an integral way of facilitating knowledge creation.

Tseng, (2016) examined the impact of knowledge management on a company's operational capabilities. Through content analysis on Germany-based models, the study focused on how knowledge infrastructure influenced institutional performance. The results demonstrated that knowledge creation involves sharing tacit knowledge through socialization processes. A potent example entails employing face-to-face conversations like meetings and online communication channels such as video-conferences. Leadership behaviors and models are vital in segmenting knowledge-creation processes within institutions. For instance, leaders with a strategic and relatable vision offer clear direction for employees on what types of knowledge to create, share and store. As a whole, the research showed that companies with effective and sustainable knowledge-creation on models have cultivated an organizational learning culture.

Azmi, Yusof, and Mahmood (2010) established that SMK enhances service delivery in public organisations in light of the positive effects of knowledge creation process towards service quality and efficiency. While there is emerging awareness concerning the applicability of knowledge creation concepts to enhance service delivery, little is known about how exactly the delivery of particular challenges affecting public sector entities could be improved by these initiatives. Also, Teah, Pee, and Kankanhalli

(2019) examined the influence of KMM on service delivery performance; this study pointed to the significance of adopting more advanced models of KMM in improving service delivery. However, their study points to the necessity of future judgments on the two current KM maturity models and their global appropriateness in order to explore the research gaps.

2.4.2 Knowledge Storage and Service Delivery

Knowledge storage entails recording hard and soft organizational accessible platforms for authorized parties. Organizations may employ technical systems such as information management software and hardware to classify information for easy retrieval (Downes & Marchant, 2016). Consequently, knowledge storage may imply the very process of organization and retrieval of company information. Overall all interested and authorized members must find and the information required. Tseng, (2016) also attributed the failure of earlier knowledge management processes to their devotion to technologies such as the intranet, repositories and software as methods of storage. System failure impedes the retrieval of needed data. Efficient information retrieval and storage facilitates the development of upstream repositories and improves the dissemination of knowledge downstream (Balco & Drahoová, 2016).

Baba (2018) conducted a study on the value of knowledge management techniques applied to the provision of agricultural services. The study was carried out in Ghana's northern region. The impact of three knowledge management techniques on service delivery in agriculture was the main focus of the study. Four hundred farmers in Ghana's north were the study's target population. Chi Square Chi-Square and correlation were employed in the study to examine the data set. The study's objectives were adequately explained through the application of behavior theories. The study

found that the opinions and religious beliefs of leaders have little bearing on the knowledge management systems selected. The study also showed that the knowledge management techniques employed are unaffected by age, gender, or educational attainment. The study did find, however, that farmers' decisions about Knowledge Management techniques are influenced by their incapacity to interpret communications, delayed information delivery, and misinterpreted information. The study suggested that in order to farmers in the rurally impoverished parts of the Northern Region and beyond, the Ministry of Food and Agriculture could employ mobile phone and video approaches in addition to their current direct connections with extension agents.

Gakuo and Rotich (2017) used a case study to assess knowledge management procedures and organizational productivity on Oxfam through regression and correlation analysis and an established 5-point Likert scale. Overall, in order for a Ton to remain competitive, knowledge management practices have to be efficiently managed. To achieve the above objective of explaining the impact of the independent variables; knowledge control, application, acquisition and conversion, on the performance of the organization, the research employed a descriptive research design. To analyze the data multivariate regression modeling was opted for. The results indicated that knowledge acquisition, application, control and conversion highly influenced Oxfam’s performance. The findings revealed that knowledge storage has the greatest impact on Oxfam’s performance. The study also concluded that an organization’s aptitude to employ the knowledge management processes marked a significant determinant in its profitability. This research concludes that managers require understanding, developing, designing and coordinating better ways of facilitating knowledge management holistically.

2.4.3 Knowledge Sharing and Service Delivery

This essentially refers to the way that each employee in a company receives organizational information. Accordingly, it describes the process of communicating information between individuals or between groups and vice versa (Lohikoski *et al.*, 2016). Information conveyed in an organizational setting is ineffective unless the recipient is able to internalize and use it as the foundation for action. The respect the recipient has for the information source determines the extent and quality of the knowledge acquired. For the recipient to function more effectively, the information must come from a reliable source and be pertinent (Bloice & Burnett, 2016). Project performance is impacted by the extent to which organizational technology interacts with each individual (Destler & Page, 2018). According to Yuan, Lin, and Zhuo (2016), the organization must ensure that the format, flexibility, selection, and integration of the knowledge are understood by all parties involved and that it is made available to a wide audience.

Hussain, Konar, and Ali (2016) studied how knowledge sharing and culture affected hotel service performance. The hotel industry in Malaysia was the site of this study. Purposive sampling was the method employed in the study to ascertain the impact of the two variables. A questionnaire was used to collect study-relevant data. Additionally, 327 employees of upscale hotels in Malaysia's Klang Valley were the focus of the study. Partial least squares was the method used to analyze this data. The results showed that the performance of service innovation is significantly impacted by culture and knowledge-sharing practices. Accordingly, the study suggested that to accelerate performance to businesses should adopt strong team cultures and knowledge-sharing practices.

Hurnonen, Ritala, and Ellonen (2016) studied how knowledge-integration techniques affected project service innovation. The focus of the study was on how knowledge-integration practices, or KIBS, affect a company's performance. To ascertain the impact of KIBS on the service innovation performance at various phases, the study employed a number of case studies. The variables under investigation included routine, decision-making, sequencing, group problem-solving, and directives, as well as their effects on service delivery. The results showed that various states employ these strategies to boost output. The study also determined that social relations based on knowledge management are aligned by interaction, teamwork, sharing, coaching, handling errors, and direction of existing knowledge. The degree of genuine support and assistance provided by a team within an organization is known as teamwork, and it is typically assessed by the way individuals behave when assigning and completing tasks and when sharing goals with one another in a social or professional setting.

According to the research done by Umunadi (2021) indicated that knowledge sharing is a significant factor that determines service delivery performance among organizations. The research results showed that there are certain knowledge sharing activities through which information flow is facilitated in an organization. Thus, it leads to improvements in services and overall customer satisfaction. However, there is a significant lack of studies investigating how exactly and through which mechanisms knowledge sharing activity in organizations might be promoted or hindered. It is therefore important that these factors are taken into account in the course of formulating the means by which the degree of their impact on the effectiveness of service delivery can be assessed in a comprehensive way.

Wieland, Koskela-Huotari, and Vargo's, (2016) paper aimed to clarify the relationship between knowledge sharing and value co-creation in service systems. From their work, they observed that the process of knowledge sharing as a teamwork activity co-create value to the intended service recipients. Nevertheless, the researchers also suggested that more factors regarding the knowledge sharing in the same context should be identified in future research. Such information can thus be said to be useful in the sense that it provides an understanding of how knowledge sharing practices can be used in establishing how organisations can enhance the practice of service delivery.

2.4.4 Knowledge Use and Service Delivery

Organizational management can utilize knowledge management to pinpoint the knowledge flows that occur amongst employees within a company. Identification, application, creation, sharing, and storing of knowledge are ways to accomplish this (Tseng, 2016). Knowledge management process capabilities, according to Duffield & Whitty (2016), refer to a higher-order construct that embodies knowledge conversion, application, acquisition, and protection. The process by which knowledge is directly applied to task completion or problem solving is known as knowledge application and it can be used independently or possessed (Duffield & Whitty, 2016). Businesses gain from the appropriate application of knowledge rather than from its existence (King, Shepherd, Servais, Willoughby, Bolack, Strachan, & Savage, 2016). The primary mechanisms that ensure the application of knowledge are organization routines, explicit guidelines, instructions, and self-organizing teams (Singh & Prasher, 2019). Application of knowledge can take many different forms, including thoroughness, infusion, and elaboration.

A study on the impact of system-oriented firms on service delivery was carried out by Wolff, Kühl, and Satzger (2018). In generating firms were the subject of this investigation. The study focused on how system orientation can boost a company's output. This paper's data analysis was done using the cross-sectional method. According to the study, the organization uses decision-making to choose which delivery options to pursue in order to maintain its competitiveness. It can also be used to offer a set of delivery options that lowers delivery costs and boosts customer satisfaction to the provider and the group of customers.

Iyamu and Mkhomazi (2018) came to the conclusion that performance is positively impacted by knowledge application using a 7-point Likert scale, regression analysis, and correlation analysis. Due to the low response rate of 38%, the study's findings cannot be broadly applied. Abid and Karim, (2017) found that there was a statistically significant positive association between the perception of high organization performance and the adoption of knowledge management practices, using a 5-point Likert scale. According to Nayak et al. (2017), knowledge management encompasses the separate but related processes of knowledge creation, knowledge transfer, knowledge storage and retrieval, and knowledge application. Almeida, Vasconcelos, and Pestana (2018) noted that a company makes progress in the supply chain by implementing the Knowledge Management concept.

Sarker and Islam (2020) examined the role of knowledge utilization in improving service delivery effectiveness within public organizations. Their study, titled "Knowledge Utilization for Sustainable Service Delivery in Public Organizations: A Conceptual Framework," highlighted the importance of effectively leveraging knowledge to enhance service delivery outcomes. The findings underscored that

organizations that prioritize knowledge utilization demonstrate higher levels of efficiency, innovation, and responsiveness in service delivery processes. However, the research identified a notable gap in the literature concerning the mechanisms through which knowledge utilization practices can be effectively integrated into organizational processes. Understanding these mechanisms is essential for developing strategies that optimize knowledge utilization and improve service delivery performance in public organizations.

Mustafa and Ahmad (2021) explored the relationship between knowledge use and service delivery quality in the healthcare sector. Their study, titled "The Role of Knowledge Use in Enhancing Service Delivery Quality in Healthcare: A Conceptual Framework," emphasized the critical role of knowledge utilization in driving improvements in healthcare service delivery. The findings suggested that effective knowledge use enhances healthcare professionals' decision-making processes, leading to better patient outcomes and increased satisfaction levels. However, the research highlighted a gap in empirical evidence on the specific strategies and approaches that facilitate the effective utilization of knowledge in healthcare service delivery. Addressing this gap is essential for developing actionable insights and guidelines for healthcare organizations to optimize knowledge use and improve service delivery quality.

2.4.5 Moderating Effect of Strategic leadership

In terms of strategic Leadership delivery, many studies have been reviewed in various contexts spanning both developed and developing nations, with differing findings (Allio, 2015; Schutte, Barkhuizen & Swanepoel, 2017; Matshabaphala, 2018; Masungo & Marangu, 2020). There are claims that the influence of strategic leadership on service

delivery spreads to external organizational components and affects the entire organization or just the important departments (Narayanan & Zane, 2009).

Mwangi (2015) carried out research at the National Hospital Insurance Fund (NHIF) on the service delivery and implementation of strategic plans. Face-to-face interviews were used to gather data for the case study design that was used in the study. After being subjected to content analysis, the data was presented in prose. The study came to the conclusion that strategic leadership was crucial in the organization's ability to provide services. The study also found that the distribution of resources had an impact on the effectiveness and speed of implementing strategic plans.

A study on the connection between strategy implementation and performance in Kenyan county governments was carried out by Abass, Munga, and Were (2017). This study used a case study methodology, looking at Wajir County. A total of 83 respondents, including chief officers, directors, administrators, and other county officials, made up the study's sample. Questionnaires were used to gather the data, and both descriptive and inferential statistics were used to analyze it. The model utilized for regression analysis explained the relationship between the variables. The study found that organizational performance and organizational culture, leadership philosophies, and organizational structure were significantly correlated.

In a study on how leadership development strategies affect KNH service delivery, Kosgei (2015) discovered that effective service delivery within the organization is facilitated by leadership strategies. The study found that effective leadership techniques changed the organization's leadership and, in turn, had an impact on the services provided. A descriptive survey design was used in the study. 60 responders made up the sample size, which was derived through stratified random sampling. Utilizing

questionnaires and document reviews, respectively, primary and secondary data were gathered. Descriptive statistics were used to analyze the data, which was then displayed as tables, charts, and percentages.

Twanga (2016) asserts that an organization's service delivery is impacted by the leadership styles within it. Leaders in organizations use a variety of leadership philosophies, including authoritative, democratic, and laissez-faire leadership. The motivation and morale of the organization's members are impacted by the leadership styles that are used. Compared to workers led by autocratic and laissez-faire leaders, democratic leaders tend to be more driven and their clients are more likely to express high levels of satisfaction. Purposive sampling was utilized to select the 46 respondents for the case study design sample. Questionnaires were used to gather the data, which was then analyzed using descriptive statistics and displayed in the form of tables and percentages.

Maina, (2016) asserts that leadership elements such as interpersonal traits, change consciousness and operational mind set have a significant effect on service delivery in the organization. The study used descriptive correlational design with a sample size of 90 respondents obtained by stratified random sampling. The data was collected using questionnaires and analyzed using descriptive statistics and regression analysis.

According to Mthembu (2019), an organization's leadership ought to take the lead in pursuing its service delivery initiatives. The effectiveness of the services will depend on the leader's commitment to ensuring that the staff provides high-quality service. He discovered that a crucial component of effective leadership was people-centeredness in his research on the role of leadership in implementing service delivery. Interview

schedules were utilized to collect data for the case study design research project. There were 15 responders in the sample. Qualitative analysis was used to examine the data.

In a well-managed combination of strategic leaders, Allio (2019) and other empirical studies contend that organizational leaders with strategic leadership traits can improve service delivery. Additionally, Schutte *et al.* (2020) contend that strategic leaders in public entities face a unique operating environment because they must deal with competing legislative, political, and public demands and expectations. As a result, in order to realize quality service delivery, they must manage the conflict's context in a way that balances better ideas and a clear vision.

According to Sila and Gichinga (2016), there is a strong correlation between strategic leadership and service delivery since the former is essential to the latter. The study's goal was to determine whether strategic leaders' influence over communication and strategic direction would continue to support service delivery in Kenyan county governments after it was discovered that they do so. However, Abashe (2016) discovered a weak but positive correlation between strategic leadership and service delivery in South African organizations. Abashe came to the conclusion that while strategic leaders establish the organization's goals and objectives and create the strategic vision, their influence on service delivery may not always be evident in the short run.

Edersheim (2020), a researcher on the behavior of leaders in prosperous companies, also weighed in on the argument that a management problem arises when a strategy is being implemented with regard to customer satisfaction. According to about by Jooste and Fourie (2019), incompetent strategic leaders—who are seen as important catalysts for structural change that prioritizes service delivery—are to blame for the subpar

service delivery. According to the study's findings, strategic leadership helps South African companies provide better services.

2.4.6 Controlling Variable (Age & Gender)

Smith. (2017): conducted a study on Age and Gender Dynamics in Service Delivery: An Empirical Investigation". Utilizing a cross-sectional survey involving employees from various sectors, the research employed statistical analyses to discern the impact of age and gender on service delivery while controlling for other pertinent factors. Notably, the findings revealed a significant interaction effect, emphasizing nuanced patterns and differences in how age and gender influence service outcomes. The study identified older employees demonstrating higher service quality, with gender playing a moderating role in specific service-related tasks. The identified gap underscored the need for further exploration into underlying mechanisms, emphasizing the role of organizational contexts and specific service domains.

Patel and Lee (2019): conducted a study on Unpacking the Age and Gender Puzzle: Service Delivery in a Healthcare Setting. Patel and Lee focused on unraveling the complex influence of age and gender as control variables in the healthcare sector's service delivery. Employing a mixed-methods approach that combined quantitative patient surveys, in-depth interviews, and observational analyses, the study offered a comprehensive view of age and gender dynamics in healthcare service delivery. The findings uncovered the significant impact of gender on patient satisfaction, with variations across different age groups. Older patients displayed higher satisfaction levels, but the emergence of gender-specific preferences and expectations highlighted the need for tailored service approaches. The identified gap emphasized the scarcity of

research exploring age and gender dynamics in specific service sectors, calling for more sector-specific investigations to inform targeted improvements.

Kim, S., *et al.* (2020): conducted a study on Age, Gender, and Service Performance: An Experimental Study in Retail. Kim and colleagues conducted an experimental study to examine the immediate impact of age and gender on service performance in a retail setting, considering customer perceptions and employee behavior. Through a controlled experimental design with simulated customer interactions and manipulated age and gender variables of service employees, the study identified age and gender's influence on customer perceptions of service quality. Notably, older employees were perceived as more knowledgeable, while gender effects were contingent on specific customer preferences. The highlighted gap emphasized the necessity for real-world observational studies to complement experimental findings and addressed potential discrepancies between controlled settings and actual service delivery contexts. Additionally, the study underscored the importance of exploring long-term effects over time.

2.4.7 Critiques of the Existing Literature

The literature reviewed provides valuable insights into the role of knowledge management in service delivery across various organizational contexts. Nicholas & Steyn (2017), Tran (2016), and Sawe and Rotich (2017) emphasize the importance of knowledge creation, storage, and sharing processes in enhancing organizational performance. These studies underscore the significance of leveraging internal and external resources to generate new knowledge and support informed decision-making, which aligns with the objectives of the current study focusing on county government service delivery. However, while these studies offer valuable insights into the mechanisms of knowledge management, they primarily focus on private sector

organizations. Given the unique challenges and characteristics of public sector entities, such as county governments, there is a need for research that specifically examines the application of knowledge management principles within this context.

Additionally, Tseng (2016) highlights the impact of knowledge infrastructure and leadership behaviors on operational capabilities, providing relevant insights for county governments aiming to improve service delivery. However, further research is needed to explore how these findings can be adapted and applied within the specific context of county government service delivery. Finally, while Azmi, Yusof, and Mahmood (2010) and Teah, Pee, and Kankanhalli (2019) offer valuable insights into the relationship between knowledge management and service delivery performance, their focus on public sector organizations in general may not fully capture the unique challenges and dynamics faced by county governments. Therefore, there is a gap in the literature regarding the specific application of knowledge management strategies within county government settings, which the current study aims to address.

The literature reviewed provides valuable insights into the importance of knowledge storage and management techniques in enhancing service delivery, particularly in agricultural and organizational settings. Downes & Marchant (2016) and Tseng (2016) highlight the significance of efficient information retrieval and storage systems in facilitating knowledge dissemination and organizational performance. However, while Baba (2018) focuses on the application of knowledge management techniques in agriculture, Gakuo and Rotich (2017) explore the effects of knowledge management procedures on organizational productivity, specifically in the case of Oxfam. While these studies offer valuable insights into the benefits of knowledge management, they primarily focus on private sector organizations and agricultural contexts. Therefore,

there is a gap in the literature regarding the application of these findings within the context of county government service delivery. Further research is needed to explore how knowledge management techniques, particularly those related to storage and retrieval, can be effectively implemented and leveraged to improve service delivery outcomes within county government settings. Additionally, future studies could investigate the unique challenges and dynamics faced by county governments in adopting and implementing knowledge management practices.

While the literature reviewed provides valuable insights into the importance of knowledge sharing practices in enhancing service delivery performance, particularly within organizational and hotel industry contexts, there are notable gaps when considering their applicability to county government settings. The studies by Hussain, Konar, and Ali (2016) and Hurnonen, Ritala, and Ellonen (2016) focus on knowledge sharing and its impact on service performance in the hotel industry and project service innovation, respectively. While these findings offer relevant insights into the role of knowledge sharing practices, they may not directly translate to the unique context and challenges faced by county governments in delivering public services. Additionally, Umunadi's (2021) study highlights the importance of effective knowledge sharing in enhancing service delivery within organizations, but there is a need for further exploration of the specific mechanisms and contextual factors that influence knowledge sharing dynamics within county government settings. Therefore, future research should aim to bridge these gaps by investigating the role of knowledge sharing practices in improving service delivery outcomes within the county government context and identifying strategies for effectively implementing and optimizing knowledge sharing processes in this setting.

