



Organisational Learning Strategies and Employee Performance in Water and Sewerage Companies: Empirical from Nairobi City County, Kenya

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Despite organisational learning strategies being focal in enabling employee's development, Nairobi City Water and Sewerage Company is unable to employ organisational learning strategies for sustainable employee performance. Owing to the failures in addressing these concerns, this research accessed the manner in which organisational learning strategies related to employee performance in this company. The objectives of the research were to specifically establish the effect of; acquiring information, distributing information, interpreting information, behavioural and cognitive changes on the performance of public water utilities in Kenya. In its methodology, the research espoused descriptive research design as it used 374 senior officers of Nairobi City Water and Sewerage Company as its target population. The sample size drawn from this population was 112 respondents; accounting for 30% of the entire population. The research sought data from primary sources, which was collected through administration of structured questionnaire. Quantitative approach was employed in analysis to obtain descriptive statistics as well as inferential statistics. The inferential statistics were for testing existence of relationship and for predicting a study model. The study found that at 5% significance level, acquiring information there is a strongly positively significant effect on employee performance at Nairobi City Water and Sewerage Company,

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distributing information has a low significant negative effect on employee performance at Nairobi City Water and Sewerage Company, practising interpreting information at Nairobi City Water and Sewerage Company has a strong significant positive influence on its performance of employees, and behavioural and cognitive changes strongly significantly and positively affect performance of employee at Nairobi City Water and Sewerage Company. The study suggested new organizational learning approaches for implementation by Nairobi City Water and Sewerage Company to improve their employee efficiency and hence enhance their performance.

Keywords: Acquiring information; behavioural and cognitive changes; distributing information; employee performance; interpreting information; Nairobi city water and sewerage company; organisational learning strategies.

1. INTRODUCTION

1.1 Background of Study

Employee performance is currently being viewed, by a majority of organisation around the globe, as the most effective avenue for expressing a more simplified as well as a very clear and elaborate explanation of core objectives of a firm [1]. Accordingly, many organisations are now turning to employee performance when seeking for realisation of their anticipated objectives to the attainment of their goals and hence sustainability. Many organisations are yearning for high level of employee performance in the face of scarcity of employee skills, compelling these organisations to adopt human capital development strategies; cutting across recruitment, development and personal growth, skills procurement and exploitation [2]. On the other side, empirical research has exposed organizational learning strategies as essential catalyst of employee performance [3]. Therefore, it is vitally important to know the manner in which these organizational learning strategies relate to the employee performance by means of discussions (e.g. Kiprawi et al., [4]).

Conspicuously, organisation learning strategies is becoming an outstanding aspect of human resource management in its role of shaping employee performance from their productivity [5,6,7]. It should however be noted that employee productivity translates into organisation productivity which eventually manifest into organisational success and sustainability [5]. Thus, organisations are in pursuit of locking the growing gap in productivity and ensure employee performance through human skill development; with improved education and training taking the lions share. Consequently, organisational learning strategies is becoming the most essential requirement for most organisation in their enhancing employee

performance within their operations. Organisational learning strategies ensures knowledge transfer; where employees who are more knowledgeable (skilled) and the qualified (habitually old employees) transferring their skills and knowledge to those employees who are less experienced or who are not acquainted to the skills required in the run the organisation processes [8]. This transfer is regularly achieved by mean mentoring and coaching.

Literature identifies the organisation learning strategies appropriate for enhancing performance as being; strategies for acquiring information [9], strategies for dissemination of information as shown by Tian et al. [10], interpreting (translating) which was emphasised by Apostolou [11], and behavioural and cognitive changes amplified by Imran et al., [12]. In response, Cho and Park (2014) confirms the same by postulating that employee efficiency is improved by; effective knowledge collection, efficient delivery of the information to the respective consumers, translating (interpreting) the information for understanding ability, and recognising behavioural and cognitive changes. Gholami, Asli, Nazari-Shirkouhi and Noruzy [13] posits that acquiring information involves identifying the desired information, its sources; both internal and external sources, and gathering the same using learning data capture techniques [14]. There various commonly employed and accustomed acquiring information techniques for attaining the appropriate knowledge include; education, mentoring, observation, interrogating, interactions, laddering, mapping (process or concept), training, conducting seminars, running workshops, and holding conferences [15] (Ohiorenoya & Eboreime, 2014).

Distribution of Information is simply its dissemination from the point of capture (gathering to the availing it at its destination; beginning with the creation of the critical

innovative ideas essential for supporting performance of the firm [16]. Much of the empirical literature has always linked distributing information to improved performance of employee (Downes, 2014; Ferreira & Pilatti, 2013) as others have relate it to information economy strategy [17]. Yusof et al. (2012) exposed distributing information as a factor influencing service delivery performance while Ogendo [18] postulates that organisations require active and focused distributing information strategies when seeking to improve performance of their employees. Egeland [19] notes that organisation must therefore direct their focus towards dissemination of information so as to improve employee performance (Downes, 2014; Ferreira & Pilatti, 2013). Ultimately, distributing information is a crucial strategy for enhancing employee performance within organizations.

