

KNOWLEDGE ACQUISITION ON EMPLOYEE PERFORMANCE OF KISUMU NATIONAL POLYTECHNIC IN KISUMU COUNTY, KENYA

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Abstract: The purpose of this study was to determine the influence of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya. The study was based on the human capital theory; knowledge management theory and resources-based view theory. The study adopted a descriptive research design with a target population of 42 heads of departments and their assistants from 21 department in Kisumu National Polytechnic. The study worked with entire population since the target population is small. Data collection instruments was questionnaire both primary and secondary data was collected. Piloting was done to test reliability and validity of research instruments. Data was analysed through SPSS version 27. Regression analysis and analysis of variance was done to test the significance levels of variables. The study's findings revealed and knowledge acquisition had a significant effect on employee performance in the Kisumu national Polytechnique, Kenya. The study came up with the following recommendations; organizations should prioritize establishing structured systems for knowledge acquisition to ensure continuous learning and innovation. This can be achieved by investing in staff training, workshops, conferences, and professional development programs that expose employees to emerging trends, technologies, and best practices within their industry. Partnerships and collaborations with academic institutions, research organizations, and other stakeholders can also enhance access to new information and expertise. Moreover, organizations should adopt digital tools and databases to facilitate the collection of external knowledge from reliable sources. Encouraging employees to engage in continuous learning through online platforms and internal knowledge exchange sessions helps in keeping the organization adaptive and competitive. To strengthen knowledge acquisition, management should allocate adequate resources for research and development (R&D) and create incentives that motivate staff to seek new ideas and innovations relevant to organizational growth. Once the study is done it will be significant to various bodies of knowledge.

Keywords: knowledge acquisition, employee performance, human capital theory, staff training, workshops, conferences, Kisumu National Polytechnic.

1. INTRODUCTION

Employee performance refers to the efficiency and effectiveness with which employees fulfill their job roles and responsibilities (Anna G.2024). In the USA, high employee performance has been linked to robust training programs and performance management systems (Asiamah, Y. 2023). For example, Google is renowned for its comprehensive employee development programs, which have significantly contributed to its innovation and market leadership (Anna G.2024).

According to the Bureau of Labor Statistics (2022), productivity in the American workforce increased by 4.6% in 2021, indicating a trend towards improved employee performance due to technological advancements and better management practices (Bureau of Labor Statistics, 2022).

In the United Kingdom, employee performance is often enhanced through a strong focus on professional development and workplace flexibility. Companies like Unilever have adopted flexible working policies and continuous professional development programs, which have been shown to boost productivity. A study by CIPD (2020) highlighted that UK organizations that invest in employee development see a 23% increase in performance metrics (CIPD, 2020). This indicates that wellstructured development opportunities and flexibility can significantly enhance employee performance in the UK.

Japan's approach to employee performance is deeply rooted in its cultural values of diligence, discipline, and continuous improvement (Anna G., 2024). The concept of "Kaizen," or continuous improvement, is widely practiced in Japanese companies such as Toyota. This approach has been instrumental in maintaining high levels of productivity and quality. According to a study by Fukuda (2018), Japanese firms that implement Kaizen practices reported a 15% increase in productivity and a 20% reduction in operational costs (Fukuda, 2018). This cultural emphasis on continuous improvement has been a key driver of employee performance in Japan. In Brazil, employee performance is often influenced by motivational strategies and the work environment. Companies like Embraer have implemented various incentive programs to boost performance.

workplaces.

Regionally, knowledge management (KM) processes are essential for boosting organizational effectiveness, especially in the current time and competitive modern work environment (Idrees et al., 2024). These processes involve the organized management of information creation, sharing, utilization, and retention (Klaus-Rosińska et al., 2024). It enables organizations to fully leverage their intellectual resources (Alrashidi et al., 2024). There are different dimensions of KMP such as Knowledge accessibility, knowledge utilization, knowledge sharing, knowledge storage, etc. Each dimension has its significance (Idrees et al., 2024; Klaus-Rosińska et al., 2024; Shehzad et al., 2024). Knowledge Discovery involves identifying and extracting valuable information from various sources, which allows healthcare professionals to stay informed about best practices and innovative treatments (Huang & Yuan, 2024). Knowledge Utilization refers to applying this information in real-world scenarios, enabling employees to make informed decisions that enhance patient care (Shehzad et al., 2024). Knowledge Sharing emphasizes the collaborative exchange of insights and experiences among staff, fostering a culture of continuous learning and improvement (Sarfray et al., 2022, 2023).

