

Effect Of Knowledge Creation On Service Delivery At The County Government Of Uasin Gishu, Kenya

By

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Abstract

The purpose of this study was to assess knowledge creation and its effect on service delivery at the county government of Uasin Gishu, Kenya. The contention of the article is that in a devolved constitutional system, county governments' primary duty is to provide services. The absence of a knowledge creation, facilitated by management is believed to be a significant obstacle to effective service delivery in many county governments. The study was guided by the Knowledge Management Maturity Model. The study employed an explanatory survey research design with a target population of 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. Data were gathered through questionnaires, ensured reliability through test-retest piloting in Elgeyo Marakwet with 38 respondents. Socio-demographic characteristics of the respondents were analyzed using descriptive statistics while inferential statistics including Multiple linear regression was used to assess the relationship between variables. Findings of the study indicate that there existed significant and positive relationships between Knowledge Creation ($p = 0.001$), and service delivery. The multiple linear regression analysis demonstrates that collectively, Knowledge Creation significantly and positively impact service delivery. Recommendations highlighted the importance of fostering a knowledge-centric organizational culture, emphasizing managerial strategies, policy support, and theoretical advancements to optimize the impact of knowledge management practices. Future research should explore nuanced dimensions of service delivery, conduct comparative analyses across diverse contexts, and integrate theories like Upper Echelons Theory and Service-Dominant Logic Theory for a comprehensive understanding of knowledge creation role in private sector organizations.

Key words: Kenya, Uasin Gishu, Knowledge Creation, Service Delivery, Efficiency

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1.0 Introduction

Service delivery stands as a cornerstone in fostering the holistic well-being of communities and individuals, encompassing both social and economic dimensions (Chukwumeka *et al.*, 2018). Governments, in particular, wield a pivotal role in furnishing a spectrum of public services, spanning from vital security measures and economic initiatives to project management and the facilitation of public utilities, law enforcement, and legal counsel. Whether at grassroots or governmental levels, the provision of public goods inherently aims at elevating citizens' living standards, ensuring access to essential resources, and cultivating an environment conducive to societal advancement (Angahar, 2019). This comprehensive approach to service delivery underscores its paramount importance not only in addressing immediate populace needs but also in establishing the groundwork for sustained social progress and economic prosperity.

Integral to this paradigm is knowledge management, construed as a company's process for acquiring, utilizing, and preserving intellectual capital (Asami and Wamae, 2022). It encompasses the creation, dissemination, and application of knowledge to drive organizational value and competitive advantage. Effective knowledge management, as posited by Phaladi, (2022), necessitates robust tools for knowledge generation, transfer, and integration, which are indispensable for achieving and upholding exemplary service delivery. Strategic implementation of knowledge management practices emerges as a linchpin for organizational success

Any government's success is centered on ensuring effective and sustainable service delivery at grass root levels by providing basic amenities inclusive of social infrastructure. Consequently, any country's long-term objective should involve offering broad-based and sustainable improvement of its citizens' quality of life (Bolatito and Ibrahim, 2019). As a result, the public service in partnership with the civil service has a central role in ensuring timely and efficient public service delivery to guarantee the survival of the state economy. Besides adversely affecting the people's quality of life, ineffective service delivery is detrimental to a nation's development process (Kobia, 2020). Developed countries are some of the countries with a record of the best levels of service delivery including the US and European countries. These countries have institutionalized services and developed policies to promote service delivery while ensuring work ethics are respected (Bolatito and Ibrahim, 2019).

Knowledge management plays a pivotal role in the context of strategic leadership and service delivery at the County Government of Uasin Gishu in Kenya. Through effective knowledge sharing and collaboration, leaders can create a culture of innovation, problem-solving, and continuous improvement, enhancing service delivery outcomes (World Bank, 2022). By utilizing knowledge management systems, leaders can access relevant information and make informed decisions aligned with the county government's strategic objectives, improving the quality of strategic leadership (Dalkir, 2021). Furthermore, knowledge management initiatives support employee learning and development, ensuring that the workforce possesses the necessary

skills and knowledge to deliver high-quality services. This promotes a culture of adaptability and innovation, enabling the county government to proactively address emerging trends and challenges (Davenport and Prusak, 2020). Additionally, knowledge management preserves organizational memory and facilitates continuity, preventing the loss of critical knowledge and enabling leaders to build upon past successes (World Bank, 2022). Therefore, knowledge management plays a crucial role in enhancing strategic leadership and improving service delivery outcomes at the County Government of Uasin Gishu.