Interpreting information provided opportunity to access and exchange information more efficiently by reducing costs and growing income (Bagorogoza, 2015). It helps people to quickly access the data depending on approaches reported by the company (Bagorogoza, 2015). Interpretation of knowledge is useful for helping promote mutual learning, personal education and/or collaborative resolution of problems (King, 2005). Knowledge from interpreted information is regarded, in particular, as a human faculty (Nyarko, 2009).

In order to improve organizational success, organizational learning constructs vector, behavioural and cognitive changes (improvements) are very useful [3]. Hernaus, Miha and Vlado (2014) posit that the performance metrics of workers are closely related to the intellectual ability of the company according to [20]. In every organisation, the HR team evaluate, if applicable, the corporate organizational learning awareness approaches while concentrating on behavioural and cognitive changes.

1.2 Statement of the Problem

Although Nairobi City Water and Sewerage Company has substantially invested on developing skills of its employees, the performance of these employees as regards; service delivery, customer satisfaction, employee commitment and satisfaction; has been noticeably deteriorating considerably in the last ten (10) years [21]. The decrease in worker

efficiency has consequently led to low service quality [22]. Subsequently, it has been causing concerns about the efficacy of Nairobi City Water and Sewerage Company organizational learning approaches on actually enhancing the performance of employees. Despite several organizational learning studies having exposed organizational learning as an important determinant of employee success, Egeland [19] posits that organizational learning is still in its early stages in the country and therefore there is restricted empirical research on way organizational learning approaches contribute to employee performance at Nairobi City Water and Sewerage Company. This research accordingly aimed on examining whether the organizational learning approaches used Nairobi City Water and Sewerage Company enhance employee performance to lock this gap.

1.3 Objectives of the Study

The purpose of this study was to establish the relationship between organisational learning strategies and employee performance at Nairobi City Water and Sewerage Company, Kenya. The study was guided by the following specific objectives:

1. To establish the effect of acquiring information on employee performance at Nairobi City Water and Sewerage Company.
2. To examine the effect of distributing information on employee performance at Nairobi City Water and Sewerage Company
3. To establish the effect of interpreting information on employee performance at Nairobi City Water and Sewerage Company
4. To determine the effects of behavioural and cognitive changes on employee performance at Nairobi City Water and Sewerage Company.

2. LITERATURE REVIEW

2.1 Theoretical Review

Prominent authors such as Defee et al. [23], claim is that theoretical concepts found every successful research [24]. Based on these claims, this research gathered and examined the appropriate theories which were thus found to be acceptable.

The Adaptive and Generative Learning Theory (AGLT) proposed by Senge [25] and developed out of Kolb's experiential learning theory [ELT] (1984) describes cognitive theory of organizational learning [26]. The theory shows that gaining sufficient skills and learning competence requires five disciplines at all levels, whether in organizational hierarchy or in teams. The five disciplines include principles, personal superiority, developing collective vision, team learning and thinking processes (Senge 1994). March [27] extended to AGLT by discusses the mechanism of measures of organizational learning strategies; delivery of knowledge, processing of information, behavioral and cognitive changes, and perception of information. In this case, exploitation essentially describes the distribution of knowledge and perception of knowledge while discovery takes care of the processing of information and improvements in behavior and cognition. This helped to provide concrete evidence of how workers would boost their efficiency through all the metrics of organizational learning strategies. Furthermore, AGLT indicates, as described in the study, that organizational learning and its use in most cases ensure the enhancement of productivity to increase productivity of employees.

2.2 Motivation Theories - Maslow's Needs Theory

Furtherance to empirical theories, motivation theories were developed to describe the productivity of workers (Arinanye, 2014). Prominent among these is the Maslow's hierarchical model, a theory advanced to illustrate how people hierarchically come to terms with the needs of people motivated to satisfy themselves and then seek to meet the next higher level of need because the lower one has already been met [28]. It ensures most employees are working hard to ensure that goals are met and that that productivity is improved. Employees are motivated by various needs to seek and identify and meet employees' needs in order to increase their efficiency. As a hierarchy of requirements, Maslow classified: physiological needs, needs for membership, consideration and protection.

In a reinforcement to the theory, Hodgets and Hedgar [29] indicate that motivation is the psychological power that moves workers towards the target. Meanwhile, Kinicki and Williams [30] on their side, implying that since workers are human being, they possess some psychological needs., if met, be effective as motivators in their

success because they will adapt them to particular behaviour. Whenever staff will perform a job with the skills required, administrators have to inspire them to guarantee that the success improves at a particular perspective. It is assumed that this theory guides the creation of organizational learning approaches that will enhance their motivation and efficiency and will respond with their employees of Nairobi City Water and Sewerage Company [31]. A motivated human resource often encourages innovation, efficiency and loyalty, which contributes to improved employee results.