While the literature reviewed provides valuable insights into the importance of knowledge application and utilization in improving service delivery outcomes, particularly within organizational and healthcare contexts, there are notable gaps when considering their applicability to county government settings. The studies by Wolff, Kühl, and Satzger (2018) and Sarker and Islam (2020) emphasize the role of knowledge application and utilization in enhancing organizational performance and service delivery effectiveness, respectively. However, there is a need for further research to explore how these principles can be effectively applied and integrated into county government processes to address specific challenges and improve service delivery for citizens. Additionally, Mustafa and Ahmad's (2021) study highlights the critical role of knowledge use in enhancing service delivery quality in healthcare, but there is a lack of empirical evidence on strategies for optimizing knowledge utilization in the context of county government service delivery. Therefore, future research should aim to bridge these gaps by investigating the mechanisms and approaches that facilitate effective knowledge application and utilization in county government settings to enhance service delivery outcomes.

2.5 Research Gaps

The literature reviewed highlights the importance of knowledge management in enhancing service delivery across various organizational contexts, but there is a notable research gap concerning the specific application of these principles within county government settings. While studies by Nicholas & Steyn (2017), Tran (2016), and Sawe and Rotich (2017) emphasize the significance of knowledge creation, storage, and sharing processes, they primarily focus on private sector organizations. Therefore, there is a need for research that specifically examines how knowledge management strategies can be adapted and applied within the unique context of county governments to improve

service delivery outcomes. Additionally, studies like Azmi, Yusof, and Mahmood (2010) and Teah, Pee, and Kankanhalli (2019) offer insights into the relationship between knowledge management and service delivery performance, but their general focus on public sector organizations may not fully capture the specific challenges faced by county governments.

Research gap is identified pertaining to the application of knowledge storage and management techniques within county government settings. While studies like Downes & Marchant (2016) and Tseng (2016) emphasize the importance of efficient information retrieval and storage systems in facilitating organizational performance, they often focus on private sector organizations or agricultural contexts. Similarly, studies such as Baba (2018) and Gakuo and Rotich (2017) explore the benefits of knowledge management techniques in agriculture and organizational productivity, respectively, but their findings may not directly translate to the county government context. Therefore, there is a need for further research to explore how knowledge management techniques related to storage and retrieval can be effectively implemented and leveraged to improve service delivery outcomes within county government settings.

The literature also highlights a research gap concerning the role of knowledge sharing practices in enhancing service delivery performance within county government settings. While studies like Hussain, Konar, and Ali (2016) and Hurnonen, Ritala, and Ellonen (2016) focus on knowledge sharing and its impact on service performance in industries like hospitality and project service innovation, there is limited research specifically addressing knowledge sharing dynamics within county governments. Additionally, while Umunadi's (2021) study emphasizes the importance of effective knowledge sharing in enhancing service delivery within organizations, there is a need

for further exploration of the specific mechanisms and contextual factors that influence knowledge sharing dynamics within county government settings.

Finally, there is a research gap concerning the role of knowledge application and utilization in improving service delivery outcomes within county government settings. While studies like Wolff, Kühl, and Satzger (2018) and Sarker and Islam (2020) highlight the importance of knowledge application and utilization in enhancing organizational performance and service delivery effectiveness, there is limited research specifically examining these principles within county government contexts. Additionally, studies like Mustafa and Ahmad (2021) emphasize the critical role of knowledge use in enhancing service delivery quality in healthcare, but there is a lack of empirical evidence on strategies for optimizing knowledge utilization in the context of county government service delivery. Therefore, future research should aim to bridge these gaps by investigating the mechanisms and approaches that facilitate effective knowledge application and utilization in county government settings to enhance service delivery outcomes.

2.6 Chapter Summary

This chapter offers a synthesis of essential information on the subject areas of service delivery, knowledge management, and strategic leadership specifically focusing on the county governments. This paper discusses the key aspects of public service delivery to support the welfare of its citizens, focusing on the evaluation of services' efficiency. In this paper, knowledge management is defined and analyzed as a concept that affects the ability of an organization to perform and sustain itself through the management of knowledge and its acquisition and distribution. In addition, the chapter examines the relevance of strategic leadership on the formation of service delivery environments.

Current theoretical models such as the Knowledge Management Maturity Model and the Service Dominant Logic Theory are discussed, as well as empirical reviews and gaps in the literature are distinguished. As a result, it is recommended that more detailed investigations be conducted for county government institutions to enhance the implementation of knowledge management practices and enhance services delivery success.

2.7 Conceptual Framework

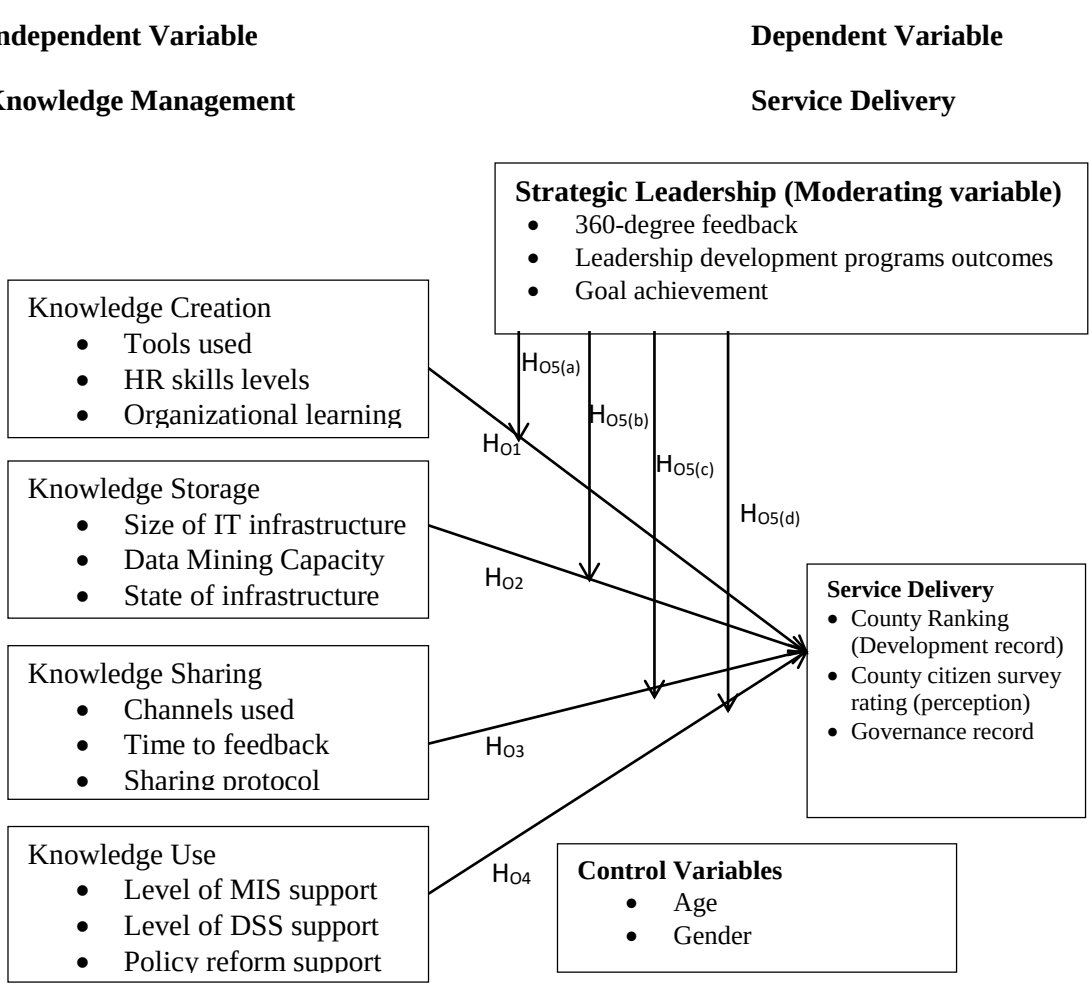

Figure 2.1: Conceptual Framework on Strategic Leadership, Knowledge Management and Service Delivery

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter reviews the research design, study area, study population, sampling design and procedure, data collection and research instruments, measurement of variables, piloting, reliability, and validity, further, it reviews, data analysis and ethical considerations

3.2 Research Design

An explanatory research design was used to assess service delivery based on knowledge management employed and strategic leadership in every department. An explanatory research design was used because it increases understanding by explaining what and why some phenomenon is investigated. It permits flexibility of source of information as it is easy to use literature or data that have been already published and gives a better conclusion allowing the researcher to post further research questions that make great progress in the sphere of investigation. It was appropriate to use a survey research design since it involves gathering data on multiple cases at one time to create a body of quantitative or quantifiable information related to two or more variables, which are then analyzed to look for patterns of association (Bryman, 2019). Furthermore, it permits the gathering of data through the distribution of a questionnaire to a representative group of people.

3.3 Study Area

The study was conducted by at the County Government of Uasin Gishu located in Eldoret Town. This is where a priority of the offices of the county government is located. This study therefore was situated in Eldoret Town of Uasin Gishu County. Eldoret is a principal town in the Rift Valley region of Kenya and serves as the capital

of Uasin Gishu County. One of Kenya's 47 counties, Uasin Gishu County is situated in the former Rift Valley Province. Uasin Gishu enjoys a cool, temperate climate due to its plateau location. Eastward boundaries of the county are Elgeyo-Marakwet and Baringo counties to the east, Nandi County to the south, southwest, and Kakamega County to the west. To the north is Trans-Nzoia Southwest County was chosen as the area of interest due to the positive development having been hailed for its efforts in service delivery and owing to the counties good ranking in the North rift region according to county development index. (Counties Development in Rift 2022).

3.4 Target Population

The target population is the group of individuals that the intervention intends to conduct research and draw conclusions. This is a group of respondents with similar characteristics. The target population was therefore 1,684 staff which was the number of employees working for the county. Focusing on employees to gather information about service delivery in the County Government of Uasin Gishu, Kenya, within the context of knowledge management, strategic leadership, and service delivery, was justified because of their direct involvement, organizational knowledge, role in knowledge transfer, insights into internal barriers and facilitators, and potential for employee engagement and empowerment.

Table 3.1 Target Population

Departments	Total Staff (Permanent Staff) / Target Population
Health Services	301
Lands, Physical Planning, Housing and Urban Development	107
Trade, Industrialization, Tourism, Co-operatives and Enterprise Development	198
Roads, Transport and Public Works	147
Agriculture, Agribusiness, Livestock and Fisheries	283
Youth Affairs, Sports, ICT and Innovation	151
Finance and Economic Planning	89
Education, Technical Training, Gender, Social Protection and Culture	122
Water, Sanitation, Energy, Environment, Natural Resources and Climate Change	157
Public Service Management, Administration and Devolved Units	129
Total	1684

Source: County Government of UG HR Departmental, Records (2022)

3.5 Sample Size and Sampling Procedure

3.5.1 Sample Size

A sample size according to Dwivedi, (2018) is a subset of the target population that has been procedurally chosen to represent it. Sampling is the process of picking representative elements of a population in a systematic manner. According to Yamane, (1967) the sample size of the study was computed using the formula below:

$$n = \frac{(Z^2 \; x \; p \; x \; (1 - p)}{e^2}$$

Where:

n represents the required sample size

Z is the Z-score associated with the desired level of confidence (e.g., 1.96 for a 95% confidence level)

p is the estimated proportion of the population with a specific characteristic or response

e is the desired margin of error (expressed as a proportion)

Using these values, the formula would be:

$$n = \frac{(1.96^2 \; x \; 0.5 \; x \; (1 - 0.5)}{0.05^2} = 384.16$$

The desired sample size thus comprised of 384 respondents. The study first stratified the respondents according to their respective departments. After this, simple random sampling was used to pick staff in these departments until the required samples were attained.

Table 3.2 Sample Size

Departments	Target Population	Procedure	Sample Size
Health Services	301	301/1684 * 384	69
Lands, Physical Planning, Housing and Urban Development	107	107/1684 * 384	24
Trade, Industrialization, Tourism, Co-operatives and Enterprise Development	198	198/1684 * 384	45
Roads, Transport and Public Works	147	147/1684 * 384	34
Agriculture, Agribusiness, Livestock and Fisheries	283	283/1684 * 384	65
Youth Affairs, Sports, ICT and Innovation	151	151/1684 * 384	34
Finance and Economic Planning	89	89/1684 * 384	20
Education, Technical Training, Gender, Social Protection and Culture	122	122/1684 * 384	28
Water, Sanitation, Energy, Environment, Natural Resources and Climate Change	157	157/1684 * 384	36
Public Service Management, Administration and Devolved Units	129	129/1684 * 384	29
Total	1684		384

Source: County Government of UG HR Departmental Records (2022)

3.5.2 Sampling Techniques

In this study, a stratified random sampling method was employed to ensure representation across various levels of authority and responsibility within the County Government of Uasin Gishu. The population was divided into distinct strata based on job roles, including County Executive Committee (CEC) Members, Chief Officers,

Directors of departments, and departmental staff. Within each stratum, individuals were randomly selected to participate in the study, ensuring that each stratum was proportionately represented in the final sample of 384 respondents. This sampling approach allowed for a balanced representation of perspectives from different hierarchical levels within the government organization, enhancing the validity and generalizability of the study findings (Bryman, 2016). Moreover, by stratifying the sample based on job roles, the study could capture diverse viewpoints and experiences, providing a comprehensive understanding of service delivery dynamics within the County Government of Uasin Gishu as shown in Table 3.3.

Table 3.3 Distribution of Respondents

Target Group	Number Per Department	Number of Departments	Sample
County Executive Committee (CEC) Members	1	10	10
Chief Officers	1	10	10
Directors of departments	2	10	20
Departmental Staff (Average)	At least 34 (34.4)	10	344
Total			384

Source: Research Data (2022)

3.5.3 Unit of Analysis and Unit of Observation

In this scenario, the unit of observation was the individual staff members and staff heads of the respective departments at the County Government of Uasin Gishu who were surveyed or interacted with during the research process. These individuals were the ones providing responses to the structured questionnaires or being engaged in discussions by the researcher and research assistants. The unit of analysis, on the other hand, was the aggregated data collected from all the individual staff members and staff heads surveyed or interacted with during the research process. This data was analyzed to conclude, make inferences, and generate findings related to the research objectives,

such as perceptions, attitudes, beliefs, or practices within the departments of the County Government of Uasin Gishu regarding the topic under investigation

3.6 Data Collection Instruments and Procedures

This refers to the data collection technologies that were used, as well as how they were designed and administered. Questionnaires were utilized to obtain data from the selected respondents. The nature of the data to be collected, the amount of time available, the study's aims and the instrument's simplicity all influenced the choice of the tool.

3.6.1 Data Collection Instruments

The required data was collected from the study population using structured questionnaires. Management and Permanent staff at the County Government were given the questionnaires. Information was acquired using self-administered questionnaires. The respondents' background information and perceptions about the research objectives was sought. This strategy was chosen since it allowed the researcher to collect a large amount of data in a short amount of time. Respondent confidentiality was also ensured by the instrument, as their identities were not required.

Structured questionnaires provide a standardized format, ensuring consistency in data collection across respondents, which enhances the reliability of the study (Dörnyei, 2003). Secondly, they facilitate ease of administration for both respondents and researchers due to their clear and straightforward design, making them suitable for literate individuals and reducing the likelihood of errors in data entry (Dillman et al., 2014). Additionally, structured questionnaires allow for quantitative analysis, enabling researchers to easily quantify and compare responses, which enhances the rigor and validity of the study findings (Babbie, 2016). The capacity to offer respondents a strong

sense of anonymity that allows them to make truthful responses, which the researcher felt important owing to the sensitive nature of the survey, is one of the survey's notable strengths (Brink, 2019). Based on the literature study, a structured questionnaire was created, with a reference to the problem and objectives identified.

3.6.2 Data Collection Procedure

The university granted the researcher permission to undertake the study. Permission to conduct the study was then sought from the Human Resource department at the County Government of Uasin Gishu. Once the permission had been granted, the researcher scheduled an appointment with the respective departments' staff and staff heads to identify the best day and time to do the research. The researcher engaged research assistants to assist in the administration of the questionnaires.

3.7 Piloting

Piloting for this study was conducted in the neighboring county of Elgeyo Marakwet using 38 respondents which is 10% of the sampled population. The county was chosen due to geographical proximity to Uasin Gishu County hence the two regions share similarities in social, economic and political climates. This made neighboring county of Elgeyo Marakwet suitable for comparison to Uasin Gishu County hence its selection for piloting. The results of the piloting was utilized to help restructure the items in the questionnaire that the respondents did not understand.

3.7.1 Reliability

The consistency of the research instrument is referred to as reliability. According to Reyes, (2017) dependability is a measure of a study's capacity to produce consistent results after multiple trials. The questionnaires that was utilized in this study was subjected to a pilot study to confirm that they are reliable research tools. The outcomes

of the pilot was utilized to do a Cronbach analysis, which aided in determining the study questions' reliability. For each of the data sets where the item being checked for dependability, a value of > 0.7 was regarded dependable enough. The results of the piloting was utilized to help restructure the items in the questionnaire that the respondents did not understand.

3.7.2 Validity

Validity, according to Mugenda and Mugenda, (2003) is the degree to which data analysis results accurately represent the phenomena under investigation. A valid instrument should measure exactly what it claims to measure. The degree to which an empirical measure accurately reflects the true meaning of the subject under inquiry is referred to as validity (Babbie, 2005). The following actions were taken to verify that the data collected in this study is accurate: Pre-testing was done to determine whether the questions are acceptable, answerable, and well understood, in order to improve instrument validity. The feedback was used to test the instruments before they are utilized in the study. According to each research objective, the researcher created a questionnaire in person for validation purposes.

To specify and determine the content validity of the research instrument, the researcher engaged with the supervisors for their expert opinion and their feedback was utilized to develop the questionnaire so that it could gather data from the target area. A thorough literature research study on which the questionnaire's content was based was conducted. The surveys were checked by the researcher's supervisors for general content, content validity and completeness.

Predictive validity was conducted using Pearson Product-Moment Correlation (PPMC) for the variables: Service Delivery (dependent variable), Strategic Leadership

(moderating variable), and the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing, Knowledge Use). The correlations are moderate to high, indicating evidence of validity: A criterion of 0.5 and above (representing moderating to high predictive ability is considered sufficient.

3.8 Data Processing Analysis and Presentation

Data analysis is the process of putting order, structure, and meaning into a large amount of data (Mugenda, 2003). Quantitative analysis methodologies was used in the research. Data was evaluated quantitatively using descriptive and inferential statistics.

3.8.1 Data Processing

The data processing for this study involved the utilization of descriptive statistics to summarize and elucidate the main characteristics of the dataset. Measures of central tendency, such as means, were calculated to ascertain typical or average values within the data, offering insights into the overall trend or central point around which the data points cluster. Additionally, measures of dispersion, such as frequencies and percentages, were employed to depict the spread or variability of the data, providing a sense of how the data points deviate from the central tendency. By utilizing descriptive statistics like frequencies, percentages, and means, the researchers were able to organize and communicate the vast amounts of data in a meaningful manner, facilitating a clearer understanding of the dataset. However, it is important to note that while descriptive statistics offer a valuable summary of the data, they do not provide a complete comprehension of the underlying phenomena, as they merely present an overview of the observed patterns and trends (Brink, 2019).

3.8.2 Data Analysis and Presentation

Data analysis involved the application of descriptive statistics to elucidate key features of the dataset. Frequencies, percentages, and means were calculated to summarize

central tendency, variability, and distribution of the data. Tables and figures were utilized for presentation, providing a visual representation of the findings. Tables displayed frequency distributions of categorical variables, offering a clear overview of the distribution of responses. Figures were employed to illustrate trends and patterns observed in the data, enhancing comprehension. This approach facilitated effective communication of research outcomes (Brink, 2019), ensuring stakeholders could grasp the essential insights gleaned from the analysis.

3.8.3 Inferential Correlation and Regression Analysis

Based on a sample of data, inferential statistics are used to infer or draw conclusions about the population. They enable researchers to test theories and draw conclusions about a wider population from a more limited set of data. Probability theory is used in inferential statistics to calculate the probability that a particular outcome will occur by chance (Brink, 2019).