In Africa, South Africa, Nigeria and Ethiopia among other countries have successfully implemented the devolved system of government, (Nyikadzino and 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.

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 miss-appropriation of available resources (Busolo, and Ngigi, 2020). Consequently, ineffective leadership has caused unequal resource distribution and poor service delivery over the last two decades (Wamuyu and 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 and Ndiege, 2018). Knowledge management is yet to be integrated in 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.

Statement of the Problem

The problem at hand is rooted in the critical mandate of county governments, particularly in the devolved constitutional setup of Kenya, where service delivery stands as a paramount responsibility (Constitution of Kenya, 2010). Despite this emphasis, many counties face challenges in effectively delivering services to their constituents. This study focuses on the County Government of Uasin Gishu and identifies knowledge management as a crucial factor in enhancing service delivery. Knowledge creation and management, as highlighted by Davenport and Prusak (2020), enables employees to access valuable insights, promote learning and innovation, foster collaboration, and preserve institutional memory. However, the absence of a

structured knowledge management system approved and supported by management is hypothesized to hinder service delivery.

The global context underscores the significance of service delivery, with examples of multinational failures attributed to poor service delivery (Sindakis *et al.*, 2019). In Kenya, companies such as Uchumi, Nakumatt, Kenya Airways, and CMC have faced challenges leading to receivership or closure due to service delivery issues (Wamuyu and Ndiege, 2018). Despite increased development activities, counties in Kenya have not met citizen expectations, as evidenced by the County Track Index (Bii, 2022). This gap between county activities and service delivery remains unexplained, prompting this study to explore the role of knowledge management moderated by strategic leadership in enhancing service delivery at the County Government of Uasin Gishu. Existing empirical studies lack consideration of the moderating effect of strategic leadership on the relationship between knowledge management and service delivery effectiveness, leaving a significant gap in understanding the dynamics within county governments and their impact on overall performance. Therefore, this study aims 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.

The study tested the following null hypothesis:

H₀: There is no significant relationship between Knowledge Creation and service delivery at the County Government of Uasin Gishu, Kenya

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

2.0 Theoretical Framework

The study adopted Knowledge Management Maturity Model that was developed by Ehms and Langen (2002) and later modified by other authors. A Knowledge Management Maturity Model

assists a firm to evaluate its implementation of knowledge management and the relative progress in detailed level. Moreover, the model can be described as a collection of elements, structured to demonstrate varying levels of maturity in knowledge management in a firm.

The Knowledge Management Maturity provides clarity on Knowledge Management maturity level of a company based on following a set of standard Knowledge Management practices. The model provides an objective assessment of the current level of Knowledge Management activities in an organization. Some of the provisions of the model include; current knowledge management activities objective assessment, valuable information of achieving other maturity levels in knowledge management, and natural progression for a firm to achieve various maturity levels. In a way the Knowledge Management Maturity Model provides a foundation to build on a Knowledge Management roadmap. However, durations which a firm can stay in one level vary and the model omits the duration for each maturity level (Teah, Pee, & Kankanhalli, 2019).

A useful explanation of the Knowledge Management Maturity Model's five stages is given by Ehms and Langen (2002): Maturity Level: "initial"; unconsciously controlled processes; "successful" knowledge-related events are seen as luck rather than as the outcome of planning and goal-setting. Maturity Level: "repeated"; Businesses recognize the importance of knowledge management initiatives to their day-to-day operations. Because of the ideas of individual "Knowledge Management pioneers," firm processes are partially defined as knowledge management tasks, and knowledge management pilot projects are usually in existence. Maturity Level: "defined"; consistent, well-practiced actions that efficiently assist the Knowledge Management of distinct organizational components. These tasks are integrated into routine work procedures, and the related technical systems are kept up to date. Maturity Level: "managed"; Regular measurements are made of indicators pertaining to the effectiveness of knowledge management operations (Wiig, 1993). The long-term operations upheld by roles across a company's entire operation and appropriate socio-technical Knowledge Management systems. Level of Maturity: "optimizing" For strategic control, measuring instruments are used in conjunction with other instruments. In the end, knowledge management tools are capable of handling any problem.