2.3 Empirical Literature Review

In an explanatory research program, AL-Hayaly and Alnajjar [32] found that knowledge processing plays an important role in enhancing output by hypothesis testing. Abdela [9] established that acquisition of information has a significant effect on the organizational efficiency as Ahmed, Fiaz, and Shoab [33], using concise research findings indicate that the acquisition of knowledge contributes to a high degree of customer satisfaction through quality customer services. A research conducted by Gholami et al. [13] found that acquiring information significantly affects workers' productivity and success in SME.

Tian, Cai and Jiang's [10] study findings evidenced dissemination of information as important for facilitating the transfer of key knowledge (transmission) while the findings from research work done by Brcic and Mihelic [17] indicate that the delivery of information has a positive impact on the strategy for the knowledge economy. A correlational analysis was used for hypothesis formation by Ogendo [18] found that the diffusion of information in teams and individuals is essential to most businesses. The analysis by Albers [34] shows that information access depends on the efficiency or suitability of the IT infrastructure. In the meantime, Amodu, Okafor and Inyada [35] study notes that the correct understanding of information contributes to a competitive benefit. Dewah [36] study found no methods for collecting information from experienced personnel were available.

Gichohi (2004) states that employee involvement is critical to promote workplaces innovation and creative ideas. The results in the study by Imran, Nisar and Ashraf (2005) revealed a strong positive, important link between behavioral and cognitive improvements and organizational learning strategies.

3. RESEARCH METHODOLOGY

3.1 Research Design

Descriptive research design was employed in the current study to explain how organizational learning strategies are related to vs organizational efficiency [37]. The present analysis demonstrated the cause of independent variables (IVs); organizational learning approaches on dependent variable (DV), Nairobi City Water and Sewerage Company 's organizational success as a result, a critical descriptive method of research. The analysis predicted DV as regards the IVs.

3.2 Target Population

For this study 374 employees (Directors, managers, coordinators and Nairobi City Water and Sewerage Company officers) based for Nairobi were the target population.

3.3 Sampling Size and Sampling Procedure

The respondents included the executives, coordinators and officers. Establishing sample size for those workers was driven by the target population's accessibility and capacity to handle. For the study, a sample size of 30 percent (112) of the target population was considered acceptable.

3.4 Data Collection Instruments

In the present case, primary sources used to supply the data through adoption a questionnaire. The questionnaire was measured on 5 point Likert Scale five (1 - 5) points. The questionnaire provided the participants the capacity to respond to questions and to give

them full freedom for response in a pre-defined manner.

3.5 Validity and Reliability Tests

Prior to actual data collection, pilot testing was done to test the study tool for validity tests and reliability tests [37].

The validity of the tool was measured using content analysis, carried out first by a team of experts, including the project supervisor and a personnel management specialist. The experts evaluated the tool to determine consistency, correctness and suitability in the wording of questions [38]. Consequently, the experts reflected on the adequacy, the representativeness of the information obtained, of the questions found in the instruments. The experts' recommendations on the methods led to improving the quality of the data collection method.

The research used the Cronbach Alpha approach to check for reliability based on an internal consistency technique [39]. In this research, Table 1 contains results of this exercise.

The findings show that the Alpha coefficient of Cronbach was 0.864, above the 0.7 suggested by Kothari and Garg (2014). Based on the location of Kothari [39], 0.864 is high and the elements in the method have a high consistency.

Removal of; employee performance at Nairobi City Water and Sewerage Company ($\alpha = 0.814$), acquiring information ($\alpha = 0.822$), distributing information ($\alpha = 0.838$), interpreting information ($\alpha = 0.838$), would have reduced internal consistency to lower levels, according to the results. While the removal of and cognitive

Table 1. Reliability results

Item-Total Statistics	
Variable	Cronbach's Alpha if Item Deleted
Employee performance at Nairobi City Water and Sewerage Company	0.814
Acquisition of Information	0.822
Distribution of Information	0.838
Interpreting information	0.836
Behavioural and cognitive changes	0.861
Cronbach's Alpha (α) = 0.864; N = 5	

Source: Research Data (2020)

behavioral changes (0.861) might have improved internal consistency upwards, still a value of 0.864 was good enough to ensure accurate analysis since it was considerably above the threshold that is 0.7 as Kothari [39] postulates. Accordingly, all the questions in the tool were retained for gathering data since the results portrayed a highly consistent instrument produce credible and consistent results. Owing to alpha being above 0.7, the tool was retained without any further editing, indicating high consistency between the tool items.

3.6 Data Analysis

With assistance of SPSS (Statistical Package for Social Science) software version 24,0, data was analysed using quantitative analysis to produce descriptive statistics; frequencies (N), percentages (%), means (M) and standard deviation (SD). The quantitative analysis descriptive statistics was then accompanied by inferential analysis (bivariate analysis and multivariate analysis).

Analysis of Variance (ANOVA) was done to measure performance at 5% significance level to provided ample evidence as to whether the achieved regression model was sufficiently good for explaining the DV by the IVs.

4. RESEARCH FINDINGS AND DISCUSSION

The study administered 112 questionnaires to the respondents. However, 81, which translates to 72.32%, returned their filled pieces questionnaires. Thus, the response rate was 73.32% where most participants, 46(56.79%), were male and the rest 35(43.11%) were female. Exactly, half (50.00%) of the respondents were aged over 50 years as 27.50% were between 31 and 40 years old, 21.25% were over 50 years, and 11.25% were between 21 and 30 years old.