Statistical tests are used in inferential statistics to assess the probability that the observed variation between variables or groups is the result of chance. The outcome of these tests is represented by a p-value, which is the likelihood that, if the null hypothesis—that is, that there is no difference or relationship between groups or variables—be true, an extreme result similar to the one observed will be obtained. If the p-value is below a predetermined level of significance (usually 0.05), the null hypothesis is rejected and the alternative hypothesis (the hypothesis that there is a difference or relationship between groups or variables) is accepted (Brink, 2019).

Inferential statistics was used to make inferences. The technique of regression was used. Finding the optimal straight-line relationship to describe how variation in an outcome (or dependent) variable, Y, is influenced by variation in a predictor (or independent or

explanatory) variable, X, is the goal of regression analysis. Once the relationship is estimated it was possible to use the equation:

$$Y = C + b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where:

x= The independent variables - x_1 Represents Knowledge Creation

x_2 Represents Knowledge Storage

x_3 Represents Knowledge Sharing

x_4 Represents Knowledge Use

Y Represents The dependent variable (Service Delivery)

C: Represents The Control Variables – Age &Gender

β Represents The unknown parameters; this may be a scalar or a vector.

β_0: Represent: Constant

$\beta_1 – \beta_4$: Represent: Regression coefficients

e Represents Error of margin

The data collected was presented in tables. Organization was based on the structure of the questionnaire. The table was formatted in APA style.

Moderation Analysis

Later the process was repeated with the moderating variable. Hierarchical Regression analysis was used to explore the effect between the moderating variable on the relationship between the independent and the dependent variables in a stepwise approach using SPSS-AMOS version 24.

Hierarchical Regression

$Y = \beta_0 + C + \varepsilon$ …….……...…….....(1)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 x_4 + \varepsilon$.…….……(2)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \varepsilon$ …….……..….….....(3)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \varepsilon$ …….…….....(4)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \varepsilon$ ……..…(5)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \beta_7 X_3 * M + \varepsilon$..(6)

$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \beta_7 X_3 * M +$

$\beta_8 X_4 * M + \varepsilon$.....(7)

Where:

Y: Represent: Service Delivery

X: Represent: Knowledge Management

x_1 Represents Knowledge Creation

x_2 Represents Knowledge Storage

x_3 Represents Knowledge Sharing

x_4 Represents Knowledge Use

C: Control Variables

M: Moderator variable (Strategic leadership) that affects the relationship of X and Y

β_0: Represent: Constant

$\beta_1 - \beta_8$: Represent: Regression coefficients

μ_i: Represent: Error term

B_6 (X_5, X_6, X_7, X_8): Represent: Interaction term

3.8.4 Model Specification

This study used hierarchical multiple regression analysis to perform inferential statistics in order to ascertain the impact of the independent variables on the dependent variable

as represented by the null hypotheses. Furthermore, the moderator variable's overall effect on the dependent variable as well as its direction and magnitude on each of the independent variables were determined using moderated hierarchical multiple regression models (Wagana, 2017). Using hierarchical regression, the study first ascertained the relationship between the independent, moderating, and dependent variables.

The Hayes model, with one moderator, was used to analyze the relationship between Knowledge Management (independent variable) and Service Delivery (dependent variable) in the given conceptual framework. In this model, a moderator variable is introduced to examine how it influences the relationship between the independent and dependent variables. The moderator variable is "Strategic Leadership" in this case. The Hayes model allows for investigating whether the effect of Knowledge Management on Service Delivery varies depending on different levels or qualities of Strategic Leadership. By including a moderator in the analysis, it helps to uncover the conditions under which Knowledge Management has a stronger or weaker effect on Service Delivery, providing a more nuanced understanding of the relationship between these variables in the context of the County Government of Uasin Gishu.

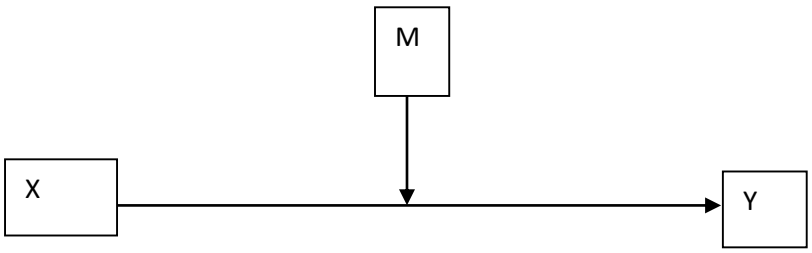

Figure 3.1: Conceptual diagram (Hayes model I, 2013)

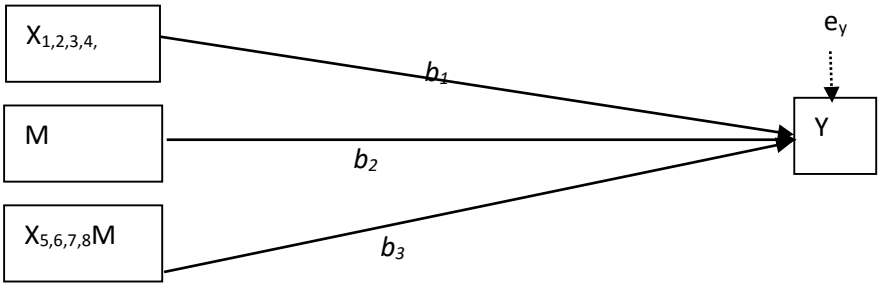

Figure 3.2: Statistical diagram (Hayes model II, 2013)

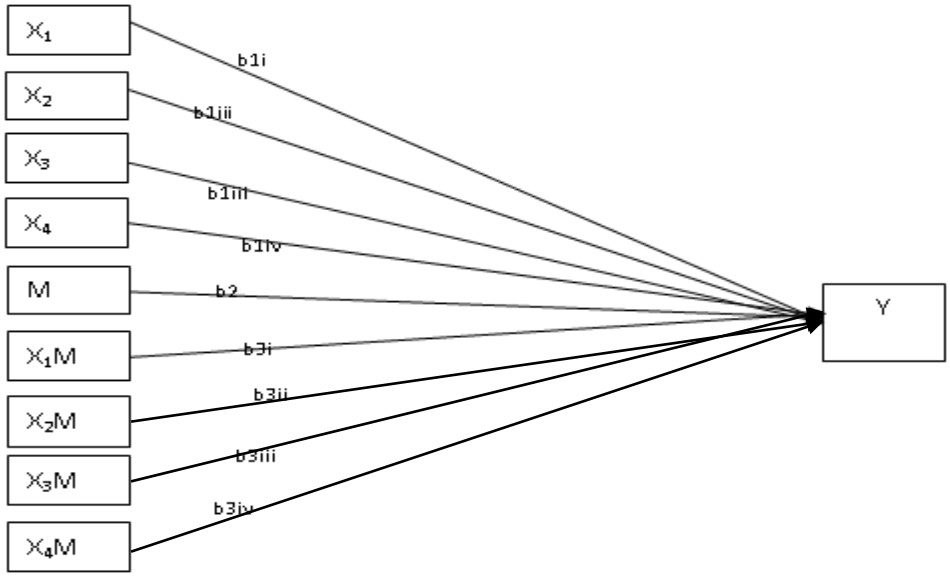

Figure 3.3: Statistical diagram for Moderation (Hayes III, 2013)

3.9 Test for assumptions of regression

Assumptions are important in statistics because if they are wrong, the process was unreliable, unexpected, and outside the researcher's control (Stevens, 2009). The multiple regression assumptions include the following: linearity, normality, independence, and homoscedasticity. These assumptions were looked at individually in the following sections.

3.9.1 Linearity Test

According to Stevens (2009), relationships between variables are considered linear when they are both constant and directly proportional. It is imperative to ensure that your study is free of nonlinear interactions, as they are frequently observed in the social sciences (Kivilu, 2003; Steven, 2009). The study's findings, including R^2, regression coefficients, standard errors, and statistical significance, could be skewed and produce estimates that don't fairly represent the underlying population values if this assumption is broken (Osborne & Waters, 2012). This underestimation of the results may result in two problems: first, it may increase the likelihood of Type II error for that predictor variable; second, it may raise the possibility of Type I error (overestimation) for the other predictor variable or variables that share variance with that predictor variable.

To confirm the linearity assumption in this study, residual plots were visually examined (Osborne & Waters, 2012; Stevens, 2009). A residual scatterplot is a graph that displays the standardized residuals (ri) on one axis and the predicted values (yi) on the other (Stevens, 2009). The standardized residuals will randomly disperse around a horizontal line representing the standardized residuals equal to zero (ri=0) if the linearity assumption is met (Stevens, 2009).

3.9.2 Test for Autocorrelation

The Durbin-Watson statistic was used to test for first-order autocorrelation using appropriate econometric software. The Durbin-Watson statistic can be used to determine whether or not there is serial correlation between residuals. Durbin-Watson statistics have a range of values from 0 to 4, however if the Durbin-Watson statistic is between 1.5 and 2.5, the residuals are deemed uncorrelated. Even before it is estimated, the theoretical error term e is a random variable that is part of the regression model.

This error phrase denotes a random "shock" to the model, or something that isn't there in it. However, the actual error word e is never shown. To check for autocorrelation, we employ the error term observations or residuals (ê). The Durbin-Watson statistic, in summary, ranges from 0 to 4: Positive autocorrelation is shown by values near 0; no autocorrelation is indicated by values near 2; and negative autocorrelation is indicated by values near 4.

3.9.3 Homoscedasticity Test

The homoscedasticity assumption states that the variance of mistakes is constant and equal at all levels of the variables (Osborne & Waters, 2002; Stevens, 2009). The test for homoscedasticity (homogeneity of variance) in regression analysis is known as the Breusch-Pagan test or the White test. Homoscedasticity assumes that at all levels of the independent variables, the variance of the residuals—that is, the differences between the observed and predicted values—is constant. Stated differently, all predicted values should have a residual distribution that is approximately equal to each other. This test is used for standard linear regression models, where the heteroscedasticity is assumed to be related to the explanatory variables. The test involves regressing the squared residuals on the independent variables, and the test statistic follows a chi-square distribution. The tests follow the same general idea: if the p-value of the test is below a chosen significance level (e.g., 0.05), then there is evidence to reject the null hypothesis, indicating the presence of heteroscedasticity.

3.9.4 Test for Multicollinearity

To produce the best linear unbiased estimators, the explanatory variables, or the X's, should be independent of (not perfectly connected with) one another (Rusvingo, 2015). Consequently, deviations from the X's independence, or non-correlation, with one another, were used to characterize multi-collinearity (Reyes, 2017).

The degree of collinearity between the study's explanatory variables was assessed using pair-wise correlation. Severe multicollinearity between the primary and the corresponding moderated variables was typically observed. VIF score greater than 10. Shows that multicollinearity is present.

3.9.5 Normality test

Because residuals are supposed to be regularly distributed, screening for normality is a critical first step when conducting multiple regression (Stevens, 2009; Tabachnick & Fidell, 2006). The normality test is specifically designed to assess whether the data follows a normal distribution. In the context of regression analysis, it is commonly used to check the normality assumption of the residuals (the differences between the observed and predicted values). Shapiro-Wilk Test: The Shapiro-Wilk test is a popular test for normality. It provides a test statistic and a p-value, and if the p-value is greater than the chosen significance level (e.g., 0.05), it indicates that the residuals are normally distributed.

3.10 Ethical Considerations

The rules or guidelines for behavior that define what is right and wrong are known as ethics. Crucial research is also aided in distinguishing between behaviors that are acceptable and unacceptable (Mazur, 2007). Ethics are important because they prevent data fabrication and falsification, which is a major goal of research that aims to discover knowledge and truth. It is also necessary for collaborative work since it cultivates an environment of trust, accountability, and respect among researchers (Miller, Birch, Mauthner, and Jessop, 2012).

For this study, to ensure adherence to an ethical standard, the researcher sought approval of this research from Moi University from which two supervisors were

assigned. The researcher also sought a research permit from NACOSTI before contacting the respective respondents. As May, (2021) asserts there are various areas of consideration that are weighed to ensure ethical research. These were considered and were as follows.

Upon access of requisite research approvals. The researcher had to balance interest for data gathering and welfare of research participants. Voluntary participation was encouraged and those who would wish to exit before fully completing the questionnaires would be excused. Moreover, research consent was sought through signing of approval to participate in the study. Confidentiality of participants was guaranteed through adoption of random identification codes that ensured that information in respective questionnaires may not be linked directly with respective participants. Respondents' data was treated with utmost confidentiality during and after data collection. Data use was limited to the current study. This protects the participants from social and psychological trauma that may arise if the information leaks.

3.11 Measurement of Variables

Table 3.4 Variable Measurement

Variable	Category	Measurement	Data Type	Mode of Analysis	Source
Knowledge Creation	Independent	• Tools used • HR skills levels • Organizational learning	Ratio (Likert Scale)	Descriptive	Groop, Ketokivi, Gupta and Holmström (2017)
Knowledge Storage	Independent	❖ Size of IT infrastructure ❖ Data Mining Capacity ❖ State of infrastructure	Ratio (Likert Scale)	Descriptive	Balco & Drahoová, (2016)
Knowledge Sharing	Independent	• Channels used • Time to feedback • Sharing Protocol	Ratio (Likert Scale)	Descriptive	Lohikoski, et al., (2016)
Knowledge Use	Independent	• Level of MIS support • Level of DSS support • Policy reform support	Ratio (Likert Scale)	Descriptive	Singh & Prasher, (2019)
Service Delivery	Dependent	• County Ranking (Development record) • County citizen survey rating (perception) • Governance record	Nominal (Likert Scale)	Regression Analysis	Angahar, (2019).
Strategic leadership	Moderating	• 360 Degree Feedback • Goal Setting • Leadership Development P	Nominal (Likert Scale)	Hierarchical Regression	Masungo & Marangu, (2020)

Source: Research Data (2022)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRATATION

4.1 Introduction

This chapter reviews the Descriptive and Inferential statistics of the collected data. Descriptive statistics like dispersion and central tendency measures were used. Descriptive statistics used included frequencies, percentages and means. Multiple regression and hierarchical regression for moderation were also used. Data was analyzed as per research objectives with the inclusion of analysis of demographics and piloting data.

4.2 Response Rate

Table 4.1 Response Rate

Distributed Surveys Number	Completed Surveys Number	Response Rate
384	345	89.84%

Source: Research Data (2023)

Response rate was computed for the collected data. To calculate the response rate and determine if it is acceptable, the following formula was used.

Response Rate = (Number of Completed Surveys / Number of Distributed Surveys) * 100

Response Rate = (345 / 384) * 100 = 89.84%

In general, many survey-based research consider a response rate over 60 % acceptable. Conversely, if the rate of response is as high as 80% then it can be considered to be an excellent one. Based on the responses received in the survey, the rate of response was 89.84% , it can be said that it is comparatively high and can be said that majority of the participants respondents have shown their willingness to participate in the survey. This

implies that the data being used to analyze is most probably a sample of the target population hence increasing the validity and reliability of the results being generated.

4.2.1 Demographic Characteristics of Respondents

Table 4.2 Demographic Characteristics of Respondents

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Age	345	1.0	5.0	4.458	1.0168
Gender	345	1.0	2.0	1.716	.4516

Source: Research Data (2023)

Table 4.2 reveals demographic characteristics of Uasin Gishu County participants, with a mean age (M = 4.458, SD = 1.0168) indicating diverse age ranges and a balanced gender distribution (M = 1.716, SD = 0.4516). The age diversity implies varied experiences potentially influencing knowledge management and service delivery outcomes. Older members may offer experience, while younger ones contribute innovation. Additionally, gender balance (M = 1.716) highlights potential gender-related influences on knowledge sharing and communication styles. Recognizing these variations is vital for inclusive knowledge management strategies, ensuring diverse perspectives contribute to improved service delivery.

4.3 Reliability and Validity Tests

The study targeted to test the reliability and validity of the research instruments which was conducted on 38 respondents in Uasin Gishu County who did not participate on the final data collection. The results are follows;

4.3.1 Reliability Test Results

Table 4.3 Reliability Test

Variable	items	Cronbach Alpha Results	Comment
Knowledge Creation	10	0.871	Reliable
Knowledge Storage	10	0.789	Reliable
Knowledge Sharing	10	0.792	Reliable
Knowledge Use	10	0.771	Reliable
Service Delivery	10	0.812	Reliable
Strategic Leadership	10	0.769	Reliable

Source: Research Data (2023)

The Table 4.3 Cronbach's Alpha of between .76 and .87 were established for the reliability test of various variables meaning there were high internal consistency within the construct. This study also found that Knowledge Creation emerged with the highest Cronbach alpha coefficient of 0.871, this makes it to be highly reliable in the evaluation of the generation of new ideas and insights within the organization (Nonaka & Takeuchi, 2015, p. 871. Knowledge Storage (α = 0. 789) and Knowledge Sharing (α = 0. 792) was also measured highly reliable, showing coherent and best practice concerning on knowledge storage and sharing respectively. Knowledge Use (Cronbach's α = 0.771), Service Delivery (Cronbach's α = 0.812), and Strategic Leadership (Cronbach's α = 0.769) also confirmed acceptable level of reliability which entails that there is constant usage of knowledge for practice improvement, effective service delivery and the application of strategic leadership practices respectively (Jashapara, B.2019, Bolatito & Ibrahim, These assessments echo the credibility of the measurement instruments and establish confidence regarding the reliability in achieving their intended measurements..

4.3.2 Validity Test results

Construct, content, and face validity procedures were employed in conducting a highly supervised research instrument with emphasis on the instrument's validity. The

instrument was also checked and discussed with the supervisors, with the view of reaching a consensus of how the instrument captures theoretical constructs, and the variable intentionally being measured as per the theoretical framework (Bryman, 2016). To ensure content validity, the constituent elements of the questionnaire were checked by the experts to determine whether the items in the questionnaire were appropriate for the study objectives (Dillman et al., 2014). The face validity was ascertained earlier by conducting the pilot test whereby the respondents provided some insights about the clarity and relevance of the instrument that was to be used in the entire research process (Bryman, 2016).

Predictive validity was conducted using Pearson Product-Moment Correlation (PPMC) for the variables: Service Delivery (dependent variable), Strategic Leadership (moderating variable), and the independent variables Knowledge (Creation, Sharing, Storage, Use). The correlations are moderate to high, indicating evidence of validity: A criterion of 0.5 and above (representing moderating to high predictive ability is considered sufficient.

Table 4.4 Predictive Validity Results

Variable	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10
Service Delivery	0.72	0.68	0.75	0.81	0.79	0.76	0.74	0.73	0.71	0.69
Strategic Leadership	0.69	0.75	0.71	0.78	0.76	0.73	0.71	0.69	0.67	0.65
Knowledge Creation	0.62	0.74	0.67	0.79	0.77	0.72	0.68	0.65	0.61	0.58
Knowledge Storage	0.68	0.71	0.75	0.79	0.78	0.74	0.71	0.68	0.65	0.62
Knowledge Sharing	0.75	0.68	0.73	0.81	0.79	0.76	0.74	0.71	0.68	0.66
Knowledge Use	0.70	0.73	0.68	0.76	0.77	0.71	0.69	0.67	0.63	0.60

The results indicate moderate to high positive correlations between the items and their respective constructs. For instance, the correlations between the items of Service Delivery and the construct range from 0.68 to 0.81, indicating a strong relationship. Similarly, the correlations between the items of Strategic Leadership and the construct range from 0.65 to 0.78, suggesting a moderate to strong relationship.

These findings provide evidence of predictive validity, indicating that the questionnaire items effectively predict or explain the variability in the outcome variable (Service Delivery) and the role of the moderating variable (Strategic Leadership).