Several shortcomings in Knowledge Management maturity models were identified: The Knowledge Management based on capability maturity models (CMM) disregard specificities related to people, learning and, and knowledge, and presumes a firm as an information-processing machine. These proposals do not pay enough attention to a firm's culture; but rather focus providing solutions for technology-related issues, a Knowledge Management key factor (Nonaka & Takeuchi 1995).

Second, Models impacted by the organizational life cycle (OLC) demonstrate a deterministic, linear, sequential, and invariant development character. Though capable of efficiently defining processes like product development, the assumptions fallen under criticism for equating firms to social organisms. Biological analogies inspire organizational theories, which provide insightful information on an organization's nature. However, they are too "crude" to capture internal organization intricacies and the correlation to Knowledge Management.

Third, the models only acknowledge maturity at the final developmental stage, a likely feature of a product or a software program, but probably not of firm and its management practices, since firms of varying natures require different levels of Knowledge Management to

achieve their objectives, especially in view of the trade-off between benefits and costs. Not all firms desire to achieve the top maturity level in Knowledge Management. Costs often outweigh the pros of reaching the highest maturity level in Knowledge Management; sometimes an intermediate level is more advantageous. Finally, the empirical research and limited volume of studies are an indication of limited exploration on the subject. Moreover, existing Knowledge Management Maturity Models are criticized due to lack of validation (Teah, Pee, & Kankanhalli, 2019).

The Knowledge Management Maturity Model is utilized when a firm wants to understand its Knowledge Management practices maturity level, and should be applied after a firm's Knowledge Management evaluation. The APO Knowledge Management Assessment tool is applicable for the assessment purpose since it has the capability to identify an organization's strength points and areas that require improvement (Azmi, Yusof, & Mahmood 2010). According to the model, knowledge is a valuable organizational resource that can be leveraged to gain a competitive edge in relation to the study. The assessment's findings will give the organization insight into how mature its knowledge management is in relation to the model. As a result, the maturity model and the knowledge management assessment tool offer helpful data for evaluating the organization's knowledge management situation and outlining particular actions for improving its knowledge management procedures.

The Knowledge Management Maturity Model provides a structured framework for assessing the County Government of Uasin Gishu's level of maturity in knowledge management practices in the study titled "Knowledge Management and Service Delivery." By applying this model, the researchers can evaluate the organization's strengths and weaknesses in capturing, storing, sharing, and utilizing knowledge to support strategic leadership and improve service delivery (Azmi, Yusof, and Mahmood 2010). The model focuses on dimensions such as knowledge strategy, culture, processes, infrastructure, and measurement. It helps determine the alignment between the county government's strategic objectives and knowledge management strategy, assesses the cultural norms around knowledge sharing, evaluates the efficiency of knowledge-related processes and infrastructure, and examines the availability of metrics to measure knowledge management impact. By utilizing the Knowledge Management Maturity Model, the study aimed to identify areas for improvement and provide recommendations to enhance knowledge management practices, ultimately leading to improved service delivery within the County Government of Uasin Gishu, Kenya

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.

3.0 Research Methodology

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 explaining the 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 giving sons 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.

3.2 Study Area

The study was conducted at the County Government of Uasin Gishu located in Eldoret Town. 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 develop county's (Counties Development in Rift 2022).

3.3 Target Population

The target population of the study was 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.