4.1 Descriptive Analysis

The results from the study helped establish the manner in which each IV; (acquiring information, distributing information, interpreting information, behavioural and cognitive changes) influences the DV (Nairobi City Water and Sewerage Company's employee performance). The analysis relied on data obtained using questions ranked on 5-point Likert scale; 1 = Not at all; 2 = Low; 3 = Moderate; 4 = High; 5 = Very high. During scrutiny, means (M) and standard

deviation (SD) were obtained for each indicator of acquiring information at Nairobi City Water and Sewerage Company as well as an overall Mean (using Mean of means). Since the values obtained for the M and SD were fractions, the results were moderated using the statistics for simplicity in interpretation; 1 to 1.8 for Not at all; greater than 1.8 to 2.6 for Low; Greater than 2.6 to 3.2 = Moderate; greater than 3.6 to 4.2 = High, Greater than 4.2 to 5 = Very High

4.2 Acquiring Information and Employee Performance

objective 1; to establish the effect of acquiring information on employee performance at N Nairobi City Water and Sewerage Company where Table 2 are the results on effect of acquiring information on employee performance at Nairobi City Water and Sewerage Company.

Such results are showing the participants as indicating that acquiring information highly impact on performance of employee at Nairobi City Water and Sewerage Company (M = 3.46; SD = 0.87). These findings confirm those by Nafei [40] exposed a statistically important correlation between organizational learning and corporate performance. It further supports the study by Mokaya and Kipyegon [41] that personal development and opportunities for growth and the enjoyment of the workplace are key factors in Kenya's staff. They showed that attaining industry expertise to create skills highly affects performance of Nairobi City Water and Sewerage Company staff (M = 3.63; SD = 0.81) while providing the skills gained (expertise) to the workers has a moderate effect on their performance (M = 3.25; SD = 0.85). While providing more knowledge from top management experience (expertise) to the employees highly affects employee performance of Nairobi City Water and Sewerage Company (M = 3.48; SD = 0.92), using those staff with related skills and experience (expertise) to give more information to others moderately affects employee performance of Nairobi City Water and Sewerage Company (M = 3.38; SD = 0.89). Meanwhile AL-Hayaly and Alnajjar [32] exposed that In the first instance, the organisation establishes the capacity to understand the necessary frameworks for the characteristics found in the areas of concern. On the basis of these results, they showed that each of; accumulating external information to strengthen expertise of staff (M = 3.57; SD = 0.88), gaining knowledge through some kind of regular, tailored training of

employees to (M = 3.53; SD = 0.83), and performing regular internal training of employees on information acquisition (M = 3.48; SD = 0.88) highly affects employee performance of Nairobi City Water and Sewerage Company. Such results are supported by the Ogendo report [18] which indicates that companies have sufficient capital and experience in creativity and that their managers are agile in applying recommendations to workers. They showed that practicing routine workplace mentoring programs moderately affects employee performance of Nairobi City Water and Sewerage Company (M = 3.38; SD = 0.89). Likewise Ahmed et al. [33] acknowledges acquiring information as a very important process for improved satisfaction of consumers and goes ahead to ascertain that such is attributable

quality services delivery. Abu Khalifeh and Ahmad [42] argued that workplace growth is the most important factor contributing to employee motivation and growing the degree of dedication among their workers.

4.3 Distributing Information on Employee Performance at Nairobi City Water and Sewerage Company

The study assessed the second objective, where the analysis assesses the effect of distributing information on employees performance at Nairobi City Water and Sewerage Company. Table 3 summarizes those findings.

Table 2. Effect of acquiring information on performance of employee

Effect of acquiring information	M	SD
Attaining industry expertise to create skills	3.63	0.81
Providing the skills gained (expertise) to the workers	3.25	0.85
Providing more knowledge from top management experience (expertise) to the employees	3.48	0.92
Using those staff with related skills and experience (expertise) to give more information to others	3.38	0.89
Accumulating external information to strengthen expertise of staff.	3.57	0.88
Gaining knowledge through some kind of regular, tailored training of employees	3.53	0.83
Performing regular internal training of employees on information acquisition	3.48	0.88
Practicing routine workplace mentoring programs	3.38	0.89
Average effect of acquiring information	3.46	0.87

Source: Research Data (2020)

Table 3. Effect of distributing information on employee performance

Effect of distributing information	M	SD
Widespread and frequent information sharing within the company	3.41	0.90
Staff being fully committed to the collection and dissemination of information using skills acquired all through organizational learning	3.30	0.91
Keeping staff aware of the organisation's goals	3.51	0.83
Setting clear organizational goals	3.40	0.94
Establishing a framework for the frequently holding of meetings to inform workers	3.44	0.91
Inspire staff to work in multiple project teams or project units	3.48	0.75
Having formal mechanisms and systems for transfer of practices	3.42	0.95
Developing formal performance assessment modalities for the employees	3.32	0.84
Necessitating managerial support to staff in the distribution of information	3.53	0.81
Make sure that all the staff support each other when distributing information	3.45	1.08
Average effect of distributing information	3.43	0.89