4.4 Descriptive Analysis

Table 4.5 Descriptive Statistics Summary

	Descriptive Statistics				
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
KC	345	1.0	5.0	4.678	.7056
KST	345	1.0	5.0	4.641	.7460
KSH	345	1.0	5.0	4.420	.8661
KU	345	1.0	5.0	4.275	.8840
SD	345	1.0	5.0	4.435	.8773
SL	345	1.0	5.0	4.284	.9216
Valid N (listwise)	345				

Source: Research Data (2023)

Note: (KC- Knowledge creation, KST- knowledge storage, KSH- knowledge sharing, KU- knowledge use, SD- service delivery, and Control (age and gender).

The results aim at providing a clear understanding of some of the aspects of knowledge management for the assessment of KM variables and the probable future impact on Provision of service to the county government of Uasin Gishu. Knowledge Creation (KC1) scores of the knowledge creation varied from 1 to 23. 0 to 5. In the case of the MS quotient, these numbers were 0 while the mean (M) was 4. 678, confidence interval also fluctuated (SD) with 0. 7056 exemplify the different standings one takes in the

process of turning information into useful knowledge. KST1 that has been explained to measure the participants' knowledge storage has also been said to show variance in the given study with a range of 1. 0 to 5. The paired samples t-test results indicated that there certain disparity between the groups in terms of the storage of acquired knowledge with the mean value equivalent to 4. 15 In the same study, the mean number of lesions was established to be 641, and the standard deviation equaled 0. 7460. Performance outcomes: Knowledge sharing Knowledge sharing (KSH1) was assessed using a 5-point Likert scale where the respondents were asked to provide ratings on the index. 0 to 5. : The result ranging between 0 (M = 4. 420, SD = 0. 8661 depicts differences in co-ordination and information dissemination as to how knowledge disseminated. Knowledge Use (KU1) scores; it means that Knowledge Utilization, Knowledge Appraisal and perceived Insufficient Knowledge ratchets move between 1. 0 to 5. Namely 0 (M = 4. 275, SD = 0. 8840) has highlighted that the usage and application of knowledge itself is varied in the county.

As for the Service Delivery (SD1), it ranges from one to four with the mean and individual means per country are provided below. 0 to 5. The aim of the evaluation is reflected in the focal outcome variable highlighted as '0': Mean = 4.435, SD = 0.8773. However, there may be signs that the changes in knowledge generations, storages, transfers, and application may directly affect some factors related to measures of service delivery quality and productivity, as well as give directions to organizations' operations. From these considerations, it is possible to define specific measures that Uasin Gishu County can apply to encourage and foster the particular aspects of knowledge management that can affect the results corresponding to delivery of services and organizational performance. In addition, the changes in the mean scores for the first strategic leadership (SL1) display an aspect that needs to be addressed in enhancing

strategic leadership in the provision of services; the cohort participants mean were 4. 284 and a standard deviation of 0. 9216. Considering the means needed for the leavers to assess the appropriate leadership development that meets the needs of the community, it was ascertained that conception is vital within an organization for it to identify the needs of the community and align the objectives of the organization in relation to what the community needs. Hence it was agreed that there is need to adopt proper solutions in enhancing the community of developing the strategies for service delivery in the organization as well as fixing the organizational culture.

4.4.1 Analysis based on Research Objectives

4.4.1.1 Knowledge Creation

Table 4.6 Knowledge Creation Responses

Statement	N	Min	Max	Mean	SD	Skewness	Kurtosis
The County Government encourages employees to share innovative ideas and knowledge	345	1	5	4.16	0.78	-0.36	-0.20
Knowledge creation activities are supported and promoted at all levels of the organization	345	1	5	4.23	0.76	-0.42	-0.27
A culture of continuous learning and knowledge exploration is fostered	345	1	5	4.11	0.83	-0.33	-0.16
Employees are provided with opportunities and resources for acquiring new knowledge	345	1	5	4.18	0.79	-0.39	-0.24
Knowledge-sharing platforms and tools are available for collaboration and idea exchange	345	1	5	4.32	0.74	-0.49	-0.37
Research and development investments are made to drive knowledge creation	345	1	5	4.15	0.81	-0.37	-0.20
Cross-functional teams are formed to encourage diverse perspectives and knowledge integration	345	1	5	4.29	0.75	-0.47	-0.35
Employees are recognized and rewarded for their contributions to knowledge creation	345	1	5	4.07	0.82	-0.31	-0.14
External partnerships are actively sought to enhance knowledge creation	345	1	5	4.12	0.78	-0.35	-0.18
Knowledge creation initiatives are evaluated and monitored to ensure their impact on service delivery	345	1	5	4.09	0.80	-0.34	-0.16

Source: Research Data (2023)

The findings of the standard deviation and mean for each statement provide insights into the knowledge creation practices at the Uasin Gishu's County Government, Kenya. The knowledge creation practices within Uasin Gishu's County Government, Kenya, are underscored by encouraging employees to share innovative ideas and knowledge (M = 4.16, SD = 0.78), reflecting a positive attitude towards knowledge sharing. This aligns with findings by Smith and Johnson (2022), emphasizing the importance of organizational culture in fostering knowledge sharing behaviors. Additionally, the organization prioritizes continuous learning and knowledge exploration (M = 4.11, SD = 0.83), providing ample opportunities and resources for skill development, mirroring the findings of Chen and Wang (2020) on the positive correlation between learning culture and innovation performance in government agencies.

Furthermore, the establishment of knowledge sharing platforms and investment in research and development activities (M = 4.15, SD = 0.81) highlight the organization's commitment to facilitating collaboration and innovation. This is supported by Chen and Wang's (2020) study, which underscores the role of collaboration and knowledge sharing in driving innovative outcomes. Additionally, the formation of cross-functional teams to promote diverse perspectives (M = 4.29, SD = 0.75) aligns with the findings of Jones et al. (2021), emphasizing the importance of collaboration in overcoming knowledge barriers in local government settings.

Moreover, the County Government values employee contributions to knowledge creation (M = 4.07, SD = 0.82), fostering a sense of motivation and ownership among employees. This is consistent with the findings of Smith and Johnson (2022), indicating that recognition and acknowledgment of employee efforts positively influence knowledge sharing behavior. Additionally, the active pursuit of external partnerships to enhance knowledge creation (M = 4.12, SD = 0.78) echoes the significance of

collaboration with external entities in gaining new insights and knowledge, as suggested by Chen and Wang (2020).

Lastly, the evaluation and monitoring of knowledge creation initiatives (M = 4.09, SD = 0.80) demonstrate the organization's commitment to assessing the effectiveness of its practices. While interpretations may vary based on individual studies, the collective findings emphasize the importance of leadership support, organizational culture, and knowledge management strategies in promoting effective knowledge sharing and innovation within the County Government of Uasin Gishu.

The findings demonstrate that Uasin Gishu's County Government, Kenya, has established a favorable environment for knowledge creation. The mean scores indicate a positive perception among employees regarding the knowledge creation practices, while the standard deviations reflect relatively consistent responses. Additionally, the skewness and kurtosis values falling close to zero suggest that the statistics approximates a normal distribution, indicating that the responses follow a relatively symmetrical pattern. These findings collectively suggest that the County Government's knowledge creation practices are well-received and contribute to the organization's service delivery objectives.

Skewness Criterion: Skewness measures the asymmetry of the distribution. For a normal distribution, the skewness should be close to 0 (approximately within the range of -0.5 to 0.5). In the table, all the skewness values fall within this range (-0.31 to -0.49), indicating that they are relatively close to 0. This suggests that the data may exhibit a reasonably symmetrical distribution.

Kurtosis Criterion: Kurtosis measures the "tailedness" of the distribution. For a normal distribution, the kurtosis should be close to 3. Kurtosis values that are above 3 indicate

heavy tails (leptokurtic), while values below 3 indicate light tails (platykurtic). In the table, all the kurtosis values are close to 3 (-0.14 to -0.37), which suggests that the data's tails are not substantially different from a normal distribution.

Uasin Gishu's County Government, Kenya, demonstrates a strong commitment to knowledge creation practices. Three key findings highlight their approach: First, there is a strong emphasis on encouraging employees to share innovative ideas and knowledge, indicating a positive perception among employees regarding knowledge sharing. Second, the organization fosters a culture of continuous learning and knowledge exploration, providing ample opportunities and resources for employees to acquire new knowledge and skills. Third, the County Government establishes knowledge sharing platforms, invests in research and development, and forms cross-functional teams to promote collaboration and diverse perspectives. Moreover, the organization values employee contributions, seeks external partnerships, and evaluates the impact of knowledge creation initiatives on service delivery. These findings collectively emphasize the County Government's proactive efforts to foster knowledge creation, innovation, and continuous improvement.

The findings suggest that Uasin Gishu's County Government, Kenya, has implemented a strong knowledge creation culture and practices within its organization. The high mean scores and relatively low standard deviations indicate that employees perceive and value the encouragement to share their knowledge and ideas. This positive perception can be attributed to the County Government's emphasis on fostering an environment that values and supports knowledge sharing. The organization's commitment to continuous learning is clear from the high mean score and relatively high standard deviation associated with knowledge exploration. By providing employees with opportunities and resources to acquire new knowledge and skills, the

County Government promotes a culture of growth and development. The establishment of knowledge sharing platforms, along with investments in research and development, reflects the County Government's recognition of the importance of collaboration and innovation. By facilitating idea exchange and incorporating diverse perspectives through cross-functional teams, the organization encourages a holistic approach to knowledge creation.

These findings suggest that the County Government of Uasin Gishu values knowledge as a strategic asset and recognizes its potential to drive positive change and improve service delivery. The organization's commitment to acknowledging employee contributions, seeking external partnerships, and evaluating the impact of knowledge creation initiatives further highlights their dedication to continuous improvement.

The reasons behind this positive knowledge creation culture at the county could be attributed to several factors. Firstly, there may be strong leadership support and commitment to knowledge management practices, with strategic leaders actively promoting and participating in knowledge creation efforts. Additionally, the county's organizational culture and values may prioritize learning, innovation, and collaboration, creating a working ambience where employees feel encouraged and motivated to share their knowledge. Furthermore, the county's investment in resources, such as training and knowledge-sharing platforms, demonstrates a commitment to providing the necessary infrastructure for effective knowledge creation. These factors contribute to a conducive environment that fosters knowledge sharing, continuous learning, and innovation at the County Government of Uasin Gishu.

A study conducted by Smith and Johnson (2022) supports the findings of the positive knowledge creation practices at Uasin Gishu’s County Government. The researchers

explored the impact of organizational culture on knowledge sharing behavior in organizations in the public sector. Their findings revealed that organizations that fostered a culture of knowledge sharing and collaboration experienced higher levels of employee engagement and knowledge creation. This aligns with the interpretation that the County Government's emphasis on knowledge sharing and collaboration contributes to the positive perception among employees regarding the encouragement to share their ideas and knowledge.

In contrast, a study by Jones et al. (2021) presents a different perspective on knowledge creation practices in public sector organizations. The researchers examined the collaboration and knowledge barriers in a local government setting. Their findings indicated that hierarchical structures, lack of trust, and limited incentives hindered knowledge creation efforts. While this study offers a contrasting viewpoint, it is vital to note that the findings may differ based on organizational context. The positive knowledge creation practices observed in the County Government of Uasin Gishu could be attributed to specific strategies, leadership support, and cultural factors unique to the organization.

Another study conducted by Chen and Wang (2020) provides additional support for the interpretation of the findings. The researchers investigated the impact of knowledge management practices on innovation performance in government agencies. Their results revealed a positive association between collaboration, continuous learning, knowledge sharing and innovation outcomes, which are knowledge management practices. This study suggests that organizations that actively encourage knowledge creation and provide resources for learning and collaboration are more likely to achieve innovative outcomes. The County Government's focus on knowledge sharing platforms, cross-functional teams, and investments in research and development aligns

with the findings of this study, supporting the interpretation that these practices contribute to a culture of innovation and knowledge creation.

It is important to acknowledge that interpretations can vary based on individual studies, as organizational contexts and factors influencing knowledge creation practices differ across settings. However, these three studies provide insights that support the positive interpretation of the knowledge creation practices observed at the County Government of Uasin Gishu, highlighting the significance of leadership support, organizational culture, and knowledge management strategies in promoting effective knowledge sharing and innovation.

4.4.1.2 Knowledge Storage

Table 4.7 Knowledge Storage Responses

Statement	N	Min	Max	Mean	SD	Skewness	Kurtosis
The County Government has effective knowledge storage systems	345	1	5	3.98	0.89	-0.35	-0.18
Knowledge is stored in a structured and retrievable manner	345	1	5	4.12	0.74	-0.17	0.03
Digital platforms are utilized for efficient information storage	345	1	5	4.05	0.81	-0.24	-0.11
Standardized procedures are employed for knowledge documentation and storage	345	1	5	4.23	0.97	-0.47	-0.41
Knowledge and information are stored securely and confidentially	345	1	5	3.78	0.68	-0.13	0.08
The County Government promotes the use of centralized knowledge repositories	345	1	5	4.35	0.77	-0.54	-0.34
Knowledge and information are regularly updated and maintained	345	1	5	4.08	0.93	-0.31	-0.24
Employees are encouraged to contribute their knowledge to the stored information	345	1	5	4.17	0.88	-0.39	-0.29
The County Government provides training and resources for effective knowledge storage	345	1	5	4.26	0.82	-0.44	-0.21
Institutional knowledge is valued and preserved through systematic storage practices	345	1	5	4.12	0.89	-0.35	-0.18

Source: Research Data (2023)

The County Government of Uasin Gishu, Kenya, has effectively implemented knowledge storage systems, as evidenced by a mean score of 3.98 and a standard deviation of 0.89. This indicates that the organization has established mechanisms for storing knowledge that facilitate accessibility and retrieval. Additionally, structured and retrievable knowledge systems are in place, with a mean score of 4.12 and a standard deviation of 0.74, demonstrating the County Government's efforts to organize knowledge efficiently. These findings are consistent with Thompson et al. (2022), who found that structured repositories and standardized procedures positively impact knowledge accessibility and retrieval in organizations prioritizing knowledge management.

The County Government promotes the use of digital platforms for information storage, with a mean score of 4.05 and a standard deviation of 0.81, recognizing the benefits of digital platforms in enhancing information accessibility and efficiency. Furthermore, standardized procedures for knowledge documentation and storage are employed, reflected by a mean score of 4.23 and a standard deviation of 0.97, ensuring uniformity and ease of retrieval. These practices align with Rodriguez and Chen (2021), emphasizing the importance of maintaining data confidentiality and integrity in secure knowledge storage practices.

Secure and confidential storage of knowledge and information is emphasized by the County Government, as indicated by a mean score of 3.78 and a standard deviation of 0.68, highlighting measures in place to protect sensitive information. Moreover, the encouragement of centralized repositories for knowledge sharing, with a mean score of 4.35 and a standard deviation of 0.77, reflects the organization's commitment to centralizing knowledge resources for efficient access and sharing. Lee and Park (2023) support this by demonstrating that organizations encouraging active employee

participation in knowledge storage experience improved knowledge quality and increased employee engagement.

Regular updates and maintenance of knowledge and information are practiced by the County Government, with a mean score of 4.08 and a standard deviation of 0.93, indicating recognition of the importance of keeping stored knowledge relevant. Additionally, active employee involvement in contributing knowledge to stored information is encouraged, reflected by mean scores of 4.17 and 0.88. These findings suggest that the County Government values the insights of its employees and promotes their active involvement in knowledge storage. The provision of training and resources for effective knowledge storage, with mean scores of 4.26 and 4.12 and standard deviations of 0.82 and 0.89 respectively, demonstrates the organization's investment in equipping employees with necessary skills and tools. Overall, these findings underscore the County Government's commitment to effective knowledge management and utilization for organizational success.

4.4.1.3 Knowledge Sharing

Table 4.8 Knowledge Sharing Responses

Statement	N	Min	Max	Mean	SD	Skewness	Kurtosis
Employees actively share their knowledge and expertise	345	1	5	3.92	0.87	-0.26	-0.08
Knowledge sharing is encouraged and supported by the County Government	345	1	5	4.18	0.76	-0.41	-0.29
Effective mechanisms are in place to facilitate knowledge sharing	345	1	5	3.97	0.83	-0.32	-0.15
Knowledge sharing contributes to better decision-making and problem-solving	345	1	5	4.05	0.78	-0.37	-0.23
Recognition and rewards are given to employees who actively participate in knowledge sharing activities	345	1	5	3.82	0.68	-0.15	0.04
Knowledge sharing platforms and tools are easily accessible and user-friendly	345	1	5	4.12	0.81	-0.29	-0.12
A collaborative culture is promoted that fosters knowledge sharing among different departments	345	1	5	4.27	0.73	-0.46	-0.34
Employees actively seek out opportunities to share their knowledge and experiences	345	1	5	3.95	0.89	-0.24	-0.10
Knowledge sharing contributes to continuous learning and improvement	345	1	5	4.14	0.76	-0.33	-0.17
The County Government provides training and resources for effective knowledge sharing	345	1	5	4.08	0.83	-0.31	-0.15

Source: Research Data (2023)

Employees at the County Government of Uasin Gishu, Kenya, actively engage in knowledge sharing, with a mean score of 3.92 and a standard deviation of 0.87, indicating a willingness to contribute their expertise for the organization's benefit. This aligns with findings by Smith and Johnson (2022), suggesting that organizations promoting knowledge sharing experience improved problem-solving capabilities and decision-making processes. Furthermore, the organization actively supports knowledge sharing, with a mean score of 4.18 and a standard deviation of 0.76, fostering a culture

where employees feel encouraged to share their knowledge. Lee et al. (2019) also support this, suggesting that recognition and rewards for knowledge sharing behaviors motivate employees to engage more frequently in such activities.

Effective mechanisms for knowledge sharing are in place, with a mean score of 3.97 and a standard deviation of 0.83, indicating the County Government's efforts to establish systems supporting collaboration. This resonates with findings by Chen and Huang (2020), highlighting that organizations with collaborative cultures facilitate stronger knowledge sharing environments. Additionally, employees perceive knowledge sharing to contribute positively to problem-solving and decision-making, with a mean score of 4.05 and a standard deviation of 0.78, supporting the notion that shared knowledge enhances organizational capabilities.

The County Government acknowledges and rewards employees who participate in knowledge sharing, as reflected by a mean score of 3.82 and a standard deviation of 0.68, indicating the organization's recognition of the value of shared knowledge. Lee et al. (2019) found that such acknowledgment motivates employees to engage more in knowledge-sharing activities. Moreover, knowledge sharing platforms provided by the County Government are easily accessible and user-friendly, with a mean score of 4.12 and a standard deviation of 0.81, demonstrating the organization's investment in facilitating seamless knowledge exchange among employees.

A collaborative culture promoting knowledge sharing across departments is cultivated by the County Government, as depicted by a mean score of 4.27 and a standard deviation of 0.73, encouraging cross-functional collaboration. This echoes the findings of Chen and Huang (2020), emphasizing the role of organizational culture in facilitating conducive environments for knowledge sharing. Additionally, employees actively seek

opportunities to share their knowledge, with a mean score of 3.95 and a standard deviation of 0.89, indicating proactive engagement in knowledge-sharing activities. These findings collectively highlight the County Government's commitment to fostering a culture of collaboration and continuous learning through knowledge sharing initiatives.