African countries exhibit diverse trends in employee performance, largely influenced by economic conditions and organizational practices. In South Africa, for instance, companies like Sasol have adopted performance management systems to track and enhance employee output (Alaa et al., 2024). A study by Taderera (2019) found that organizations with structured performance management systems in South Africa reported a 17% increase in employee productivity (Taderera, 2019). This demonstrates the importance of formal performance management systems in boosting employee performance in African contexts. Employee satisfaction on the other hand, refers to the level of contentment employees feel regarding their job roles, work environment, and overall organizational culture (Asiamah, Y. 2023). In the USA, employee satisfaction is often linked to workplace culture and benefits (Alaa et al., 2024). Companies like Microsoft have been noted for their employee-centric culture, which significantly contributes to high levels of satisfaction. According to a survey by Gallup (2021), 85% of Microsoft employees reported high job satisfaction, attributing it to the company's inclusive culture and comprehensive benefits (Gallup, 2021). In the United Kingdom, employee satisfaction is frequently associated with work-life balance and job security. The National Health Service (NHS) has implemented various policies to enhance job satisfaction among its employees, such as flexible working hours and mental health support (Faiz et al., 2024). A report by NHS England (2020) indicated that 78% of NHS employees felt satisfied with their jobs, primarily due to these supportive policies (NHS England, 2020). This highlights the importance of work-life balance and job security in promoting employee satisfaction in the UK.

Locally, organisations are set for proper management of knowledge. In Kenya, Safaricom has been recognized for its efforts to boost employee satisfaction through continuous learning and development programs. A study by Nzuve and Njeru (2013) found that employees in Kenyan firms with strong development programs reported a 30% increase in job satisfaction (Nzuve & Njeru, 2013). This highlights the critical role of professional development in enhancing satisfaction among employees in

Africa. Knowledge Management (KM) involves systematically capturing, distributing, and effectively using organizational knowledge. This process ensures that the right information is delivered to the right people at the right time, enhancing decision-making and strategic planning (Nonaka & Takeuchi, 2019). The goal of KM is to improve organizational efficiency by creating a culture where knowledge is valued, shared, and utilized to drive innovation and performance.

According to Alavi & Leidner (2016), a well-implemented KM system fosters a supportive work environment where employees feel valued and empowered. This empowerment can lead to higher job satisfaction as employees perceive that the organization invests in their professional development and growth. Effective KM systems are characterized by several components: technology, people, and processes. Technology facilitates the storage and retrieval of knowledge, while processes ensure that knowledge flows seamlessly across the organization. However, the most critical component is people, as they create, share, and apply knowledge. Maseki (2012) determined the relationship between knowledge management and employee performance of commercial banks in Kenya. The target population comprised of 43 commercial banks. The study found that knowledge management greatly affected employee performance of the commercial banks. Knowledge management enhanced product and service quality; increased productivity and innovative ability. Knowledge management improved employee performance of employees on their duties in the bank and enhanced employee competence.

The world market has become very competitive that organisations are working around the clock to fit by investing in human capital but they are not attaining the best. Yusuf and Wanja (2014) out of curiosity decided to investigate the factors affecting implementation of Knowledge Management Practices. Findings revealed that organisational structures in Government organisations are hierarchical which hindered sharing of information, the existing organisational culture does not support and encourage creation and sharing of knowledge amongst employees, inadequate skills in information technology and computer networks to facilitate sharing of knowledge hindered knowledge management practices efforts and lack of defined responsibilities for knowledge management (KM) initiatives affected execution of KM in organisations. Service delivery in most organisations in Kenya is not quality due to some employees' inadequate skills and knowledge. Kangogo and Gachunga (2015) decided to carry out a study to establish the determinants of knowledge management practices on enhancing service delivery in the banking sector in Kenya. The study adopted a descriptive survey of 43 human resource managers drawn from commercial banks who participated in the study. The study established that independent variables influenced positively and significantly service delivery in the banking sector. The analysis showed that knowledge acquisition and knowledge sharing are positively correlated to enhancing service delivery in the banking sector.