Source: Research Data (2020)

The results on effect of distributing information on employee performance in Table 3 showed that the participants indicated that the effect of distributing information on employee performance was high ($M = 3.43$; $SD = 0.88$). They indicated that the widespread and frequent information sharing within the company highly affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.41$; $SD = 0.90$) while staff being fully committed to the collection and dissemination of information using skills acquired all through organizational learning moderately affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.30$; $SD = 0.91$). while they showed that keeping staff aware of the organisation's goals highly affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.51$; $SD = 0.83$), they showed that setting clear organizational goals moderately affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.40$; $SD = 0.94$). The participants showed that as establishing a framework for the frequently holding of meetings to inform workers highly affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.44$; $SD = 0.91$), inspiring employees to participate in more than one project team or different project units highly affected employee performance at Nairobi City Water and Sewerage Company C ($M = 3.48$; $SD = 0.75$) and having formal mechanisms and systems for transfer of practices highly affected employee performance at Nairobi City Water and Sewerage Company C ($M = 3.42$; $SD = 0.95$), Developing formal performance assessment modalities for the employees moderately affected employee performance at Nairobi City Water and Sewerage Company ($M = 3.32$; $SD = 0.84$). Based on these outcomes, each of necessitating managerial support to staff in the distribution of information ($M = 3.53$; $SD = 0.81$) and make sure that all the staff support each other when distributing information ($M = 3.45$; $SD = 1.08$) significantly affected employee performance at Nairobi City Water and Sewerage Company. This is consistent to the study by Daud and Yusoff [43] which indicate that the quality of the delivery of information influences the output of employees' services. Meanwhile, the research by Tian, et al. [10] showed that the organisation utilising dissemination of information promotes the transfer of essential information (transmission).

4.4 Interpreting Information and Performance of Employee

The third objective was to establish the effect of interpreting information on employee performance at Nairobi City Water and Sewerage Company Table 4 captured the results of the analysis.

It's seen from Table 4 that the participants suggested that interpreting information to a great extent affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.41$; $SD = 0.93$). The participants indicated that contacts as a resource for interpreting information highly enhanced employee performance of Nairobi City Water and Sewerage Company ($M = 3.54$; $SD = 0.87$) and employment of modern technology such ICT also highly affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.42$; $SD = 0.97$). While they showed that formulating committees and guaranteeing the teams meet regularly exceedingly affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.42$; $SD = 0.86$), they specified that ensuring occasional seminars and conferences moderately affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.33$; $SD = 0.97$). It was shown in these results that each of presence of specific expert documents and findings for possible references ($M = 3.49$; $SD = 0.90$) and ensuring that every information in the company is always recorded in the form of respective documents ($M = 3.51$; $SD = 0.92$) highly affected employee performance of Nairobi City Water and Sewerage Company. As they showed that development of efficient platforms for communication, including intranet, blogs, email for interpreting information moderately affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.23$; $SD = 0.97$). Knowledge in the workshops being interrelated with the company moderately affected employee performance of Nairobi City Water and Sewerage Company ($M = 3.36$; $SD = 0.95$). Apostolous (2014) and Maria et al. [44] states that individual workers are driven by a commitment to job and environmental learning operations that dramatically increases the efficiency of their organizations.

4.4.1 Behavioural and cognitive changes at Nairobi City Water and sewerage company

The fourth objective was meant to establish the effects of behavioural and cognitive changes on employee performance at Nairobi City Water and Sewerage Company. During the analysis, Table 5 was used to contain the results.

Borrowing from Table 5, on overall behavioural and cognitive changes highly affected the employee performance of Nairobi City Water and Sewerage Company (M = 3.50; SD = 0.89) to agree with Imran et al. [12] who demonstrated a clear beneficial between performance with behavioural and cognitive improvements and organizational learning strategies. These results show the respondents indicating that some factors moderately affected the employee performance of Nairobi City Water and Sewerage Company. These included; allowing space for environmental pressure adaptability (M = 3.31; SD = 0.85), receiving sufficient information to suit the speed of operations (M = 3.30 0.93), providing resources for spurring employee

creativity (M = 3.38; SD = 0.90), and provisioning for employee innovativeness and creativity with organizational learning (M = 3.38; SD = 0.83). They showed using organizational learning to equip employees with a clear cultural orientation (M = 3.42; SD = 0.88), and endowing employee to adapt to the general atmosphere (M = 4.74 ; SD= 0.72) highly affected the employee performance of Nairobi City Water and Sewerage Company. However, they showed that interactions among employee through communications (M = 3.18; SD = 1.03) and employee familiarity with the strategic direction of the company (M = 3.25; SD = 1.02) moderately affected the employee performance of Nairobi City Water and Sewerage Company. However, allowing space for environmental pressure adaptability, receiving sufficient information to suit the speed of operations, providing resources for spurring employee creativity, provisioning for employee innovativeness and creativity with organizational learning, interactions among employee through communications, and employee familiarity with the strategic direction of the company. Gichohi (2014) shows that