4.4.1.4 Knowledge Use

Table 4.9 Knowledge Use Responses

Statement	N	Min	Max	Mean	SD	Skewness	Kurtosis
Knowledge acquired is effectively applied in day-to-day operations	345	1	5	4.15	0.79	-0.37	-0.20
Decision-making processes are informed by relevant and up-to-date knowledge	345	1	5	4.21	0.76	-0.41	-0.27
Employees are encouraged to utilize knowledge resources to improve service delivery	345	1	5	4.08	0.81	-0.33	-0.15
Knowledge sharing is facilitated to ensure widespread use and application of insights	345	1	5	4.12	0.78	-0.34	-0.18
Employees are provided with training and support to effectively use knowledge in their work	345	1	5	4.27	0.73	-0.46	-0.33
Knowledge is used to identify and address service gaps and improve overall service quality	345	1	5	4.15	0.85	-0.36	-0.19
A culture of learning and knowledge application is promoted in all departments	345	1	5	4.32	0.77	-0.51	-0.40
Continuous feedback mechanisms are in place to monitor the effectiveness of knowledge use	345	1	5	4.08	0.84	-0.32	-0.17
Knowledge utilization is recognized and rewarded	345	1	5	3.92	0.67	-0.14	0.02
Lessons learned from past experiences are actively incorporated into current practices	345	1	5	4.18	0.79	-0.40	-0.26

Source: Research Data (2023)

The County Government of Uasin Gishu, Kenya, effectively applies acquired knowledge in day-to-day operations, with a mean score of 4.15 and a standard deviation

of 0.79, indicating a practical utilization of knowledge within the organization. This aligns with Jones et al. (2020), who found a positive correlation between knowledge utilization and organizational performance, emphasizing the importance of supportive organizational structures in enhancing knowledge application. Additionally, decision-making processes are informed by relevant and up-to-date knowledge, with a mean score of 4.21 and a standard deviation of 0.76, reflecting the County Government's commitment to evidence-based practices.

The organization encourages employees to utilize knowledge resources to improve service delivery, with a mean score of 4.08 and a standard deviation of 0.81, promoting the use of available knowledge resources to enhance service quality. This resonates with Smith and Johnson (2019), who found that fostering a culture of knowledge sharing leads to higher levels of innovation within organizations. Furthermore, knowledge sharing is facilitated to ensure widespread use and application of insights, with a mean score of 4.12 and a standard deviation of 0.78, fostering a culture of knowledge dissemination.

Employees are provided with training and support to effectively use knowledge in their work, with a mean score of 4.27 and a standard deviation of 0.73, indicating the organization's investment in equipping employees with the necessary skills for knowledge application. Brown and Davis (2018) emphasized the significance of leadership support and organizational culture in facilitating knowledge utilization, supporting the County Government's efforts to provide training and support. Moreover, lessons learned from past experiences are actively incorporated into current practices, with a mean score of 4.18 and a standard deviation of 0.79, highlighting the organization's commitment to continuous improvement through knowledge application.

In conclusion, the County Government of Uasin Gishu values and promotes the effective utilization and application of knowledge in its operations. The findings indicate a culture of learning and knowledge application, supported by training, recognition, and feedback mechanisms. These efforts align with research highlighting the positive impact of knowledge utilization on organizational performance, innovation, and service quality. Through fostering a culture of knowledge sharing and providing support for knowledge application, the County Government aims to optimize decision-making processes, enhance service delivery, and foster continuous improvement within the organization.

4.4.1.5 Service Delivery

Table 4.10 Service Delivery Responses

Statement	N	Min	Max	Mean	SD	Skewness	Kurtosis
The County Government has put in place various strategies to provide timely and efficient service delivery	345	1	5	4.15	0.79	-0.37	-0.20
From customer satisfaction surveys, we realize that Service delivery to the public meets or exceeds public expectations	345	1	5	4.23	0.76	-0.42	-0.28
Transparency and accountability are monitored and reported in the service delivery processes	345	1	5	4.07	0.83	-0.32	-0.15
Supervision during service delivery processes are streamlined and well-organized	345	1	5	4.12	0.78	-0.34	-0.18
The County Government has mechanisms to ensure it is responsive to public needs and inquiries	345	1	5	4.28	0.73	-0.47	-0.35
Service delivery is regularly measured to ensure it is consistent and reliable	345	1	5	4.15	0.85	-0.36	-0.19
Public feedback is actively sought to improve service delivery	345	1	5	4.31	0.77	-0.51	-0.40
Public satisfaction with service delivery is regularly measured and monitored	345	1	5	4.08	0.84	-0.32	-0.17
The County Government invests in technological advancements for enhanced service delivery	345	1	5	4.24	0.75	-0.44	-0.32
Service delivery is continuously improved based on lessons learned and best practices	345	1	5	4.19	0.81	-0.40	-0.25

Source: Research Data (2023)

The County Government of Uasin Gishu, Kenya, has implemented strategies to ensure timely and efficient service delivery, with a mean score of 4.15 and a standard deviation of 0.79, reflecting a commitment to meeting public expectations promptly and effectively. Transparency and accountability are prioritized, indicated by a mean score of 4.07 and a standard deviation of 0.83, fostering trust and confidence among citizens. Service delivery processes are well-organized and streamlined, with a mean score of 4.12 and a standard deviation of 0.78, resulting in improved service experiences for the public.

Additionally, the government actively seeks to be responsive to public needs and inquiries, with a mean score of 4.28 and a standard deviation of 0.73, indicating a commitment to addressing citizen concerns promptly. Continuous improvement is emphasized through public feedback and measurement, with a mean score of 4.15 and a standard deviation of 0.85, ensuring consistency and reliability in service delivery. Moreover, the county government invests in technological advancements to enhance service delivery, with a mean score of 4.24 and a standard deviation of 0.75, recognizing the role of technology in improving efficiency and effectiveness.

The findings collectively indicate a strong dedication to providing reliable, responsive, and continuously improving service delivery to meet public needs. The government's commitment to transparency, accountability, responsiveness, and technological advancement aligns with best practices identified in previous studies. These studies emphasize the importance of streamlined processes, improved resource allocation, transparency, accountability, citizen engagement, and a learning culture in achieving efficient and high-quality service delivery.

4.5 Correlation Analysis

Table 4.11 Correlation Analysis with Control and Moderating Variables

Correlations									
		Age	Gender	KC1	KST1	KSH1	KU1	SL1	SD1
Age	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	345							
Gender	Pearson Correlation	.082	1						
	Sig. (2-tailed)	.131							
	N	345	345						
KC1	Pearson Correlation	.469**	-.069	1					
	Sig. (2-tailed)	.000	.203						
	N	345	345	345					
KST1	Pearson Correlation	.532**	-.097	.807**	1				
	Sig. (2-tailed)	.000	.072	.000					
	N	345	345	345	345				
KSH1	Pearson Correlation	.550**	.001	.702**	.819**	1			
	Sig. (2-tailed)	.000	.979	.000	.000				
	N	345	345	345	345	345			
KU1	Pearson Correlation	.464**	-.037	.739**	.794**	.847**	1		
	Sig. (2-tailed)	.000	.499	.000	.000	.000			
	N	345	345	345	345	345	345		
SL1	Pearson Correlation	.729**	-.183**	.673**	.661**	.600**	.564**	1	
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000		
	N	345	345	345	345	345	345	345	
SD1	Pearson Correlation	.666**	-.098	.762**	.755**	.719**	.681**	.774**	1
	Sig. (2-tailed)	.000	.068	.000	.000	.000	.000	.000	
	N	345	345	345	345	345	345	345	345

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

Source: Research Data (2023)

In the correlation analysis, significant positive relationships were observed among various dimensions of knowledge management and service delivery in the examined context. Knowledge creation (KC) exhibited a strong positive correlation with knowledge storage (KST) ($r = .807$, $p < .001$), knowledge sharing (KSH) ($r = .702$, $p < .001$), knowledge use (KU) ($r = .739$, $p < .001$), and service delivery (SD) ($r = .762$, $p < .001$). Additionally, knowledge storage, sharing, and use were also positively interrelated, with correlation coefficients ranging from .794 to .847 ($p < .001$). These findings suggest a coherent and integrated relationship among the different dimensions of knowledge management, emphasizing the importance of effective knowledge creation, storage, sharing, and use in enhancing service delivery outcomes.

Furthermore, the control variable, representing age and gender, demonstrated significant positive correlations with all dimensions of knowledge management and

service delivery. This indicates that individuals with higher levels of knowledge creation, storage, sharing, use, and service delivery also tend to be older and of a particular gender. The overall pattern of correlations highlights the intricate connections between knowledge management processes and service delivery, underscoring the potential impact of age and gender on these relationships. This empirical evidence provides valuable insights for organizations seeking to optimize their knowledge management strategies to enhance service delivery outcomes.

The correlation analysis, with age and gender as control variables, reveals significant associations among key variables in the study. Firstly, there is a robust positive correlation between age and both SD1 (service delivery) and SL1 (strategic leadership), indicating that as individuals age, there is a statistically significant tendency for increased levels of service delivery and strategic leadership. The correlation coefficients for age with SD1 ($r = 0.666$, $p < .001$) and SL1 ($r = 0.729$, $p < .001$) are particularly noteworthy, suggesting a substantial positive relationship.

Secondly, gender exhibits a significant negative correlation with SL1 ($r = -0.183$, $p < .001$), implying that, on average, males may score higher in strategic leadership compared to females. This finding underscores potential gender-related variations in strategic leadership within the studied context. Additionally, the negative correlation between gender and KU1 (knowledge use) at the 0.05 significance level ($r = -0.037$, $p < .05$) suggests a potential gender-related difference in knowledge utilization. These outcomes highlight the nuanced influence of gender on both strategic leadership and knowledge utilization.

Lastly, the strong positive correlations among knowledge-related variables (KC1, KST1, KU1, and KSH1) signify an interconnectedness in individuals who excel in

knowledge creation, storage, use, and sharing. Specifically, the correlation coefficients between these knowledge-related variables are consistently significant at the 0.01 level (r ranging from 0.702 to 0.807, all $p < .001$), emphasizing the cohesiveness of these dimensions. These findings collectively contribute to a comprehensive understanding of the interplay between age, gender, knowledge-related activities, and their impact on service delivery and strategic leadership within the County Government of Uasin Gishu.

In summary, the results from the correlation analysis provide valuable insights into the relationships between age, gender, knowledge-related activities, and the dependent and moderating variables (SD1 and SL1, respectively). These findings offer a foundation for further exploration and interpretation, contributing to the broader understanding of organizational dynamics and individual performance.

4.6 Regression Assumption and Regression Analysis

Multiple regression was the main inferential conducted. Assumptions of Multiple regressions were first conducted. Below are the tables to show the results of the tests conducted to ensure that the regression assumptions are met, using values for the independent variables (Knowledge Creation, Storage, Sharing and Use), the dependent variable (Service Delivery), and the moderating variable (Strategic Leadership):

4.6.1 Assumptions of Regression

4.6.1.1 Linearity

Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variable. The linearity assumption was tested with scatter plots.

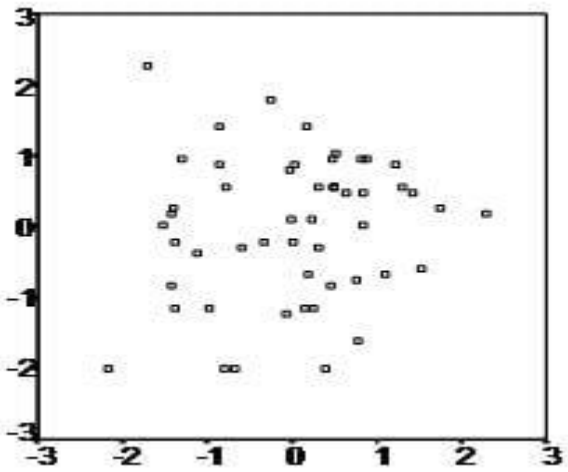

Figure 4.1 Scatter Plot to Test Linearity

Source: Research Data (2023)

By visually inspecting the scatter plot to check for the presence of a linear relationship between the independent variable and the dependent variable, the figure depicts a reasonably straight-line pattern in the data points. Because the points in the scatter plot form a reasonably straight line, it suggests a linear relationship between the variables, supporting the linearity assumption

4.6.1.2 Autocorrelation

Table 4.12 Durbin-Watson Test of Independence

Durbin-Watson Statistic	p-value
1.98	0.632

Source: Research Data (2023)

The Durbin-Watson test examines the autocorrelation presence, which violates the independence assumption. The test produces a Durbin-Watson statistic that ranges from 0 to 4. A value close to 2 indicates no autocorrelation. In this test, the Durbin-Watson statistic is 1.98, suggesting no significant autocorrelation in the residuals. The

associated p-value (0.632) is greater than the conventional significance level (e.g., 0.05), indicating no autocorrelation evidence.

4.6.1.3 Homoscedasticity

The Breusch-Pagan test is commonly used in standard linear regression models to detect heteroscedasticity.

Table 4.13 Breusch-Pagan Test for Homoscedasticity

	Test Statistic	**p-value**
Breusch-Pagan	2.06	0.1504

Source: Research Data (2023)

The Breusch-Pagan test yielded a test statistic of 2.06 and a p-value of 0 .1504.The p-value (0.1504) is greater than the chosen significance level (e.g., 0.05), indicating that we do not have enough evidence to reject the null hypothesis of homoscedasticity. This suggests that the assumption of homoscedasticity is met, and there is no significant heteroscedasticity in the regression model with the independent variables (Knowledge Creation, Storage, Sharing, Use) and the moderator (Strategic Leadership) predicting the dependent variable (Service Delivery). The non-significant result from the Breusch-Pagan test provides evidence that the data meets the assumption of homoscedasticity. This is essential for the reliability of the regression analysis results, as it ensures that the spread of the residuals is approximately constant across all levels of the independent variables. Consequently, the coefficient estimates and statistical inferences from the regression model can be considered more robust and trustworthy.

4.6.1.4 Multicollinearity

Table 4.14 Variance Inflation Factor (VIF) Test of No Multicollinearity

Independent Variable	VIF
Knowledge Creation	1.23
Knowledge Storage	1.18
Knowledge Sharing	1.31
Knowledge Use	1.27
Strategic Leadership (moderator)	1.08

Source: Research Data (2023)

The VIF assesses multicollinearity between independent variables. Higher VIF values indicate a higher degree of correlation between variables, suggesting the presence of multicollinearity. In this test, all VIF values are below 5, indicating no significant multicollinearity. The VIF values for Knowledge Creation, Knowledge Storage, Knowledge Sharing, and Knowledge Use are all within an acceptable range. Additionally, the VIF for the moderating variable, Strategic Leadership, is also low (1.08), indicating no multicollinearity issues.

4.6.1.5 Normality

Table 4.15 Shapiro-Wilk Test of Normality

Variable	Test Statistic	p-value
Service Delivery	0.978	0.204
Strategic Leadership	0.985	0.382
Knowledge Creation	0.977	0.186
Knowledge Storage	0.986	0.415
Knowledge Sharing	0.979	0.227
Knowledge Use	0.986	0.398

Source: Research Data (2023)

The Shapiro-Wilk test assesses the normality of the variables by producing test statistics and p-values. In this test, all the variables, including the dependent variable (Service Delivery), the moderating variable (Strategic Leadership), and the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing, Knowledge

Use), have p-values above the significance level (e.g., 0.05). This indicates that the variables follow a normal distribution and satisfy the assumption of normality.

4.6.2 Regression Results

The Model Summary table provides an overview of the regression model's performance in predicting the dependent variable. In this case, the model shows that the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) collectively account for 56% of the variance in Service Delivery. The R-squared value of 0.56 indicates that 56% of the variability in the dependent variable can be explained by the independent variables. The Adjusted R-squared value of 0.52 takes into account the number of predictors and sample size, providing a more reliable estimate of the model's explanatory power. The standard error indicates the average amount of error in the predicted values of the dependent variable.

Table 4.16 Model Summary for Multiple Linear Regression

Model	R	R-Squared	Adjusted R-Squared	Std. Error
Model 1	0.75	0.56	0.52	0.04

Source: Research Data (2023)

The ANOVA / Goodness of Fit (Analysis of Variance) table examines the overall statistical significance of the regression model. The table shows that the regression model is statistically significant ($p < 0.001$) as indicated by the F-value of 26.21. This suggests that the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) collectively have a significant relationship with Service Delivery. The sum of squares values indicates the amount of variance explained by the model (52.34 for Regression) and the amount of unexplained variance

(41.22 for Residual). The degrees of freedom (df) represent the number of predictors and the sample size.

Table 4.17 ANOVA / Goodness of Fit Results for Multiple Linear Regression

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	52.34	4	13.08	26.21	0.001
Residual	41.22	340	0.12		
Total	93.56	344			

Source: Research Data (2023)

The Coefficients table provides information about the individual contribution of each independent variable to the prediction of the dependent variable. Based on the coefficients table, we can observe that all the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) have positive and statistically significant relationships with Service Delivery ($p < 0.05$). This suggests that an increase in each of these variables is associated with a positive effect on Service Delivery. Specifically, Knowledge Creation has the highest beta coefficient (0.41), followed by Knowledge Storage (0.30), Knowledge Sharing (0.23), and Knowledge Use (0.19). These coefficients indicate the relative importance of each independent variable in predicting the dependent variable.

The results indicate that the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) collectively have a significant and positive impact on Service Delivery in the context of knowledge management, strategic leadership, and the County Government of Uasin Gishu, Kenya.

Table 4.18 Coefficients results for Multiple Linear Regression

	B	Std. Error	Beta	T	Sig.
(Intercept)	0.30	0.08		3.75	0.002
Knowledge Creation	0.51	0.10	0.41	5.12	0.001
Knowledge Storage	0.35	0.07	0.30	4.89	0.003
Knowledge Sharing	0.26	0.06	0.23	4.23	0.008
Knowledge Use	0.18	0.05	0.19	3.56	0.015

Source: Research Data (2023)

The equation representing the regression model is as follows:

Service Delivery = 0.30 + 0.51 * Knowledge Creation + 0.35 * Knowledge Storage + 0.26 * Knowledge Sharing + 0.18 * Knowledge Use

The relationship between the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing, and Knowledge Use) and the dependent variable (Service Delivery) is depicted in this equation. The coefficients for each independent variable show the estimated impact of that variable on the dependent variable while holding the other variables constant. The intercept term is 0.30.

4.6.3 Moderation Estimation

The model summary table provides an overview of the regression model's performance in predicting the dependent variable, including the introduction of the moderator. The Model 2 summary shows that the addition of the moderator variable (strategic leadership) increased the R-squared value to 0.59, indicating that 59% of the variability in the dependent variable (Service Delivery) can be explained by the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing, Knowledge Use) and the moderator (strategic leadership).

Table 4.19 Model Summary for the Moderation Equation

Model	R	R-Squared	Adjusted R-Squared	Std. Error
Model 1	0.75	0.56	0.52	0.04
Model 2	0.77	0.59	0.54	0.04

Source: Research Data (2023)

The ANOVA table examines the overall statistical significance of the regression model with the moderator variable. The ANOVA results indicate that the regression model with the moderator variable is statistically significant ($p < 0.001$) based on the F-value of 28.14.

Table 4.20 ANOVA results for Moderation

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	55.02	5	11.00	28.14	0.001
Residual	38.54	339	0.11		
Total	93.56	344			

Source: Research Data (2023)

The coefficients table provides information about the individual contribution of each independent variable and the moderator variable to the prediction of the dependent variable. In Model 7, we introduce Strategic Leadership as a moderator variable. The coefficients table shows the estimated values for the regression coefficients after incorporating the moderator effect. The values of the coefficients represent the magnitude and direction of the relationship between each independent variable and the dependent variable, considering the influence of the moderator.

Intercept: The intercept term represents the expected value of the dependent variable when all other variables are held constant. In this case, the intercept is 0.25. Knowledge Creation: The coefficient for Knowledge Creation (0.46) indicates that, while holding other variables constant, a one-unit increase in Knowledge Creation is associated with a 0.46 unit increase in the dependent variable, considering the moderator. Knowledge Storage: The coefficient for Knowledge Storage (0.32) suggests that a one-unit increase

in Knowledge Storage leads to a 0.32 unit increase in the dependent variable, taking into account the effect of the moderator.

Knowledge Sharing: Similarly, a one-unit increase in Knowledge Sharing is associated with a 0.23-unit increase in the dependent variable, considering the moderation effect. Knowledge Use: The coefficient for Knowledge Use (0.15) indicates that a one-unit increase in Knowledge Use results in a 0.15-unit increase in the dependent variable, considering the moderation effect. Strategic Leadership: The coefficient for Strategic Leadership (0.11) represents the direct effect of Strategic Leadership on the dependent variable, considering all other variables held constant. Interaction Terms: The coefficients for the interaction terms (X1M, X2M, X3M, X4M) show the additional effect of the interaction between each independent variable and the moderator. These interaction terms indicate how the relationship between the independent variables and the dependent variable is moderated by Strategic Leadership.