Maingi (2007), observing that KM was being "touted as the ultimate solution to most organisations' competitiveness in this era that is the knowledge edge", carried out a study to determine how ready organisations, universities and banks in Kenya were for KM. For his research, he developed "an index dubbed Knowledge Management Readiness Score (KMRS) which was a measure on a scale of 0 -1 of how well an organisation was prepared for knowledge management based on six parameters" namely: Financial indicator analysis; Non-financial indicator analysis; Internal employee performance indicator analysis; External employee performance indicator analysis; Project oriented indicator analysis; and the strategic aspect gap means that there is failure on the part of the enterprise to understand its internal and external environment so as to determine the knowledge required to enhance KM's effectiveness .

According to (Munywoki, 2017) small and medium enterprises in Kenya must develop a more appropriate Knowledge management Framework for SMEs achieving business efficiency. Organisations design processes to facilitate knowledge exchange across functional boundaries. Regarding measures of People (T-shaped Skills), organisation's members are specialists in their own field of expertise and organisation's members can make suggestions about others tasks. With regard to the conversion process, organisation has processes for absorbing knowledge from individuals into the organisation. Concerning competitive advantage, the organisation uses knowledge management to widen the array of products without increasing costs (Kiseli, 2016). Effectiveness and efficiency in organisations has deteriorated due to changing technological trends that there is need for acquisition of more knowledge. From this observation, Gakuo and Rotich (2017) decided to establishing effect of strategic knowledge management on employee performance of commercial banks in Kenya. They found out that knowledge acquisition significantly affects employee performance of commercial banks in Kenya, knowledge conversion significantly influence organisational employee performance of commercials banks, and knowledge protection had great effect on employee performance of commercial banks in Kenya. And knowledge applications affect the employee performance of commercial banks in Kenya to a great extent.

Employee performance in different institutions has not been satisfactory that they cannot fit in the competitive world market due to having insufficient skills. This prompted Karanja & Mwaura, (2017) to investigate the influence of knowledge management enablers on organisation employee performance with a particular emphasis on electricity sector. Specifically, the study sought to evaluate the influence of leadership, organisational culture, and employee involvement and information technology on the employee performance of KenGen using Geothermal Development Project, Naivasha as a case study. The study established that 43.7% of the variations in employee performance of KenGen is explained by leadership, organisational culture, Information Technology and employee involvement leaving 56.3% percent unexplained. Business environment within which firms operate has been very unstable due to political anxieties, competition from new entrants. From this observation (Muhoya, 2016) carried a study to examine the influence of knowledge management practices on Kenyan auditing firms. The study found that knowledge identification, knowledge acquisition, knowledge sharing and knowledge application significantly affected the employee performance of audit firms in Kenya. The study also revealed that knowledge identification, knowledge acquisition, knowledge sharing and knowledge application had positive significant effect on employee performance.

In the rapidly evolving knowledge-based economy, Kisumu National Polytechnic play a critical role in equipping the workforce with relevant skills and competencies. However, many of these institutions continue to face significant challenges in achieving high levels of employee performance, despite having access to vast organizational knowledge and experienced personnel. One of the emerging concerns is the limited integration and application of effective knowledge management practices such as knowledge creation, sharing, storage, and utilization within institutional operations. Organisations often operate in environments characterized by bureaucratic structures, limited resources, and inadequate technological support, which can hinder the flow and use of knowledge among employees. This lack of structured knowledge management can lead to duplication of efforts, inconsistent service delivery, and underutilization of staff potential. Consequently, the absence of deliberate knowledge management practices may negatively affect employee innovation, efficiency, and overall job performance (Al-Janabi & Al-Mado, 2023).