Table 4. Interpreting information and employee performance

Effect of interpreting information	M	SD
Contacts as a resource for interpreting information	3.54	0.87
Employment of modern technology such ICT	3.42	0.97
Formulating committees and guaranteeing the teams meet regularly	3.42	0.86
Ensuring occasional seminars and conferences	3.33	0.97
Presence of specific expert documents and findings for possible references	3.49	0.90
Ensuring that every information in the company is always recorded in the form of respective documents	3.51	0.92
Development of efficient platforms for communication, including intranet, blogs, email for interpreting information	3.23	0.97
Knowledge in the workshops being interrelated with the company	3.36	0.95
Average effect of interpreting information	3.41	0.93

Source: Research Data (2020)

Table 5. Behavioural and cognitive changes on employee performance

Behavioural and cognitive changes	M	SD
Allowing space for environmental pressure adaptability	3.31	0.85
Receiving sufficient information to suit the speed of operations	3.30	0.93
Providing resources for spurring employee creativity	3.38	0.90
Provisioning for employee innovativeness and creativity with organizational learning	3.38	0.83
Using organizational learning to equip employees with a clear cultural orientation	3.42	0.88
Endowing employee to adapt to the general atmosphere	4.74	0.72
Interactions among employee through communications	3.18	1.03
Employee familiarity with the strategic direction of the company	3.25	1.02
Effects of behavioural and cognitive changes	3.50	0.89

Source: Research Data (2020)

Table 6. Performance of employees

Employee performance at Nairobi City Water and Sewerage Company	M	SD
The company offers high service rates due to organizational learning	3.10	0.90
Staff are always motivated to effectively deliver their services	3.17	0.95
The company ensure that employees are entirely satisfied with their organizational learning	3.24	0.93
The business customers are still pleased with the performance of company employees	3.16	1.03
The company yields significantly because of the dedication of employees	3.64	3.07
The company's employees are fully engaged in their jobs through organizational learning	3.22	1.03
All the company's employees are very happy and satisfied	2.99	0.96
Organisational learning highly influences the Employee Satisfaction at the Nairobi City Water and Sewerage Company.	3.07	1.05
Overall employee performance at Nairobi City Water and Sewerage Company	3.20	1.24

Source: Research Data (2020)

employee involvement is important to encourage organizational creativity and innovation and recommends that workers be empowered to enforce innovative actions and culture to enhance organizational efficiency.

4.4.2 Operational performance of the Nairobi city water and sewerage company

The research also analyzed Nairobi City Water and Sewerage Company 's status of workplace performance to ascertain the degree to which it was influenced by the organizational learning approaches. Table 6 reported the results obtained for Nairobi City Water and Sewerage Company 's performance of employee.

According to the Table 6 results captured, the employee performance at Nairobi City Water and Sewerage Company due to organisational learning strategies was moderate (M = 3.20; SD = 1.24). The respondents were neutral on the that there was the company offered high service rates owing to employment of organizational learning (M = 3.10; SD = 0.90) and they showed neutrality on the claim that staff were always motivated to effectively deliver their services (M = 3.17; SD = 0.95). As participants exhibited neutrality on assertions that the company ensured employees were entirely satisfied with their organizational learning (M = 3.24; SD = 0.93) and the business customers were very pleased with the performance of company employees (M = 3.16; SD = 1.03), they agreed that the company yielded significantly because of the dedication of employees (M = 3.64; SD = 3.07). They were neutral on claim that company's employees were fully engaged in their jobs

through organizational learning (M = 3.22; SD = 1.03) and that all the employees were highly satisfied (M = 2.99; SD = 0.96) and that all the company's employees are very happy and satisfied (M = 3.07; SD = 1.05)

As informed by these observations Nairobi City Water and Sewerage Company 's organizational learning approaches had moderately enhanced the performance of employees. Most employee performance metrics were moderate. In particular, the degree of service quality was moderate and employees had moderately motivation to deliver their work efficiently due to the provision of organizational income. The employees maintained organizational learning moderately propelled service received by the customer and the customers were also moderately satisfied. Though productivity due to the dedication of the employee was high, Nairobi City Water and Sewerage Company workers were partly involved in their jobs because of the organisation learning. These workers were not completely satisfied because organisational learning affected their satisfaction moderately.

4.5 Inferential Analysis

Expressly, so as to infer these results, the research conducted inferential analysis to identify a link between the variables for the research forecasting model through correlation analysis as well as multiple regressions alike.