3.4 Sampling Design and Procedure

A sample, 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:

$$n = (Z^2 * p * (1 - p)) / (e^2)$$

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:

$$n = (1.96^2 * 0.5 * (1 - 0.5)) / (0.05^2)$$

$$n = (3.8416 * 0.25) / 0.0025$$

$$n = 0.9604 / 0.0025$$

$$n = 384.16$$

The desired sample size thus comprised of 384 respondents. The study employed multi-stage sampling. In this method, the study first stratified the respondents according to their respective departments. After this, purposive sampling was used to pick the management staff in the respective departments and simple random sampling to pick the permanent staff in these departments until the required samples were attained. The sample of 384 comprised of County Executive Committee (CEC) Members in each department, Chief Officers in each department, Directors of departments and departmental Staff. The distribution was as follows;

Table 1. Distribution of Respondents

Target Group	Number Department	Per Number Departments	of 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 Data Collection and Research Instruments

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.

3.5.1 Data types and sources

The study used both primary and secondary sources of data. primary data source is an original data source, meaning that the data were gathered directly from the source by the researcher for a particular project or goal. Secondary data were collected from literature of related research, county Annual reports and magazines.

3.5.2 Data collection instruments

The required data was collected from the study population using structured questionnaires and documentary review. 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.

3.5.3 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

3.6 Measurement of Variables

Table 2. Variable Measurement

Variable	Category	Measurement	Data Type	Mode of Analysis	Source
Knowledge Creation	Independent	<ul style="list-style-type: none">• Tools used• HR skills levels• Organizational learning	Ratio (Likert Scale)	Descriptive	Groop, Ketokivi, Gupta and Holmström (2017)
Service Delivery	Dependent	<ul style="list-style-type: none">• County Ranking (Development record)• County citizen survey rating (perception)• Governance record	Nominal (Likert Scale)	Regression Analysis	Angahar, (2019).
Strategic leadership	Moderating	<ul style="list-style-type: none">• 360 Degree Feedback• Goal Setting• Leadership Development P	Nominal (Likert Scale)	Hierarchical Regression	Masungu & Marangu, (2020)

Source: Research Data (2022)

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 were 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. The questionnaire was subjected to a pilot study to confirm that they are reliable research tools. The outcomes of the pilot were 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 were utilized to help restructure the items in the questionnaire that the respondents did not understand.

4.0 Findings and Discussions

The study used descriptive and Inferential statistics to analyze data. Descriptive statistics like dispersion and central tendency measures were used. Descriptive statistics used included frequencies, percentages and means. Multiple linear regression was used for inferential analysis.

4.1 Respondents’ Socio-demographic Characteristics

As shown in the Table 3 below, the demographic characteristics of participants in Uasin Gishu County, as indicated by mean age (M = 4.458, SD = 1.0168) and gender distribution (M = 1.716, SD = 0.4516), unveil important considerations for the interplay between independent variables and their implications for service delivery. The mean age suggests a diverse age range within the county, reflecting a mix of experiences and perspectives. This diversity in age could potentially influence the effectiveness of knowledge management processes and subsequently impact service delivery outcomes. Older individuals may contribute valuable insights from years of experience, while younger participants may bring innovative ideas and technological acumen.

Furthermore, the gender distribution, with a mean of 1.716, points to a balanced mix of male and female participants in Uasin Gishu County. Gender dynamics can play a crucial role in knowledge-sharing practices, collaboration, and communication styles. Acknowledging and understanding these gender-related variations is pivotal for designing inclusive knowledge management strategies that account for diverse perspectives, ultimately enhancing service delivery.

Table 3 Descriptive Statistics Summary

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

In the context of Uasin Gishu County, where demographic characteristics exhibit diversity, the interplay between independent variables such as Knowledge Creation (KC1), Knowledge Storage (KST1), Knowledge Sharing (KSH1), and Knowledge Use (KU1) should be examined with consideration for the unique demographic landscape. Tailoring knowledge management interventions to align with the county's diverse age and gender dynamics can foster a more inclusive and effective approach to service delivery, addressing the specific needs and

strengths of the local community. This nuanced understanding ensures that knowledge-related processes contribute meaningfully to service delivery outcomes in Uasin Gishu County.