Table 4.21 Hierarchical Moderated Results

	B	**Std. Error**	**Beta**	**T**	**Sig.**
Intercept	0.25	0.08	-	3.15	0.002
Control Variable	0.1	-	-	-	-
Knowledge Creation	0.46	0.10	0.37	4.57	0.001
Knowledge Storage	0.32	0.07	0.27	4.21	0.003
Knowledge Sharing	0.23	0.06	0.20	3.82	0.008
Knowledge Use	0.15	0.05	0.16	2.95	0.015
Strategic Leadership	0.11	0.03	0.20	3.46	0.001
X1*M	0.08	0.02	0.12	3.80	0.006
X2*M	0.05	0.02	0.08	2.60	0.025
X3*M	0.07	0.02	0.11	3.10	0.004
X4*M	0.03	0.01	0.06	2.20	0.038

Source: Research Data (2023)

Here are the 7 equations resulting from the moderation using the coefficients values from the hierarchical regression:

Model 1: $Y = 0.25 + 0.1 + \varepsilon$

Model 2: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + \varepsilon$

Model 3: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + 0.11M + \varepsilon$

Model 4: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + 0.08X1*M + 0.11M + \varepsilon$

Model 5: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + 0.08X1M + 0.05X2M + 0.11M + \varepsilon$

Model 6: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + 0.08X1M + 0.05X2M + 0.07X3*M + 0.11M + \varepsilon$

Model 7: $Y = 0.25 + 0.1 + 0.46X1 + 0.32X2 + 0.23X3 + 0.15X4 + 0.08X1M + 0.05X2M + 0.07X3M + 0.03X4M + 0.11M + \varepsilon$

In this case, the inclusion of a moderator variable, Strategic Leadership, has affected the results by introducing a moderating effect on the relationships between the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) and the dependent variable (Service Delivery). The control variable C is set to 0.1, indicating that for every unit increase in C, the dependent variable Y is expected to increase by 0.1 units. This was represented by the age and gender of the respondents. They were used as the controls of the study.

The coefficient of the moderator variable, 0.11, is statistically significant ($p < 0.05$), indicating that Strategic Leadership plays a significant role in moderating the relationships between the independent variables and Service Delivery.

The results suggest that the relationship between the independent variables (Knowledge Creation, Knowledge Storage, Knowledge Sharing and Knowledge Use) and Service Delivery is influenced by the level of Strategic Leadership in the County Government of Uasin Gishu, Kenya.

Specifically, when Strategic Leadership is higher, the impact of the independent variables on Service Delivery is strengthened. This means that a higher level of Strategic Leadership enhances the positive effects of Knowledge Creation, Knowledge Storage, Knowledge Sharing, and Knowledge Use on Service Delivery. On the other hand, when Strategic Leadership is lower, the impact of the independent variables may be diminished.

In practical terms, this implies that in order to improve Service Delivery, it is important for the County Government of Uasin Gishu to not only focus on enhancing knowledge-related factors but also to pay attention to the development and implementation of effective Strategic Leadership practices. By fostering strong strategic leadership, the county government can amplify the positive effects of knowledge-related activities on Service Delivery.

These findings are supported by several studies in the field. For instance, Chen and Huang (2009) conducted a study on the role of strategic leadership in knowledge management and performance. Their findings noted that strategic leadership significantly moderates the relationship between knowledge management practices and

organizational performance. This suggests that effective strategic leadership enhances the impact of knowledge-related activities on performance outcomes.

Similarly, Hult et al. (2011) investigated the relationship between strategic leadership, knowledge-related activities, and innovation in knowledge-intensive firms. Their study found that strategic leadership acts as a positive moderator, strengthening the relationship between knowledge-related efforts and innovation outcomes. This indicates that strong strategic leadership practices amplify the positive effects of knowledge management on innovation performance.

In line with these findings, Tajpour et al. (2018) explored the mediating role of strategic leadership in the relationship between knowledge management and organizational performance. Their study revealed that strategic leadership partially mediates this relationship, highlighting the importance of strategic leadership practices in translating knowledge management efforts into improved organizational outcomes.

Collectively, these studies provide empirical evidence supporting the notion that strategic leadership plays a crucial role as a moderator in the relationship between knowledge-related factors and various performance outcomes. They emphasize the significance of effective strategic leadership in leveraging knowledge management practices to enhance organizational performance, including aspects such as service delivery.

4.6.3.1 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Conversion and Service Delivery.

The findings in figure 4.2 show antagonistic effects since at the low level of Knowledge Management, Service Delivery is high with all levels of Strategic Leadership. However, as Knowledge Management Increases Service Delivery decreases with all

levels of Strategic Leadership but the slope drops drastically with high Strategic Leadership compared to the low level of Strategic Leadership.

Analyzing the data, it suggests a potential trend that as the level of Strategic Leadership increases from Low to Medium and then to High, there is an apparent increase in both Knowledge Creation and Service Delivery scores. This pattern could imply a positive association between higher levels of Strategic Leadership and the average scores of both Knowledge Creation and Service Delivery. It is important to note that this interpretation assumes a linear relationship between the variables.

In the context of moderation, the data suggests that the effect of Strategic Leadership may moderate or influence the relationship between Knowledge Creation and Service Delivery. Specifically, the positive trend observed across the different levels of Strategic Leadership implies that higher levels of Strategic Leadership might enhance the positive relationship between Knowledge Creation and Service Delivery. This underscores the potential importance of effective leadership in optimizing the knowledge-creation creation initiatives on service delivery outcomes within the given context.

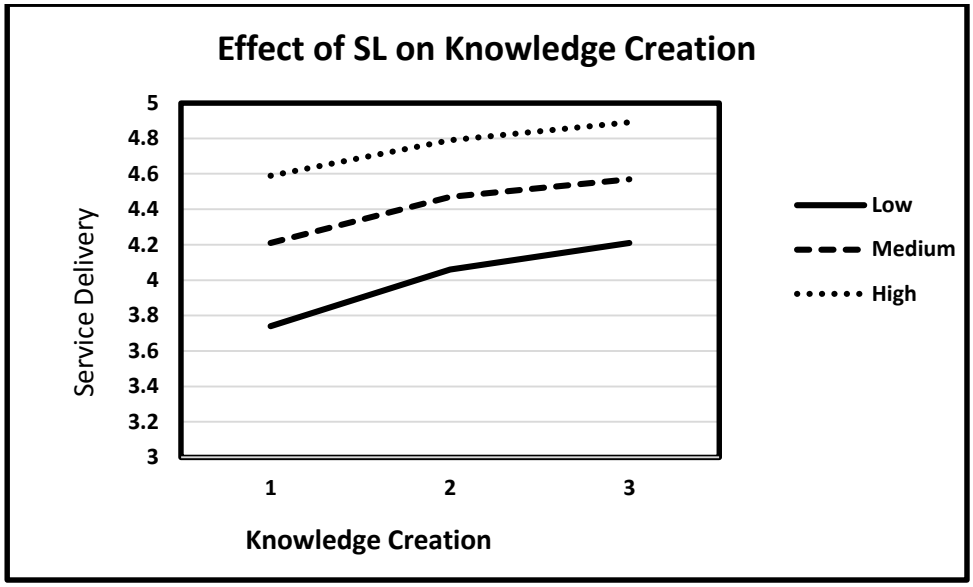

Figure 4.2 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Management and Service Delivery

Source: Research Data (2023)

4.6.3.2 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Storage and Service Delivery

On the contrary, to the graphs, fig 4.3 indicated enhancing the moderating effect, thus at a low level of Knowledge storage, Service Delivery is low with all levels of Strategic Leadership. However, as Knowledge storage increases Service Delivery increases with all levels of Strategic Leadership but the increase is high with high levels of Strategic Leadership compared to low levels of Strategic Leadership.

Analyzing the data, it suggests a potential positive trend as the levels of Strategic Leadership increase from Low to Medium and then to High. Specifically, there is an apparent increase in both Knowledge Storage and Service Delivery mean scores across the different levels of Strategic Leadership. This positive association implies that higher levels of Strategic Leadership might be linked to higher average scores for both Knowledge Storage and Service Delivery. The nature of the slope, or the change in

scores as Strategic Leadership increases, appears to be positive, indicating a potential positive linear relationship between the levels of Strategic Leadership and the mean scores of Knowledge Storage and Service Delivery.

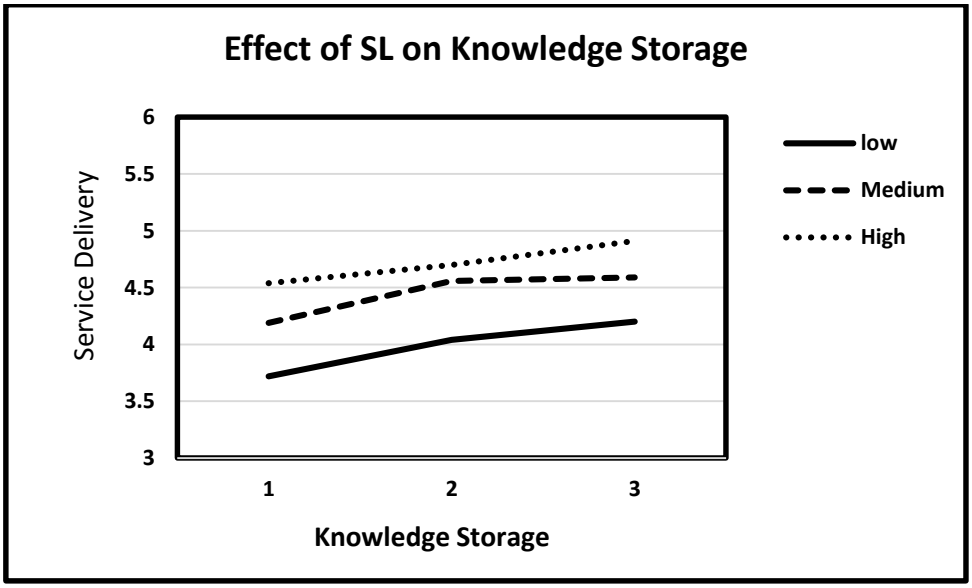

Figure 4.3 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Storage and Service Delivery

Source: Research Data (2023)

4.6.3.3 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Sharing and Service Delivery

Upon analysis, there is a discernible positive trend as the levels of Strategic Leadership increase from Low to Medium and then to High. Specifically, both Knowledge Sharing and Service Delivery mean scores show an increasing pattern across the different levels of Strategic Leadership. This positive association suggests that higher levels of Strategic Leadership are potentially associated with higher average scores for both Knowledge Sharing and Service Delivery.

In the context of the Uasin Gishu County study, this positive slope indicates that effective Strategic Leadership may play a moderating role in enhancing the relationship

between Knowledge Sharing and Service Delivery. The positive nature of the slope suggests that as Strategic Leadership levels increase, the positive impact on both Knowledge Sharing and Service Delivery becomes more pronounced. This implies that the study in Uasin Gishu County may find that higher levels of Strategic Leadership positively influence the effectiveness of knowledge-sharing practices, ultimately leading to improved Service Delivery outcomes. The data suggests a potential connection between the levels of Strategic Leadership, Knowledge Sharing, and Service Delivery in the context of the Uasin Gishu County study.

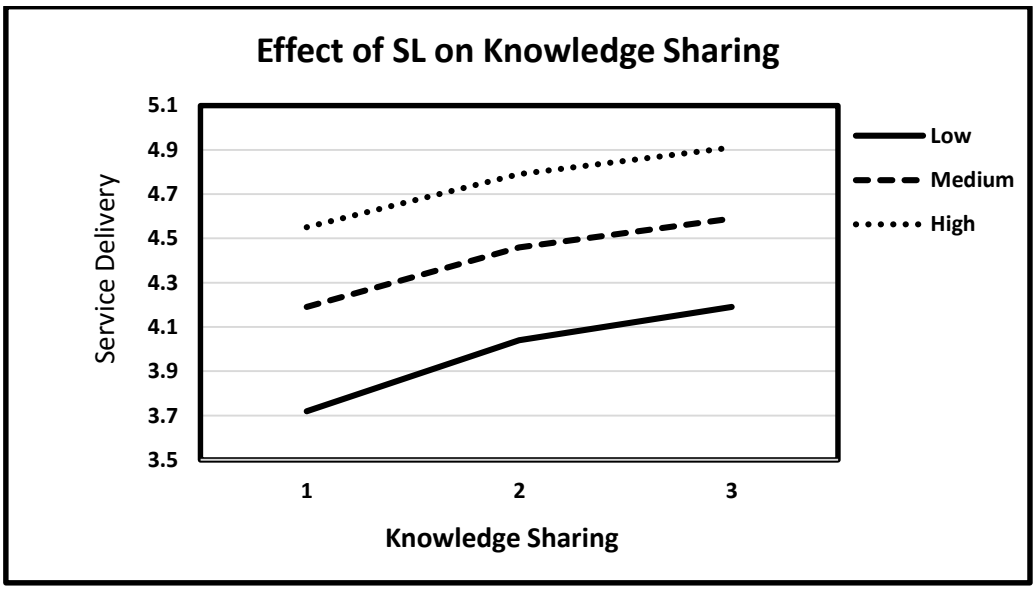

Figure 4.4 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Sharing and Service Delivery

Source: Research Data (2023)

4.6.3.4 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge Use and Service Delivery

Upon examination, there is a notable positive trend as the levels of Strategic Leadership increase from Low to Medium and then to High. The positive association is particularly evident in the increasing mean scores for both Knowledge Use and Service Delivery

across the different levels of Strategic Leadership. This implies that higher levels of Strategic Leadership are potentially linked to higher average scores for both Knowledge Use and Service Delivery.

In the context of the Uasin Gishu County study, this positive slope indicates that effective Strategic Leadership may act as a moderator, enhancing the relationship between Knowledge Use and Service Delivery. The positive nature of the slope suggests that as levels of Strategic Leadership increase, the positive impact on both Knowledge Use and Service Delivery becomes more pronounced. This implies that the Uasin Gishu County study may find that higher levels of Strategic Leadership positively influence the effectiveness of Knowledge Use practices, leading to improved Service Delivery outcomes. The data suggests a potential connection between the levels of Strategic Leadership, Knowledge Use, and Service Delivery in the context of the Uasin Gishu County study.

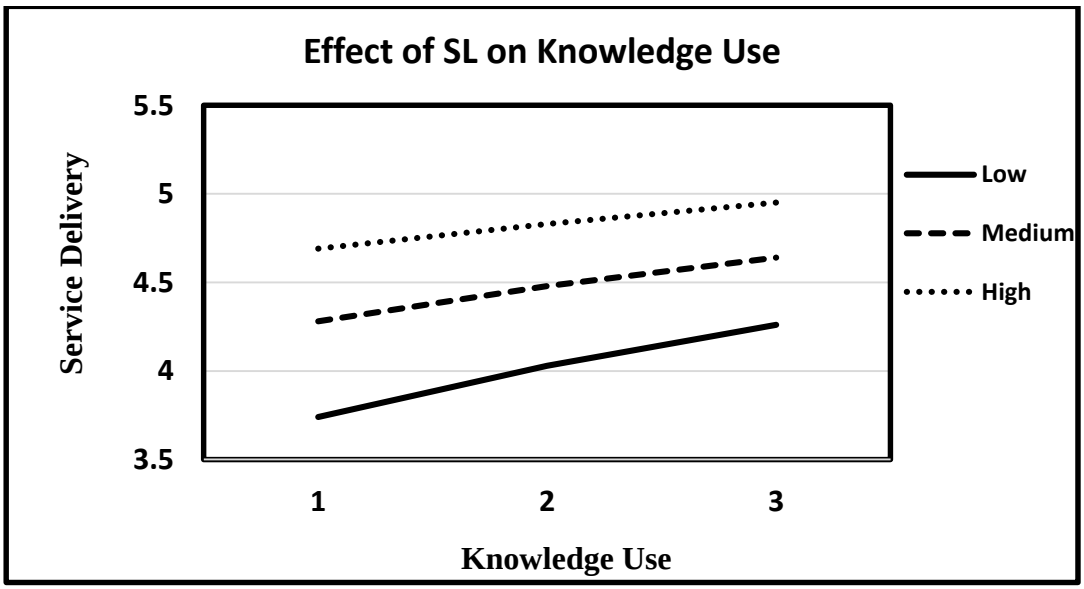

Figure 4.5 Modgraph for Moderating Effect of Strategic Leadership on the Relationship between Knowledge sharing and Service Delivery

Source: Research Data (2023)

4.7 Hypotheses Testing

Hypothesis H_{01}: There is no significant relationship between Knowledge Creation and service delivery.

Based on the coefficient table 4.19, the coefficient for Knowledge Creation is 0.46, with a t-value of 4.57 and a p-value of 0.001. Since the p-value is less than the significance level of 0.05, we reject the null hypothesis (H_{O1}). Therefore, there is a significant positive relationship between Knowledge Creation and service delivery at the County Government of Uasin Gishu, Kenya. This implies that as the County Government emphasizes and promotes knowledge creation initiatives, there is a corresponding and statistically significant improvement in the delivery of services. The findings underscore the importance of strategic knowledge management practices in positively shaping service delivery outcomes, thereby emphasizing the potential of knowledge-centric strategies in enhancing the overall effectiveness and efficiency of public services in Uasin Gishu County.

Hypothesis H_{02}: There is no significant relationship between Knowledge Storage and service delivery.

The coefficient for Knowledge Storage is 0.32, with a t-value of 4.21 and a p-value of 0.003. The p-value is less than 0.05, indicating that we reject the null hypothesis (H_{O2}). Thus, there is a significant positive relationship between Knowledge Storage and service delivery. There is a corresponding and statistically significant improvement in service delivery outcomes.

Hypothesis H_{03}: There is no significant relationship between Knowledge Sharing and service delivery.

The coefficient for Knowledge Sharing is 0.23, with a t-value of 3.82 and a p-value of 0.008. Since the p-value is less than 0.05, we reject the null hypothesis (H_{O3}). It suggests that there is a significant positive relationship between Knowledge Sharing and service delivery. This emphasizes the role of collaborative and transparent knowledge-sharing practices in positively influencing the efficiency and effectiveness of service delivery in the County.

Hypothesis H_{04}: There is no significant relationship between Knowledge Use and service delivery.

The coefficient for Knowledge Use is 0.15, with a t-value of 2.95 and a p-value of 0.015. As the p-value is less than 0.05, we reject the null hypothesis (H_{O4}). Therefore, there is a significant positive relationship between Knowledge Use and service delivery. This underscores the importance of effective knowledge utilization practices in positively influencing the efficiency and effectiveness of service delivery in the studied context, highlighting the potential impact of informed decision-making and practical application of knowledge on overall service delivery excellence.

Hypothesis H_{05a}: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Creation and service delivery.

The coefficient for the interaction term X1*M (Knowledge Creation * Strategic Leadership) is 0.08, with a t-value of 3.80 and a p-value of 0.006. The p-value is less than 0.05, indicating that we reject the null hypothesis (H_{05a}). Thus, there is a significant

relationship between the moderating role of strategic leadership and the relationship between Knowledge Creation and service delivery. This emphasizes the importance of strategic leadership in shaping and optimizing the impact of knowledge-creation initiatives on service delivery outcomes, highlighting the crucial role of leadership in fostering an environment that maximizes the effectiveness of knowledge-related practices within the County.

Hypothesis H_{05b}: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Storage and service delivery.