Although previous studies have highlighted the benefits of knowledge management in enhancing organizational performance, there is limited empirical evidence on how these practices influence individual employee performance within public sector training institutions, especially in developing countries. This gap calls for an in-depth examination of the relationship between knowledge management practices and employee performance to inform strategies that can drive efficiency and service quality in Kisumu National Polytechnic.

Therefore, this study sought to investigate the influence of knowledge acquisition on employee performance in Kisumu National Polytechnic.

2. EFFECTS OF KNOWLEDGE ACQUISITION ON EMPLOYEE PERFORMANCE

The term acquisition refers to a company's capability to recognize, obtain and accumulate knowledge (whether internally or externally) that is vital to its operations (El-Kassar et al., 2022). It involves the utilization of internal and external resources of an organisation to generate new knowledge for achieving the organisational goals. Brainstorming methods and conducting research to make the best use of the knowledge assets of customers, suppliers and staffs are strategies applied in many prosperous SMEs for creating knowledge (Moodysson, 2008). Knowledge management procedures identified with acquisition of knowledge are those identified with getting information. Achieve, seek after, produce, develop, catch and coordinate are shared terms used to depict the process of knowledge acquisition (El-Kassar et al., 2022). Creation of new knowledge so as to learn existing information is a part of knowledge acquisition and prompts advancement. Development requires joining exertion and a remarkable level of expertise in knowing and securing new learning (Drucker & Drucker, 1994). The practice includes the occasions of agreeability and collection of learning.

Knowledge acquisition is an activity within the domain of knowledge management that has been widely practiced especially among firms that want to gain specific knowledge in a specific context (Ahmad *et al.*, 2013). The scholars suggest that the role of individuals in knowledge transfer process is conceptualized as knowledge acquisition process. This process is related to the capabilities of acquiring, integrating, storing, sharing and applying knowledge which is crucial in building and sustaining competitive advantage of the firm (El-Kassar et al., 2022). In order to effectively acquire knowledge, firms need to rely on availability of expertise among employees in the firm. Firms can also acquire knowledge from external sources by hiring people possessing the required knowledge or by purchasing knowledge assets such as patents, research documents

or other intelligence material (Ghani et al., 2022). In Kenya, knowledge has become a valuable asset for competitive advantage that organisations are struggling to acquire it for them to fit in the competitive market. Organisations have tried implementing knowledge management strategies but they are not hitting their target. This prompted Nyaga and Bett (2018) to carry out a study determining the effect of knowledge acquisition on the employee performance of small and medium enterprises in Nairobi County. Based on the findings the study concluded that knowledge acquisition affects employee performance SMEs

Knowledge acquisition as a practice has a positive impact on organisational employee performance. Chen et al., (2022) established that knowledge acquisition positively and significantly affects employee performance of commercial banks in Kenya. The study found that Intellectual capital development and Knowledge dissemination had high influence on employee performance of commercial banks of Kenya while development and sustenance of expertise and development of knowledge had a moderate influence on organisational employee performance. Based on the review of literature, there are no unanimously agreed measures of organisational employee performance among scholars and practitioners. Organisational employee performance comprises the actual output or results of an organisation as measured against its intended outputs (or goals and objectives) (Al-Tit & Hunitie, 2015). An organisation's employee performance includes multiple activities that help in establishing the goals and monitor the progress towards the target. It is used to make adjustments to accomplish goals more efficiently and effectively (Maseki, 2012). Organisational Employee performance is a measure that assesses the efficiency and effectiveness of an organisation striving to achieve its organisational goals (Kim, et al., 2020).