The findings present a comprehensive picture of key knowledge management variables and their potential implications for service delivery within the county government of Uasin Gishu. Knowledge Creation (KC1) scores, with a range from 1.0 to 5.0 and a mean (M) of 4.678 and standard deviation (SD) of 0.7056, highlight the diverse capacities of individuals in converting information into actionable knowledge. Participants' Knowledge Storage (KST1) demonstrated variability, ranging from 1.0 to 5.0 (M = 4.641, SD = 0.7460), suggesting differences in the efficiency of storing acquired knowledge. Knowledge Sharing (KSH1) scores, ranging from 1.0 to 5.0 (M = 4.420, SD = 0.8661), indicate varying degrees of collaboration and communication in disseminating knowledge. Knowledge Use (KU1) scores, ranging from 1.0 to 5.0 (M = 4.275, SD = 0.8840), underscore the diverse application and integration of knowledge within the county.

Crucially, the Service Delivery (SD1) scores, ranging from 1.0 to 5.0 (M = 4.435, SD = 0.8773), reflect the outcome variable of interest. The implications are twofold: first, the observed variations in knowledge creation, storage, sharing, and use may directly impact service delivery quality and efficiency. Second, understanding the interplay between these knowledge management factors and service delivery provides valuable insights for organizational strategies. The Uasin Gishu County can leverage these findings to tailor interventions aimed at enhancing specific knowledge management dimensions, thus positively influencing service delivery outcomes. This nuanced understanding positions organizations to optimize their knowledge-related processes, fostering improved service delivery and overall organizational effectiveness.

The observed variability in Strategic Leadership (SL1) scores, ranging from 1.0 to 5.0 with a mean (M) of 4.284 and a standard deviation (SD) of 0.9216, carries crucial implications for service delivery in Uasin Gishu. The relatively high mean score suggests a favorable perception of strong strategic leadership within the county. In the context of service delivery, robust strategic leadership is likely to positively impact the effectiveness and efficiency of services provided. Leaders with a strategic vision are better positioned to align organizational goals with the evolving needs of the community, ensuring that services are not only responsive but also anticipatory of emerging challenges. The observed variability in scores indicates differing perspectives on strategic leadership, prompting the need for tailored approaches to leadership development and training. Acknowledging and leveraging the strengths of strategic leadership in Uasin Gishu can lead to more informed decision-making, proactive service delivery strategies, and an organizational culture that prioritizes continuous improvement and innovation to meet the diverse and dynamic demands of the local community.

4.2 Multiple Linear Regression

The Model Summary table provided 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. 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 5. 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 6. 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 study sought to analyze the effect of knowledge creation on service delivery at the County Government of Uasin Gishu, Kenya. 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_{01}). 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 rejection of the null hypothesis signifies that the County Government's emphasis on promoting knowledge creation initiatives is associated with a statistically significant improvement in service delivery outcomes. This underscores the pivotal role of strategic knowledge management practices in enhancing the overall effectiveness and efficiency of public services within the organization.

The findings align with a study conducted by Smith and Johnson (2022), which explored the impact of organizational culture on knowledge sharing behavior in the public sector. Their research supports the positive knowledge-creation in Uasin Gishu's County Government. The study demonstrated that organizations fostering 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 contributes to a positive organizational culture, encouraging employees to share ideas and knowledge. The synergy between the coefficient analysis and Smith and Johnson's study reinforces the importance of strategic knowledge management practices in cultivating a conducive environment for knowledge creation and its positive implications for service delivery within public sector organizations.

5.0 Conclusion and Recommendations

The analysis of knowledge management practices within the County Government of Uasin Gishu, Kenya, reveals a positive and well-established environment for knowledge creation, storage, sharing, and use. The employees' positive perceptions and the consistent, normally distributed responses indicate a favorable reception of these practices. Furthermore, the study demonstrates that these knowledge-related factors exert a positive influence on service delivery. The regression equation highlights those higher levels of knowledge creation, storage, sharing, and use contribute to improved service delivery outcomes. This underscores the significance of cultivating a knowledge-centric culture within the organization.

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

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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.

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