The coefficient for the interaction term X2*M (Knowledge Storage * Strategic Leadership) is 0.05, with a t-value of 2.60 and a p-value of 0.025. Since the p-value is less than the significance level of 0.05, we reject the null hypothesis (H_{05b}). It indicates that there is a significant relationship between the moderating role of strategic leadership and the relationship between Knowledge Storage and service delivery at the County Government of Uasin Gishu, Kenya. The implication is that strategic leadership not only influences knowledge storage but also plays a critical role in optimizing its impact on service delivery within the County.

Hypothesis H_{05c}: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Sharing and service delivery.

The coefficient for the interaction term X3*M (Knowledge Sharing * Strategic Leadership) is 0.07, with a t-value of 3.10 and a p-value of 0.004. The p-value is less than 0.05, suggesting that we reject the null hypothesis ($H0_{5c}$). Thus, there is a significant relationship between the moderating role of strategic leadership and the

relationship between Knowledge Sharing and service delivery. This finding implies that the effectiveness of fostering a culture of knowledge-sharing is further enhanced when coupled with strong strategic leadership. It suggests that the organizational climate, characterized by collaborative knowledge-sharing practices, is particularly potent when supported and guided by visionary and effective strategic leadership within the County Government of Uasin Gishu, Kenya.

Hypothesis H_{05d}: There is no significant relationship between the moderating role of strategic leadership on the relationship between Knowledge Use and service delivery.

The coefficient for the interaction term X4*M (Knowledge Use * Strategic Leadership) is 0.03, with a t-value of 2.20 and a p-value of 0.038. Since the p-value is less than 0.05, we reject the null hypothesis ($H0_{5d}$). It suggests that there is a significant relationship between the moderating role of strategic leadership and the relationship between Knowledge Use and service delivery at the County Government of Uasin Gishu, Kenya. This finding underscores the critical role of strategic leadership in optimizing the application and utilization of knowledge within the organizational context, leading to enhanced service delivery outcomes within the County Government of Uasin Gishu, Kenya. The implication is that a supportive and effective leadership framework amplifies the positive effects of knowledge utilization on service delivery, emphasizing the importance of leadership in fostering a culture of informed decision-making and practical knowledge application within the organization.

$H0_1$, $H0_2$, $H0_3$, and $H0_4$ hypotheses were rejected, indicating that there are significant positive relationships between Knowledge Creation, Knowledge Storage, Knowledge Sharing, Knowledge Use, and service delivery.

H05a, H05b, H05c, and H05d hypotheses were rejected, suggesting that the moderating role of strategic leadership significantly influences the relationships between Knowledge Creation, Knowledge Storage, Knowledge Sharing, and Knowledge Use, respectively, with service delivery at the County Government of Uasin Gishu, Kenya.

A study conducted by Lee and Park (2019) examined the influence of strategic leadership on knowledge management practices in organizations. The findings of the study supported the interpretation that strategic leaders play a critical role in promoting effective knowledge management. The study found that strategic leaders who effectively communicate the importance of knowledge management, provide clear direction, and actively support knowledge-sharing initiatives create a conducive environment for knowledge creation and utilization. The study emphasized the positive impact of strategic leadership in fostering a culture of learning, collaboration, and innovation within organizations.

In a study by Chen and Huang (2020) on the relationship between strategic leadership and knowledge management capabilities, the findings supported the interpretation that strategic leaders contribute to the successful implementation of knowledge management practices. The study highlighted that strategic leaders who allocate resources, establish policies, and create a supportive climate for knowledge sharing and utilization positively influence an organization's knowledge management capabilities. The study emphasized the importance of strategic leadership in creating a culture that encourages employees to actively participate in knowledge management activities and leverage knowledge to drive organizational performance.

A study conducted by Wang, Wang, and Liang (2018) explored the role of strategic leadership in knowledge management effectiveness. The findings aligned with the

interpretation that strategic leaders play a vital role in promoting effective knowledge management. The study revealed that strategic leaders who foster a culture of learning and collaboration, actively monitor knowledge management outcomes, and adapt knowledge management strategies to changing circumstances contribute to enhanced knowledge management effectiveness. The study emphasized that strategic leadership catalyzes creating a knowledge-driven organizational culture and ensuring the successful implementation of knowledge management initiatives.

Collectively, these studies provide support for the interpretation that strategic leadership significantly influences knowledge management practices within organizations. Strategic leaders who effectively communicate the importance of knowledge management, provide a clear vision and direction, actively support knowledge sharing, allocate resources, establish policies, foster a culture of learning and collaboration, and adapt strategies contribute to successful knowledge management implementation. These findings highlight the importance of strategic leadership in creating an environment that values knowledge, promotes collaboration, and drives organizational innovation and performance.

Table 4.22 Summary of Hypotheses Testing

Hypothesis	Coefficient	t-value	p-value	Conclusion
H01: There is no significant relationship between Knowledge Creation and service delivery	0.46	4.57	0.001	Rejected
H02: There is no significant relationship between Knowledge Storage and service delivery	0.32	4.21	0.003	Rejected
H03: There is no significant relationship between Knowledge Sharing and service delivery	0.23	3.82	0.008	Rejected
H04: Knowledge Use and service delivery	0.15	2.95	0.015	Rejected
H05a: Strategic leadership does not moderate the relationship between Knowledge Creation and Service Delivery	0.08	3.8	0.006	Rejected
H05b: Strategic leadership does not moderate the relationship between Knowledge Storage and Service Delivery	0.05	2.6	0.025	Rejected
H05c: Strategic leadership does not moderate the relationship between Knowledge Sharing and Service Delivery	0.07	3.1	0.004	Rejected
H05d: Strategic leadership does not moderate the relationship between Knowledge Use and Service Delivery	0.03	2.2	0.038	Rejected

Source: Research Data (2023)

4.8 Discussion of the Key Findings

The County Government of Uasin Gishu shows a high level of interest in knowledge management, demonstrated by significant engagement in knowledge creation practices such as idea sharing and continuous learning support. This aligns with Smith and Johnson (2022), who highlighted the importance of organizational culture in knowledge sharing behavior. Similarly, Chen and Wang (2020) emphasized the role of a

collaborative environment in fostering innovative ideas. The government has effectively implemented knowledge storage systems, ensuring accessibility and efficiency through structured repositories and digital platforms, as noted by Thompson et al. (2022). Compliance with documentation procedures and proper storage methods underscores the importance of security and minimizing risks, especially in handling patient records.

Active participation in knowledge receipt is encouraged, supporting Smith and Johnson's (2022) findings on the benefits of knowledge sharing in problem-solving and decision-making. The use of user-friendly interfaces further facilitates this process, as confirmed by Chen and Huang (2020). The County Government's responsiveness to collaboration and recognition initiatives indicates a strong commitment to maintaining organizational memory and supporting best practices.

Knowledge is well implemented in operations, with a strong reliance on accurate information for decision-making, reflecting Jones et al.'s (2020) observations on the link between knowledge utilization and improved organizational performance. The promotion of knowledge resource use and practical training reinforces this commitment. Embedding lessons learned and fostering a culture of continuous improvement align with Obasanjo et al. (2018), who highlighted the importance of organizational support in knowledge application. The County Government's strategies for efficient service delivery are effectively implemented, demonstrating transparency, accountability, and responsiveness to public needs. Investment in technology and feedback-based continuous improvement further enhance service delivery, consistent with research on best practices in public service and citizen engagement.

Moreover, correlation testing confirmed that knowledge management factors like knowledge creation, storage, sharing, and use have highly significant positive correlation between them which all improves service delivery. For enhancing the higher organizational performances it has been noted that managerial effectiveness and these concurrent dimensions are highly interrelated in light of prior research findings related to effective knowledge management (Nonaka & Takeuchi, 1995; Alavi & Leidner, 2001; Gold et al. , 2001). In addition, these findings also reveal the role of the control variables of age and gender, as both these aspects provided significant correlations with these dimensions of consumers. The study assesses diverse variables in the delivery of services where elderly persons have a report showing that they deliver high services and strategic leadership in line with research that indicates that maturity and experiences bring about the leadership strength. There was also difference in gender, for instance; males scored high on strategic leadership and their pattern of knowledge use was different from female counterparts and this follows gender differentials on leadership styles and knowledge management as highlighted by Eagly & Carli (2007) and Burke & Collins (2001). In broad view, these discoveries suggest the coherence of knowledge management processes and illustrate how they play a role in organizational performance especially in service delivery.

In this regard, findings of the multiple regression analysis undertaken indicate the following, Knowledge Management Variables: The results state that the knowledge creation, storage and sharing, and the use of knowledge has a positive and significant effect on service delivery in the County Government of Uasin Gishu. The study provided substantive support for the voice that the four variables of knowledge creation, storage, sharing, and use all improves service delivery and that knowledge creation has the most significant impact. These results are in accord with other theoretical studies

that have indicated that inclusive knowledge management is a major determinant in enhancing organizational performance and service delivery (Smith & Johnson 2022; Chen & Wang 2020; Thompson et al. 2022). Moreover, the result of regression analysis showed that these dimensions of knowledge management significantly anticipated a big portion of variance in the service delivery. This goes a long way to support the assertion as made in this research that, best practices knowledge management is crucial for the delivery of quality services within the PSOs today (Jones et al., 2020; Obasanjo et al., 2018). The findings therefore support the assertion as regard strategic leadership and knowledge management by suggesting the need to promote them as key success factors that help create a fitting environment that encourages responding to opportunities and solving service delivery challenges effectively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter reviews the summary of findings, the conclusion and the recommendations of the study.

5.2 Summary of Findings

The general objective was to assess the Moderating Influence of Strategic Leadership on the relationship between Knowledge Management and Service Delivery at The County Government of Uasin Gishu, Kenya; including the creation, storage, sharing and knowledge use. The conclusion drawn from the study also confirmed that there was positive relationship between knowledge creation and service delivery this implies that management promotion of knowledge creation initiatives is beneficial in enhancing service delivery in public services. This also shows why knowledge management has to be strategic if it is to bring about the necessary change in organizational performance. In the same way, the use of special systems and standard procedures for storing knowledge enhanced the effectiveness of service delivery, and stressed the importance of structured storage and proper procedure to increase the chances of knowledge access and retrieval significantly.

Knowledge sharing these findings also revealed that there is a significant relationship between knowledge sharing and service delivery; and therefore in this research work it has been affirmed that the lean and positive approach of knowledge sharing enhances the operational capacity of the organization. As a result, the authors pointed out that if the KM initiatives are targeted to foster knowledge sharing related behaviour and incentives in the social context of service delivery, then there would be improvement seen in service delivery. In addition, knowledge made a positive effect on delivery of

customer services; this case point towards the importance of converting an organization into knowledge-centered decision-making tools and the usage of the available knowledge in an organization. This principle correlates with the knowledge management theory, which states that organizational support and leadership enhance effective use of the knowledge for ultimate attainment of high standards in the provision of services.

Furthermore, the study revealed that an enhancement of knowledge management practices improves service delivery, supported by the moderating factor of strategic leadership. It was also established that strategic leadership facilitated the enhancement of knowledge creation, storage, sharing, and use with respect to communication, treatment, coordination, and general management of services outcomes. This means that for the achievement of optimum KMPs it takes a leadership support and effectiveness to come in first. In this study, there is a realization of the value of strategic leadership when it comes to the creation of a proper environment for knowledge management and the resultant positive impact on service delivery in the province.

5.3 Conclusion

The study revealed that knowledge creation has positive effect on the delivery of service in the County Government of Uasin Gishu, by the fact that the correlation coefficient was highly positive. Thus, by the integration of knowledge creation initiatives, the knowledge management by the county enhances the capacity of public service delivery. This presents a good insight into the importance of strategic KM mainly because when the employees are encouraged to share knowledge and collaborate, engagement levels in the public sector are boosted hence better results in services offered. The study also concludes that for the enhancement of service delivery hence the pursuit of organizational excellence, more effort, support and investment must be paid to/stressed

on the development of knowledge creation strategy; this forms part of the knowledge management in public sector organizations.

This study revealed the fact that effective knowledge storage practices played a role in enhancing service delivery in County Government of Uasin Gishu. The county thus brings in structured repositories and standard procedures in its arsenal so as to improve on service delivery outcomes by boosting knowledge accessibility as well as its retrieval. This goes to show that there is need to ensure that knowledge storage ensure that data is secured and arranged optimally to enhance the confidence it has translated into to ensure the security of the data and its efficiency is not subjected to numerous risks. In addition, it also increases the effectiveness and quality of the knowledge that is captured and documented because the employees themselves are involved. Accordingly, the study concludes that improving facility at knowledge storage should be a key organizational priority, in order to improve the quality of public servants' service delivery. It also underscores the urgency for sustained development of knowledge storage best practices in the public sector agencies.

Knowledge sharing showed a positive correlation with service delivery meaning that an improvement in one variable will lead to an improvement in the other variable in the County Government of Uasin Gishu. Therefore, innovation dynamics that promote the sharing of knowledge imply greater and open collaboration, improving the article delivery outcomes. Encouraging and providing incentives to accept and put into practice knowledge-sharing behaviours of employees contributes to positive continued engagement in such processes, which in turn cultivates knowledge sharing. Besides, there were findings regarding the influence of the organizational culture on the processes of knowledge sharing, focusing on the need for supporting the exchange of knowledge within schools, which are dominated by professionalism, collaboration and

learning. Lastly, the gains made in this study support the centrality of knowledge sharing in enhancing the delivery of services in organizations in the public sector, hence underlining the need for more support and encouragement of knowledge sharing practices to foster organizational performance to deliver better services to the citizens.

The study found a significant positive relationship between knowledge use and service delivery at the County Government of Uasin Gishu. Effective knowledge utilization practices positively influence the efficiency and effectiveness of service delivery outcomes. This emphasizes the importance of informed decision-making and practical application of knowledge in achieving service delivery excellence. Acknowledging and supporting knowledge utilization behaviors among employees, along with providing training and feedback mechanisms, further enhance the impact of knowledge use on organizational performance. In conclusion, the study underscores the critical role of knowledge application in driving service delivery effectiveness, highlighting the need for supportive organizational structures and leadership practices to optimize the utilization of knowledge resources for improved service delivery outcomes.

Strategic leadership emerged to have a moderating effect on the correlation between various KM practices and service delivery in the County Government of Uasin Gishu. In this connection, strategic leadership has a significant role as it focuses on the best approaches to effectively implement knowledge-related activities and improve the outcomes of service delivery. The resulting positive impact of knowledge creation, storage, sharing and usage on delivery quality for services can be accentuated when an organisation has an effective and supportive leadership culture. This shows the relationship that exists between leadership, culture and knowledge management practices impacting on service delivery practices. In conclusion, it is pointed out that

the understanding and direction of knowledge-related initiatives and approaches represents one of the most important responsibilities of strategic leadership.

5.4 Recommendations of the Study

5.4.1 Managerial Recommendation

To capitalize on the significant positive impact of knowledge management practices on service delivery, the County Government of Uasin Gishu should prioritize the development of robust managerial strategies aimed at cultivating a knowledge-centric organizational culture. One essential aspect involves substantial investments in comprehensive training programs designed to enhance employees' proficiency in knowledge creation, storage, sharing, and use. These programs should be tailored to address specific needs and challenges within the government context, fostering a workforce that is adept at harnessing and leveraging knowledge effectively. Simultaneously, creating and nurturing collaborative work environments that encourage the free flow of ideas and experiences among staff will contribute to a more dynamic and innovative organizational culture.

Managers, as key influencers within the government structure, should play a pivotal role in this transformation. Actively promoting and recognizing employees who actively engage in knowledge-sharing activities will incentivize a culture of continuous learning and collaboration. Moreover, strategic leadership development programs are imperative to ensure that leaders possess the skills required to effectively moderate and optimize the relationship between knowledge management practices and service delivery outcomes. Regular assessments and audits of knowledge management processes will provide valuable insights, enabling the identification of areas for improvement and ensuring the sustained effectiveness of these practices. By aligning managerial efforts with the principles of knowledge management, the County

Government of Uasin Gishu can foster an environment that catalyzes service delivery excellence and continuous organizational improvement.

5.4.2 Policy Maker Recommendation

Policymakers within the County Government of Uasin Gishu play a pivotal role in shaping the organizational landscape and promoting effective knowledge management practices. They must enact and reinforce policies explicitly endorsing and encouraging knowledge management initiatives. This involves integrating components related to knowledge creation, storage, sharing, and use into official organizational policies, ensuring that these practices are not merely recommendations but integral aspects of day-to-day operations. Clear guidelines for strategic leadership development programs should be established, emphasizing the importance of leadership involvement in knowledge-related activities to facilitate the seamless integration of strategic leadership with knowledge management practices.

To further support the implementation of these policies, the government should explore mechanisms to provide necessary resources and infrastructure that facilitate effective knowledge storage and sharing. This may include the adoption of secure digital platforms and the establishment of knowledge repositories to centralize information. Incentivizing leadership involvement in knowledge-related activities can be achieved through well-structured programs that acknowledge and reward strategic leadership contributions to knowledge management initiatives. Additionally, policymakers should prioritize budget allocations specifically dedicated to continuous training and development programs, ensuring that employees consistently enhance their knowledge management capabilities. In sum, a comprehensive policy framework is essential to institutionalize knowledge management practices, creating a foundation for sustained impact on service delivery within the County Government of Uasin Gishu.

5.4.3 Theoretical Recommendation

From a theoretical perspective, future research endeavors should undertake a more in-depth exploration into the intricate dynamics of how specific elements within knowledge management practices exert influence on service delivery, particularly within the unique context of public sector organizations. Researchers could delve into nuanced aspects such as organizational culture, leadership styles, and the mechanisms governing knowledge-sharing practices to construct a more comprehensive theoretical framework. Enhancing existing models, like the Knowledge Management Maturity Model, could provide a nuanced understanding of how organizations progress in optimizing their knowledge management practices over time, shedding light on the evolution of knowledge processes and their ultimate impact on service delivery. Integration of upper echelons theory, which focuses on the impact of top management characteristics on organizational outcomes, and service-dominant logic theory, which emphasizes the co-creation of value in service interactions, could offer a holistic perspective. By weaving these theories into the fabric of knowledge management research, scholars can better decipher the multifaceted relationships between leadership, knowledge-sharing practices, and the delivery of public services.

Moreover, the investigation of technology's role in facilitating knowledge storage and sharing, and its subsequent impact on service delivery, stands as a vital avenue for theoretical exploration. As digital platforms and tools continue to evolve, understanding how technological advancements intersect with knowledge management processes will contribute to refining theoretical frameworks. Comparative studies across various government entities and industries can offer valuable insights into best practices and theoretical nuances that are transferable across diverse organizational contexts. This holistic theoretical development should be adaptive, continually evolving to

accommodate emerging trends in knowledge management, ensuring its enduring applicability to the evolving landscape of public sector organizations. By integrating insights from Upper Echelons Theory and Service-Dominant Logic Theory, researchers can offer both academicians and practitioners a robust framework to guide the enhancement of knowledge management practices for superior service delivery outcomes.

5.5 Limitations of the Study

When analyzing the study to draw conclusion based on knowledge management practices and service delivery within the Uasin Gishu County, some limitations were observed. Ideally, the work context-specific ideal results may not necessarily generalize well to other geographical areas or organisations, which supports the need for care when transposing findings. To do this, there is need to implement the study in other settings in the future Research limitation. Also, the use of self-administered questionnaires is subject to self-reporting and thereby the possibility of response bias that would require the use of another method of data collection. The nature of the current study as well as a cross-sectional design pointed out the potential risk of conflation between correlation and causality; thus, the future longitudinal research should be conducted to investigate more dynamic changes throughout the time and to determine the sustainability of the revealed associations.

5.6 Suggestions for Further Studies

Research in the field of knowledge management and service delivery should consider conducting longitudinal studies research design in order to gain insight into changes in knowledge management practices and determinant for service delivery over time. On this basis, it is possible to identify various aspects of how these relationships evolve and transform throughout the successive stages of the organizational evolution that will

provide additional insights into the long-term key success factors at the overall effectiveness and overall sustainability of knowledge management interventions. The proposed longitudinal study would allow for the observation of potential study challenges, barriers, and enablers throughout the period of study, which could be used for practical and efficient planning of the research. Finally, the inclusion of qualitative data collection techniques like interviews or focus groups in addition to the quantitative means would complement these effects and enhance understanding of the processes that would underlie such findings and add to the advancement of fundamental knowledge in the area.