4.5.1 Correlation analysis

Then survey performed a correlation analysis to create a link between independent variables (IV);

Table 7. Correlation results

Correlations		Employee performance at Nairobi City Water and Sewerage Company	Information acquisition	Information distribution	Information interpretation	Behavioural and cognitive changes
Employee performance at Nairobi City Water and Sewerage Company	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	81				
Information acquisition	Pearson Correlation	.697**	1			
	Sig. (2-tailed)	.000				
	N	81	81			
Information distribution	Pearson Correlation	.298**	.560**	1		
	Sig. (2-tailed)	.007	.000			
	N	80	80	80		
Information interpretation	Pearson Correlation	.605**	.635**	.550**	1	
	Sig. (2-tailed)	.000	.000	0.000		
	N	81	81	80	81	
Behavioural and cognitive changes	Pearson Correlation	.682**	.748**	.508**	.667**	1
	Sig. (2-tailed)	.000	.000	0.000	.000	
	N	81	81	80	81	81

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

Source: Research Data (2020)

acquiring information, distributing information, interpreting information, and behavioural and cognitive changes and the DV; employee performance at Nairobi City Water and Sewerage Company. Where it tried to expose whether it there was link between the IVs and the DV, the analysis used a 5% (0.05 level) significance to correlate these variables on the Pearson product moment. Table 7 shows the correlation findings.

Such results of correlations indicate that at the 0.05 significance level; acquiring information ($p < 0.05$; $r = 0.697$), behavioural and cognitive changes ($p < 0.05$; $r = 0.682$), Interpreting information ($p < 0.05$; $r = 0.605$), and distributing information ($p = .007$; $r = 0.298$) had a significant link to the DV, employee performance of Nairobi City Water and Sewerage Company. this was because the probability value (p-value) each of these links did not exceed 0.005.

4.5.2 Regression analysis

So as to ascertain whether the model was good, Analysis of variance (ANOVA) was performed to yield results in Table 8.

In confirming the whether the model passed goodness of fit, it regarded whether the each of coefficients (beta value) of; acquiring information,

distributing information, interpreting information, and behavioural and cognitive changes was equal to zero (for model which lack goodness of fit) or at least one of them was not zero (indicating a good). In that the p-value (0.000), did not exceed 0.05, this means that at 5% significance level ($\alpha = 0.05$) then at least one of the coefficients is not equal to zero. Therefore at least one or all of acquiring information, distributing information, interpreting information, and behavioural and cognitive changes are suitable for estimating performance of employees at Nairobi City Water and Sewerage Company.

The study regressed these against the performance of employees at Nairobi City Water and Sewerage Company to produce results in Table 9.

The findings ($T = 3.797$; $p\text{-value} < 0.05$) show that p-value as being less than 0.05 which means that at a level of significance of 5 percent ($\alpha = 0.05$), there is ample evidence that the acquiring information is not zero, and that it is also beneficial to obtain relevant information as a indicator of employee success at Nairobi City Water and Sewerage Company. This was revealed in Abdela's [9] study which established that knowledge acquisition in EIC had a positive impact on organisation's results.

Table 8. Model goodness of fit

	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.236	4	0.781	28.148	.000 ^b
Residual	20.807	75	0.277		
Total	52.043	79			

a. Dependent Variable: employee performance at Nairobi City Water and Sewerage Company

b. Predictors: (Constant), behavioural and cognitive changes , distributing information , interpreting information , acquiring information

Source: Research Data (2020)

Table 9. Regression results

Coefficients ^a	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	.369	.382		.964
Acquiring information	.544	.143	.0448	3.797	.000
Distributing information	-.344	.129	-.0247	-2.666	.009
Interpreting information	.294	.120	0.258	2.441	.017
Behavioural and cognitive changes	.349	.139	0.300	2.519	.014

a. Dependent Variable: employee performance at Nairobi City Water and Sewerage Company

Source: Research Data (2020)

Table 10. Model summary

Model Summary^b				
R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.775 ^a	0.6002	0.5789	0.527	1.503
<i>a. Predictors: (Constant), behavioural and cognitive changes , distributing information , interpreting information , acquiring information</i>				
<i>b. Dependent Variable: employee performance at Nairobi City Water and Sewerage Company</i>				
<i>Source: Research Data (2020)</i>				

When using findings (T= 2.666; p-value = 0.009), p-value was found to be less than 0.05 at the significance point of $\alpha = 0.05$. Consequently, there is also ample evidence to conclude that the distribution of information is not zero, suggesting that adequate distribution of information is useful as a predictor of employee success at Nairobi City Water and Sewerage Company. Such results are not consistent with those found in the analysis by Brcic and Mihelic [17] that the dissemination of information positively affects knowledge technology strategy. However, the Abdela study [9] found that the dissemination of knowledge had an effect on organizational efficiency.

And as per the findings (T= 2.441; p=0.007) to mean at $\alpha = 0.05$, there is clear evidence that interpreting information is not zero. This means it is important to interpreting information as an indicator of employee success at Nairobi City Water and Sewerage Company C.

Results (T= 2.519; p-value = 0.014) display p-value not reaching 0.05. Therefore, $\alpha = 0.05$, behavioural and cognitive changes are not null, which means that behavioural and cognitive changes are useful as a predictor of Nairobi City Water and Sewerage Company employee results. This agrees to the findings of Imran et al.'s research [12] that revealed a similar strong positive and effective performance association between behavioural and cognitive changes and organizational learning policies.