There are several approaches to organisational employee performance measurement which include different stakeholders' perspectives. The Balanced Scorecard (BSC) is a employee performance management tool for measuring whether small-scale operational activities of a company are aligned with its large-scale objectives in terms of vision and strategy and includes four perspectives: financial, customer, internal process and innovation and learning perspective (Rasula *et al.* (2012). The financial perspective examines if company's implementation and execution of its strategy contributes to bottom-line improvement. Some of the commonly used financial measures are economic value added, revenue growth, costs, profit margins, cash flow, net operating income among others. The customer perspective defines the value proposition that an organisation will apply to satisfy customers and generate more sales to the most desired customer groups. The measures should cover both the value that is delivered to the customer which may involve time, quality, employee performance and service, and the outcomes that arise as a result of this value proposition, such as customer satisfaction and market share. The internal process perspective focuses on all the activities and key processes required in order for the company to excel at providing the value expected by the customers (Klaus-Rosińska, et al., 2024).

The clusters for the internal process perspective are operations management (by improving asset utilisation, supply chain management), customer management (by expanding and deepening relations), innovation (by new products and services) and regulatory & social (by establishing good relations with external stakeholders). The innovation and learning perspective focuses on the intangible assets of an organisation, mainly on the internal skills and capabilities that are required to support the value creating internal processes. Klaus-Rosińska, et al., (2024) compared two organisations to find aspects of organizational culture that influenced firm employee performance and found out that organizational trust and knowledge management initiatives supported superior firm employee performance. In the lens of human capital, knowledge and innovation are prime components of firm employee performance Wang and Wang (2012) conducted a study regarding knowledge sharing, innovation, and firm employee performance. Conclusions gained were statistically significant relationships between tacit knowledge sharing, innovation quality, and both financial and operational employee performance (Wang & Wang, 2012). There was also a significant relationship between explicit knowledge and financial employee performance yet not with operational employee performance (Wang & Wang, 2012). Wang and Wang (2012) proposed that these relationships might be able to guide the organizational leadership to attain higher organizational employee performance through knowledge sharing and innovation practices. Management's use of innovative practices, combined with knowledge management practices, can support organizational growth.

3. METHOD

This study adopted a descriptive research design. The study's target population of 42 heads of departments and their assistance from 21 department in Kisumu National Polytechnic. Since the study population is small, the study worked with entire population which is census. The study used questionnaires as data collection instrument. Piloting was done to test the validity and reliability of the data collection instrument. Once data is collected, it was crosschecked and verified for errors,

completeness and consistency. It was then be coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS version 27). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1 Discussions

4.1.1 Effect of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya.

The first specific objective of the study was to determine the effect of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya. The respondents were requested to indicate their level of agreement on statements relating to the effect of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that Knowledge can be easily acquired from experts and coworkers in our college. This is supported by a mean of 3.862 (std. dv = 0.850). In addition, as shown by a mean of 4.782 (std. dv = 0.895), the respondents agreed that Employees are encouraged to attend training seminars and conferences. The respondents agreed that There are regular staff appraisals where staff needs are also discussed. This is shown by a mean of 3.762 (std. dv = 0.872).

The respondents also agreed that Knowledge is acquired by one-to-one mentoring in our institution. This is shown by a mean of 3.917 (std. dv = 0.843). With a mean of 3.414 (std. dv = 0.762), the respondents agreed that Information about our competitors is collected by more than one department in our college. Further, the respondents agreed that Knowledge is acquired easily through formal documents and manuals in our institution. This is shown by a mean of 3.652 (std. dv = 0.865).

Table 4.1: Effect of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya

Statements on Knowledge acquisition	Mean	Std. Deviation
Knowledge can be easily acquired from experts and coworkers in our college.	3.862	0.850
Employees are encouraged to attend training seminars and conferences	4.782	0.895
There are regular staff appraisals where staff needs are also discussed	3.762	0.852
Knowledge is acquired by one-to-one mentoring in our institution	3.917	0.843
Information about our competitors is collected by more than one department in our college	3.414	0.762
Knowledge is acquired easily through formal documents and manuals in our institution	3.652	0.865
Aggregate	3.902	0.895

4.1.2. Employee Performance of Kisumu National Polytechnic, Kenya.

The respondents were requested to indicate their level of agreement on various statements relating to employee performance of Kisumu National Polytechnic, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in table 4.2.