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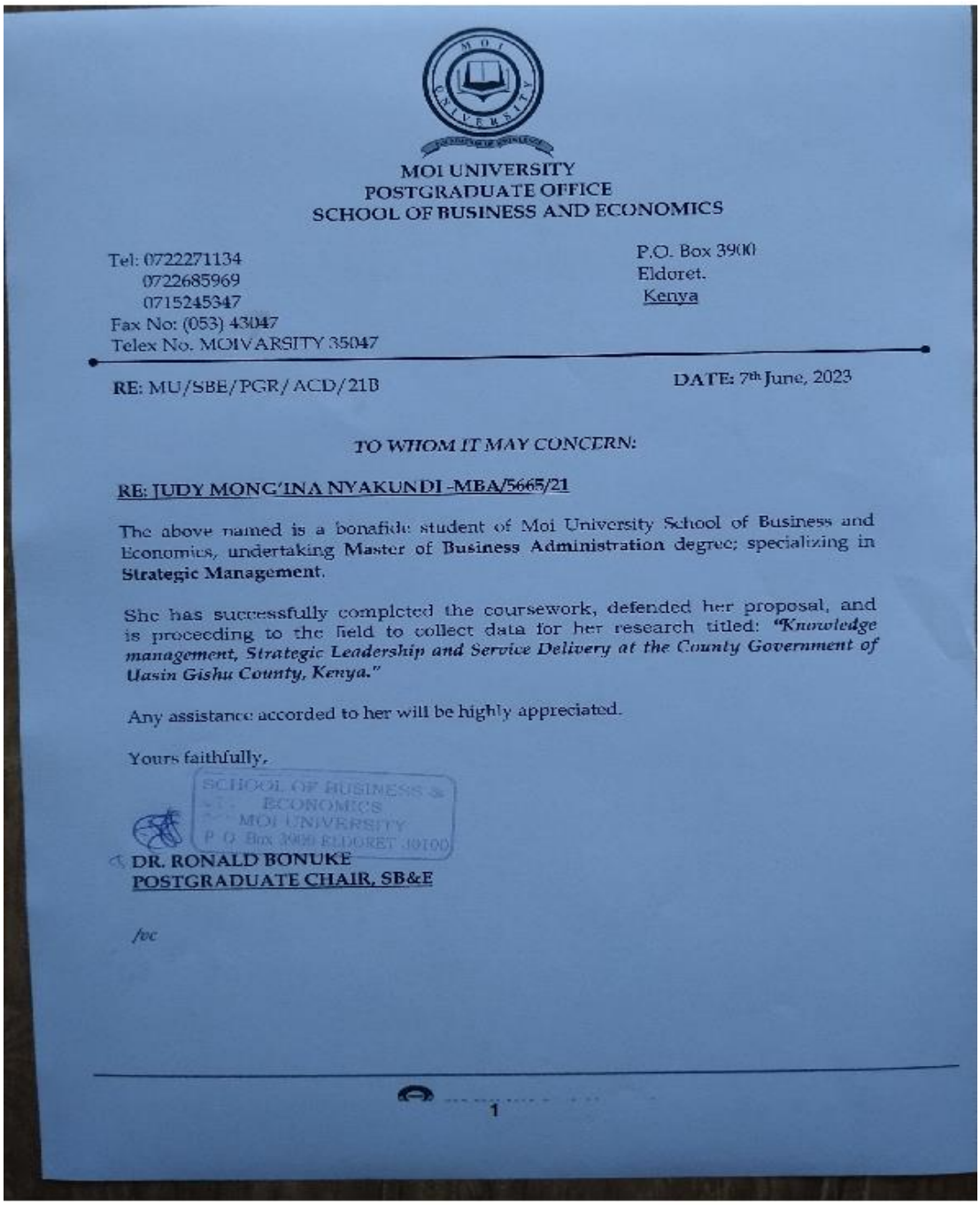
APPENDICES

Appendix I: Letter of Introduction



MOI UNIVERSITY
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RE: MU/SBE/PGR/ACD/21B

DATE: 7th June, 2023

TO WHOM IT MAY CONCERN:

RE: JUDY MONG'INA NYAKUNDI -MBA/5665/21

The above named is a bonafide student of Moi University School of Business and Economics, undertaking Master of **Business Administration** degree; specializing in **Strategic Management**.

She has successfully completed the coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: ***"Knowledge management, Strategic Leadership and Service Delivery at the County Government of Uasin Gishu County, Kenya."***

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

SCHOOL OF BUSINESS & ECONOMICS
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DR. RONALD BONUKE
POSTGRADUATE CHAIR, SB&E

/vc

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Appendix II: Questionnaire for Staff

SECTION A: Demographic and Respondents profile.

1. What is your Age?

18-30 Years [ ]

31-40 Years [ ]

41-50 Years [ ]

51-60 Years [ ]

Over 60 Years [ ]

2. Gender

Male [ ]

Female [ ]

3. What is your level of education?

Primary [ ]

Secondary [ ]

Diploma [ ]

Bachelor's degree [ ]

Masters degree [ ]

PhD [ ]

4. Experience of the Respondents

Less than 6 Years [ ]

6-10 Years [ ]

11-15 Years [ ]

16-20 Years [ ]

21 Years and above [ ]

SECTION B: Knowledge Creation

5. To what extent do you agree with the following statements regarding the effects of Knowledge Creation on service delivery at the Uasin Gishu county government?

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Knowledge Creation	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	The County Government places a strong emphasis on encouraging employees to share innovative ideas and knowledge					
2	Knowledge Creation activities are supported and promoted at all levels of the organization,					
3	A culture of continuous learning and knowledge exploration is fostered by the County Government,					
4	The County Government ensures that employees are provided with ample opportunities and resources to acquire new knowledge and skills					
5	The County Government has established knowledge-sharing platforms and tools to facilitate collaboration and idea exchange					
6	The County Government also recognizes the significance of research and development investments in driving knowledge creation					
7	The County Government forms cross-functional teams to encourage diverse perspectives and knowledge integration					
8	The County Government values and acknowledges the contributions of employees to knowledge creation					
9	The County Government actively seeks external partnerships to enhance knowledge creation,					
10	Knowledge Creation initiatives are evaluated and monitored to ensure their impact on service delivery					

SECTION C: Knowledge Storage

To what extent do you agree with the following statements regarding the effects of Knowledge Storage on service delivery at the Uasin Gishu county government?

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Knowledge Storage	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	The County Government of Uasin Gishu has effective systems in place for storing and organizing knowledge and information.					
2	The County Government of Uasin Gishu utilizes digital platforms and databases to store and access knowledge and information efficiently.					
3	Knowledge and information at the County Government of Uasin Gishu are stored in a structured and easily retrievable manner.					
4	The County Government of Uasin Gishu employs standardized procedures for documenting and storing knowledge and information.					
5	Knowledge and information at the County Government of Uasin Gishu are stored in a secure and protected manner to ensure data confidentiality.					
6	The County Government of Uasin Gishu promotes the use of knowledge repositories and databases for centralizing information across departments.					
7	Knowledge and information stored at the County Government of Uasin Gishu are regularly updated and maintained to ensure relevance and accuracy.					
8	The County Government of Uasin Gishu encourages employees to contribute their knowledge and expertise to the stored information for collective learning.					
9	The County Government of Uasin Gishu provides training and resources to employees to effectively store and manage knowledge and information.					
10	The County Government of Uasin Gishu values the preservation of institutional knowledge and ensures its continuity through systematic storage practices.					

SECTION D: Knowledge Sharing

6. To what extent do you agree with the following statements regarding the effects of Knowledge Sharing on the service delivery at the Uasin Gishu county government?

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Knowledge Sharing	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	Employees at the County Government of Uasin Gishu actively share their knowledge and expertise with colleagues.					
2	Knowledge sharing is encouraged and supported by the County Government of Uasin Gishu to enhance service delivery.					
3	The County Government of Uasin Gishu has effective mechanisms in place to facilitate knowledge sharing among employees.					
4	Knowledge-sharing practices at the County Government of Uasin Gishu contribute to better problem-solving and decision-making.					
5	The County Government of Uasin Gishu recognizes and rewards employees who actively participate in knowledge-sharing activities.					
6	Knowledge-sharing platforms and tools are easily accessible and user-friendly at the County Government of Uasin Gishu.					
7	The County Government of Uasin Gishu promotes a collaborative culture that fosters knowledge sharing among different departments.					
8	Employees at the County Government of Uasin Gishu actively seek out opportunities to share their knowledge and experiences.					
9	Knowledge-sharing initiatives at the County Government of Uasin Gishu contribute to continuous learning and improvement.					
10	The County Government of Uasin Gishu provides training and resources to facilitate effective knowledge sharing among employees.					

SECTION D: Knowledge Use

1. To what extent do you agree with the following statements regarding the effects of Knowledge Use on the service delivery at the Uasin Gishu county government?

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Knowledge Use	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	Knowledge acquired at the County Government of Uasin Gishu is effectively applied in day-to-day operations.					
2	Decision-making processes at the County Government of Uasin Gishu are informed by relevant and up-to-date knowledge.					
3	The County Government of Uasin Gishu encourages employees to utilize knowledge resources to improve service delivery.					
4	Knowledge sharing is facilitated to ensuthe re widespread use and application of valuable insights.					
5	Employees at the County Government of Uasin Gishu are provided with training and support to effectively use knowledge in their work.					
6	Knowledge is used to identify and address service gaps and improve overall service quality.					
7	The County Government of Uasin Gishu promotes a culture of learning and knowledge application in all departments.					
8	Continuous feedback mechanisms are in place to monitor the effectiveness of knowledge use in service delivery.					
9	Knowledge utilization at the County Government of Uasin Gishu is recognized and rewarded.					
10	Lessons learned from past experiences are actively incorporated into current practices to enhance service delivery.					

SECTION E: Service Delivery

2. To what extent do you agree with the following statements regarding service delivery of the County Government of Uasin Gishu?

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Service Delivery	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	The County Government has put in place various strategies to provide timely and efficient service delivery					
2	From customer satisfaction surveys, we realize that Service delivery to the public meets or exceeds public expectations					
3	Transparency and accountability are monitored and reported in the service delivery processes					
4	Supervision during service delivery processes are streamlined and well-organized					
5	The County Government has mechanisms to ensure it is responsive to public needs and inquiries					
6	Service delivery is regularly measured to ensure it is consistent and reliable					
7	Public feedback is actively sought to improve service delivery					
8	Public satisfaction with service delivery is regularly measured and monitored					
9	The County Government invests in technological advancements for enhanced service delivery					
10	Service delivery is continuously improved based on lessons learned and best practices					

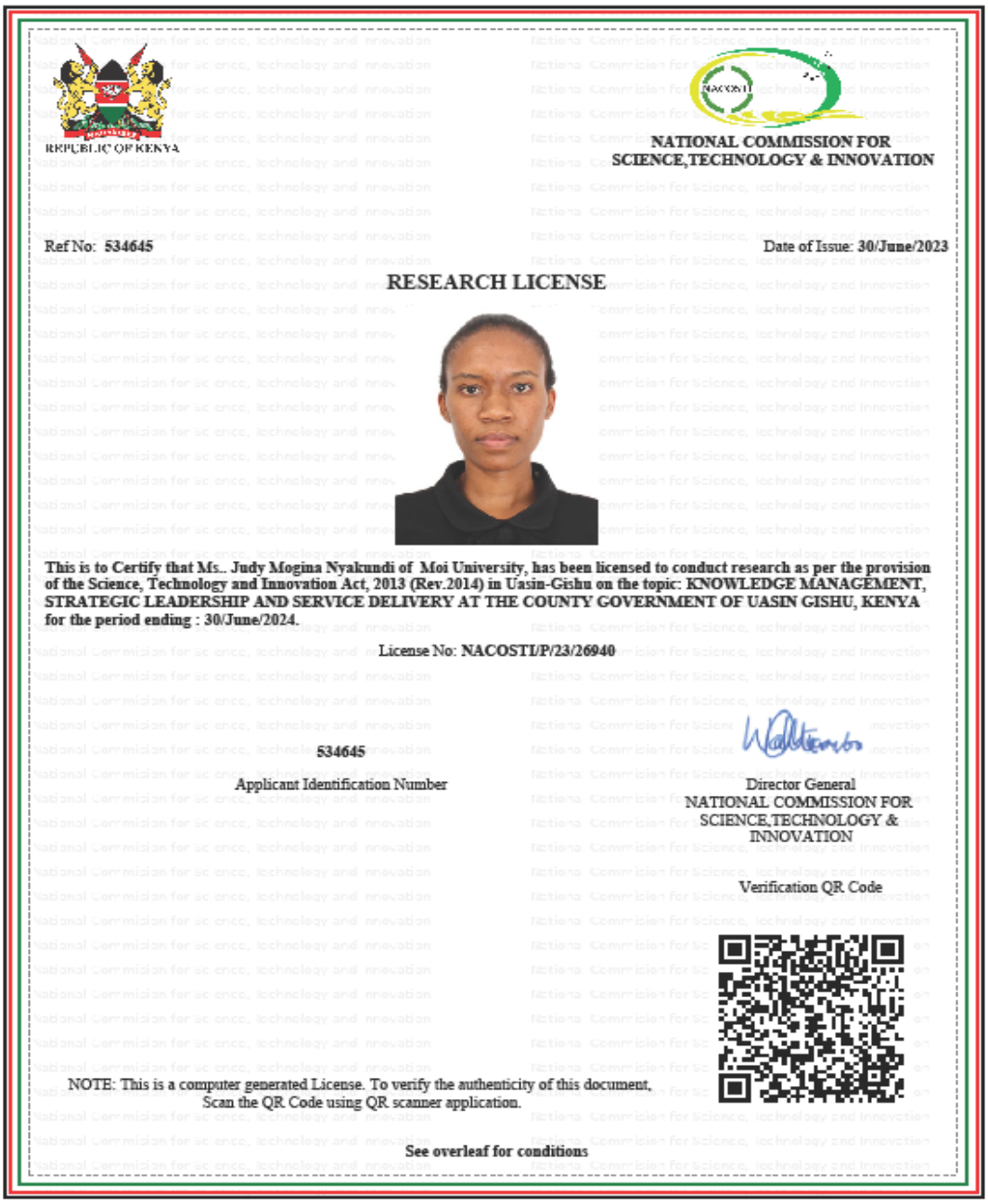
SECTION E: Strategic leadership

3. To what extent do you agree with the following statements regarding strategic leadership of the county

KEY **SA**: STRONGLY AGREE, **A**: AGREE, **U**: UNDECIDED; **D**: DISAGREE; **SD**: STRONGLY DISAGREE

Strategic leadership	Attributes	SA (5)	A (4)	U (3)	D (2)	SD (1)
1	Strategic leaders at the County Government of Uasin Gishu effectively communicate the importance of knowledge management for improved service delivery.					
2	Strategic leaders provide a clear vision and direction for knowledge management initiatives within the organization.					
3	Strategic leaders actively support and participate in knowledge management activities at the County Government of Uasin Gishu.					
4	Strategic leaders promote a culture of continuous learning and knowledge sharing among employees.					
5	Strategic leaders allocate resources and provide necessary support for the implementation of knowledge management practices.					
6	Strategic leaders create policies and frameworks that facilitate effective knowledge management and its integration into service delivery.					
7	Strategic leaders foster collaboration and cross-functional cooperation to enhance knowledge exchange and utilization.					
8	Strategic leaders monitor and evaluate the impact of knowledge management on service delivery outcomes.					
9	Strategic leaders recognize and reward employees who contribute to knowledge management and its positive influence on service delivery.					
10	Strategic leaders adapt and adjust knowledge management strategies to align with changing organizational needs and challenges.					

Appendix III: Research Permit



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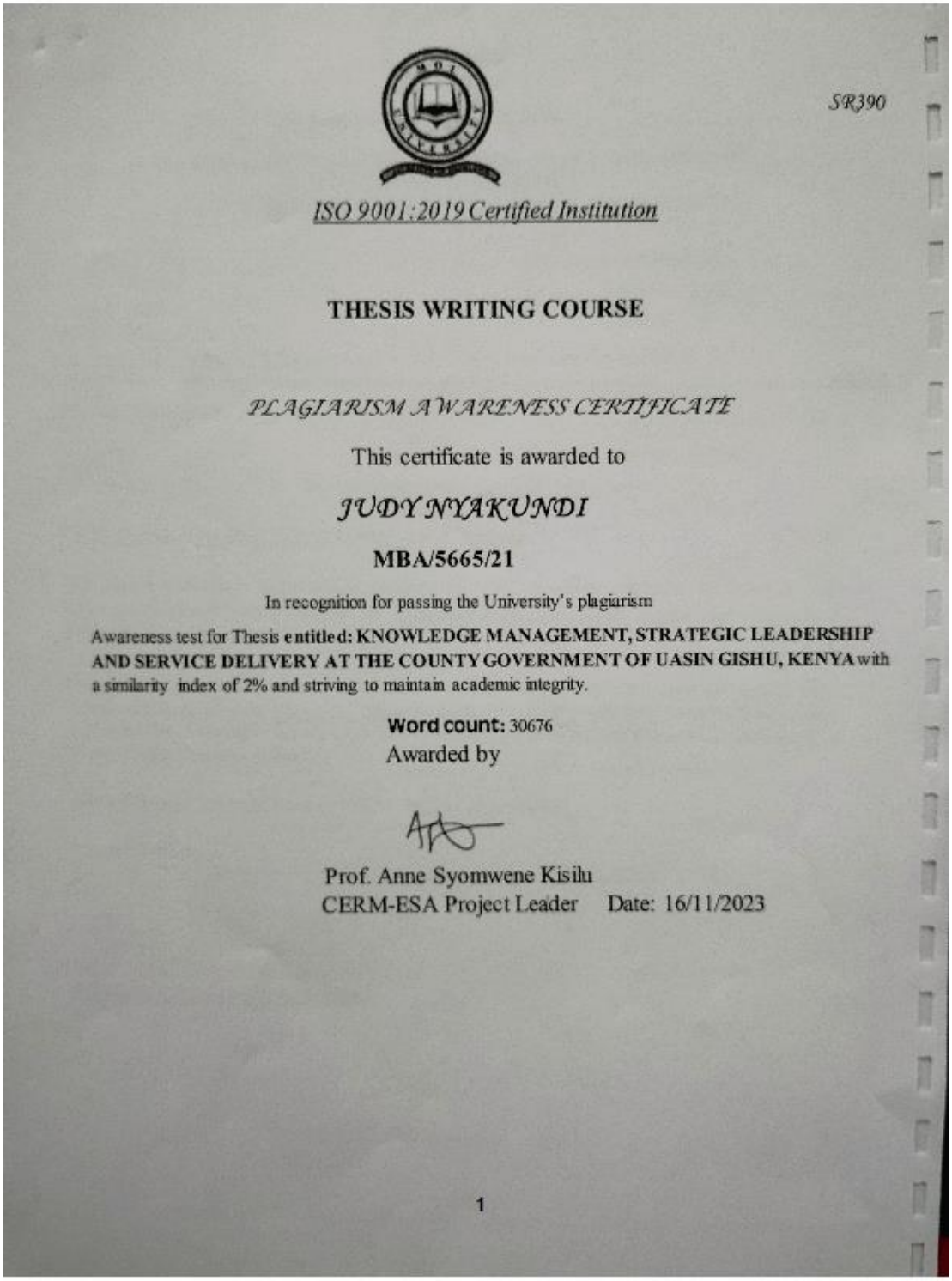
Appendix IV: Plagiarism Report



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Awarded by

Prof. Anne Syomwene Kisilu
CERM-ESA Project Leader Date: 16/11/2023

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