Based on these results, Employee performance at Nairobi City Water and Sewerage Company = 0.369 + 0.544 (acquiring information) - 0.344 (distributing information) + 0.294 (interpreting information) + 0.349 (behavioural and cognitive changes).

Inference is made therefore that the constant levels of employee performance at Nairobi City Water and Sewerage Company before incorporating organisational learning strategies is 0.369. Through the examination of coefficient for

organisational learning strategies; distributing information had negative impact on employee performance at Nairobi City Water and Sewerage Company with its coefficient being -0.344. Thus, signifying that a single unit change in the distribution of information produce a change in the employee performance rate of -0,344 (0,344 in the opposite direction).

However, the acquisition of information possesses a positive impact on the performance of employees at Nairobi City Water and Sewerage Company with a coefficient of 0.544, which means that a unit change in the acquisition of information causes in a change in the employee performance rate of 0.544 units in the same direction. Behavioural and cognitive changes also had a positive effect on the performance of employees at Nairobi City Water and Sewerage Company with a coefficient of 0.349 which indicates a one-unit change in behavior and cognitive changes may result in a chan. Interpreting information also has a positive impact on the performance of employees at Nairobi City Water and Sewerage Company with a coefficient of 0.294 which indicates that one change in the interpretation of information could result in a change in the performance of employees by 0.294 units.

A summary was produced in Table 10.

In here, the coefficient of determination being (denoted by adjusted R Square) being 0.5789 signifies that change of 57.89% in employee performance at Nairobi City Water and Sewerage Company is explained by acquiring information, distributing information, interpreting information, and behavioural and cognitive changes. Therefore, acquiring information, distributing information, interpreting information, and behavioural and cognitive changes are strong determinants of employee performance at Nairobi City Water and Sewerage Company.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

The study concludes that at 5% significance level, acquiring information there is a strongly positively significant effect on employee performance at Nairobi City Water and Sewerage Company. employment strategies for; capturing industry expertise for creating skills, sharing this expertise, top management expertise to impart to employees, using staff adequate expertise, gathering external information, tailored training programs, and mentoring programs propagates this.

In concluding, at 0.05 significance level, distributing information has a low significant negative effect on employee performance at Nairobi City Water and Sewerage Company through deployment of strategies for; knowledge exchange, expertise learned through professional learning, goals of the organisation, conducting meetings to educate personnel, engaging in more than one management team or projects.

In conclusion practising interpreting information at Nairobi City Water and Sewerage Company has a strong significant positive influence on its performance of employees at 5% level of significance. Practises effective interpreting information utilising strategies for; employing contacts, modern technology, committees, seminars and conferences, specific expert documents, recording all information, platforms for communication, and interrelations is increase on its employee performance.

Conclusively, at 5% level of significance, behavioural and cognitive changes strongly significantly and positively affect performance of employee at Nairobi City Water and Sewerage Company. Nurturing behavioural and cognitive changes through; inspiring environmental pressure adaptability, appropriate information, promoting creativity and innovativeness, clear cultural orientation, adaptation to the general atmosphere, interactions, communications, and familiarity with the strategic direction of the company improves performance of employee at Nairobi City Water and Sewerage Company.

The research reveals that at 5% (0.05) level of significance each of; acquiring information, distributing information, interpreting information, and behavioural and cognitive changes are good

estimators of performance of employee at Nairobi City Water and Sewerage Company, accounting for 57.89% of its changes.

5.2 Recommendations

Policy proposals have been made regarding the use of organisational learning by Nairobi City Water and Sewerage Company on its employees. for improving their performance. To being with, it is recommended that Nairobi City Water and Sewerage Company should review its acquiring information practise strategies to promote the organisational learning strategies. The suggestion is that the company should profoundly invest in creating new strategies for acquiring information (structures) which should include outsourcing acquiring information expertise from the industry.

Secondly, the study recommends that Nairobi City Water and Sewerage Company should reengineer its distributing information strategies which should document the information exchange function. The company should then develop policies and regulation on information collection and dissemination stating the responsibility of various stakeholders.

Thirdly, the study recommends that Nairobi City Water and Sewerage Company reenergise it interpreting information strategies to allow for adoption and utilisation of modern technology, communication and techniques. Employees should encourage to actively use effective media contacts such as personal telephone and internet sources in their interpreting information.

Lastly, the study recommends that Nairobi City Water and Sewerage Company should significantly recognise the behavioural and cognitive changes and seriously engage its employee in their allowing space for environmental pressure adaptability. Regular mentorship programs should be arranged for employees.

5.2.1 Recommendations for further study

The analysis utilized Nairobi City Water and Sewerage Company data, which reduced the specificity of the findings to Nairobi City Water and Sewerage Company. Other studies should therefore on organizational learning strategies and performance of employee among all entities owing to differences in challenges facing different entities.

Research findings depict 57.89 per cent variation in Nairobi City Water and Sewerage Company employee performance as being accounted for by acquiring; information, distributing information, interpreting information, and behavioural and cognitive changes. Thus, other factors account for the other 42.11 percent. The report also advises for the carrying out of other research to assess what causes N Nairobi City Water and Sewerage Company's 42,11% variation in performance of employees.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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