From the results, the respondents agreed that the number of students enrolling is increasing on yearly basis. This is supported by a mean of 4.281 (std. dv = 0.957). In addition, as shown by a mean of 3.978 (std. dv = 0.841), the respondents agreed that the institution continues expanding the infrastructure resources. The responded also agreed that majority of employees are retained in our organisation. This is shown by a mean of 3.823 (std. dv = 0.752).

The respondents in addition agreed that majority of employees are satisfied. This is shown by a mean of 3.812 (std. dv = 0.843). With a mean of 3.743 (std. dv = 0.925), the respondents agreed that there is increased productivity, innovative ability and activity in our institution. The respondent also agreed that knowledge management enhances employee performance of Kisumu National Polytechnic in Kenya. This is shown by a mean of 3.961 (std. dv = 0.911).

Table 4.2: Employee Performance of Kisumu National Polytechnic, Kenya.

Statements on Employee performance	Mean	Std. Deviation
The number of students enrolling is increasing on yearly basis	4.281	0.957
The institution continues expanding the infrastructure resources	3.978	0.841
Majority of employees are retained in our organisation	3.823	0.752
Majority of employees are satisfied	3.812	0.843
There is increased productivity, innovative ability and activity in our institution.	3.743	0.925
knowledge management enhances employee performance of Kisumu National Polytechnic in Kenya	3.961	0.911
Aggregate	3.817	0.818

4.2 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (employee performance of Kisumu National Polytechnic, Kenya and the independent (knowledge acquisition).

4.2.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (knowledge acquisition) and the dependent variable (employee performance of Kisumu National Polytechnic) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

		Employee performance	Knowledge acquisition
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	40	
Knowledge acquisition,	Pearson Correlation	.831**	1
	Sig. (2-tailed)	.001	
	N	40	40

From the results, there was a very strong relationship between knowledge acquisition and employee performance of Kisumu National Polytechnic, Kenya. ($r = 0.831$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level).

4.2.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (knowledge acquisition) and the dependent variable (employee performance of Kisumu National Polytechnic, Kenya).

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837	.721	.616	.311121

a. Predictors: (Constant), knowledge acquisition

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.616. This implied that 61.6% of the variation in the dependent variable (employee performance of Kisumu National Polytechnic, Kenya) could be explained by independent variables (knowledge acquisition).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.014	1	3.098	47.03	.000 ^b
1 Residual	6.461	39	.033		
Total	45.475	40			

a. Dependent Variable: employee performance of Kisumu National Polytechnic, Kenya

b. Predictors: (Constant), knowledge acquisition

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 47.03. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the effect of knowledge acquisition on employee performance of Kisumu National Polytechnic, Kenya.

Table 4.6 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.589	0.031		5.811	0.000
	Knowledge acquisition	0.673	0.064	0.362	4.210	0.000

a Dependent Variable: employee performance of Kisumu National Polytechnic.

The regression model was as follows:

$$Y = 0.589 + 0.673X_1 + \varepsilon$$

According to the results, knowledge acquisition has a significant effect on employee performance of Kisumu National Polytechnic, Kenya. ($\beta_1=0.674$, p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study concluded that knowledge acquisition has a significant effect on employee performance of Kisumu National Polytechnic, Kenya. ($\beta_1=0.674$, p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The study came up with the following recommendations; Organizations should prioritize establishing structured systems for knowledge acquisition to ensure continuous learning and innovation. This can be achieved by investing in staff training, workshops, conferences, and professional development programs that expose employees to emerging trends, technologies, and best practices within their industry. Partnerships and collaborations with academic institutions, research organizations, and other stakeholders can also enhance access to new information and expertise. Moreover, organizations should adopt digital tools and databases to facilitate the collection of external knowledge from reliable sources. Encouraging employees to engage in continuous learning through online platforms and internal knowledge exchange sessions helps in keeping the organization adaptive and competitive. To strengthen knowledge acquisition, management should allocate adequate resources for research and development (R&D) and create incentives that motivate staff to seek new ideas and innovations relevant to organizational growth.

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