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Effect of Knowledge Management Practices on
Performance of Mobile Telephone Companies

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ABSTRACT

Purpose: Knowledge management practices in general were found to influence organization performance as there is increased awareness of information that is critical to achieving the organization's mission. The general objective of the study was to establish the effect of knowledge management practices on performance of mobile telephone companies.

Methodology: The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes and to extract knowledge gaps.

Findings: The study concludes that knowledge management practices in general influences organization performance in various ways including, knowledgeable employees, better decision making in the organization, improved service offering to client, reduced operational costs, improved organizational competitiveness. This is mainly so because there is increased awareness of information that is critical to achieving the organization's mission. The order of significance of the effect of knowledge management practices on performance of mobile telephone companies in starting with the most significant to the least is; knowledge creation, knowledge sharing, knowledge acquisition, knowledge implementation and knowledge storage respectively.

Recommendations: The study points out that for effective organization administration organizations need to create a central repository system to store and retrieve information on organization reports cards, feedback on student progression, coordination of organization schedules, organization suspension, finances and other professional development which will have an overall effect on organization performance. Organizations should also install internet services and computers in order to share knowledge and improve the organization's efficiency, performance, and competitiveness.

Keywords: *establish, effect, knowledge management, practices, performance, mobile telephone companies.*

1.0 BACKGROUND OF THE STUDY

1.1 Introduction

Rapid changes in the global business environment demand that companies allocate their resources more efficiently (Ramussen & Nielsen, 2011). Organizations have to perform in an economic environment where value is created through the use of knowledge capabilities. Capitalizing on knowledge by generating revenues through the management of complex knowledge based activities is another challenge that organizations are faced with. This creates constant pressures for companies to perform under very competitive circumstances. The knowledge and experience gained in their area of business are resources left unexplored in many companies. Knowledge as an asset is quite often neglected and as such the value that could be created from this unutilized resource is ignored and is not capitalized upon. Knowledge management (KM) and the capabilities that it creates within companies if utilized correctly should be able to improve business performance and therefore these capabilities should be explored, developed and utilized more frequently. KM systems refer to a class of information systems applied to managing organizational knowledge (Alavi & Leidner, 2001).

They are IT-based systems developed to support and enhance the organizational processes of knowledge creation, storage/retrieval, transfer, and application. While not all knowledge management initiatives involve an implementation of IT, many rely on IT as an important enabler. KM activities, including knowledge acquisition, knowledge storage, knowledge creation, knowledge sharing and knowledge implementation can help the organizations achieve necessary capabilities, such as problem solving, dynamic learning, strategic planning, decision-making, and improving their organizational performance as a whole (Zack, McKeen. and Singh, 2009). The main goal of KM is the rapid, effective and innovative utilization of the resources and knowledge assets, infrastructures, processes and technologies in order to promote organizational performance (Darroch, 2005). KM relies heavily on social and cultural components, and overlaps with organizational development, innovation, and competitive intelligence (Mayfield, 2008). This explains why organizational culture is important in KM. A culture where knowledge sharing is not encouraged would adversely affect the KM efforts.

Lee and Choi (2003) have included culture, structure, people and information technology as knowledge management enablers. The mobile phone industry sector contributes approximately 5% of Gross Domestic Product (GDP) in Kenya worth 33.62 billion US dollars in 2011 (World Bank Report, 2012). During the past two decades, Kenya mobile phone sector has undergone drastic changes, resulting in a market place which is characterized by intense competition and relatively low switching costs. Kenya mobile phone firms are specifically vulnerable to customer switching. Since the loss of customers also means loss of revenue, Kenya mobile phones firms must retain current customers and attract new customers on an ongoing basis to survive in the long-term (Egan 2004). It is therefore very important for managers to know what influence the provision of mobile phone services to enhance performance in order to take appropriate strategies to initiate them. According to Mayfield (2008) organizations services provided through the use of tangible resources are a function of the firm's knowledge through combination of different resources. This knowledge exists in 3 multiple entities in the organization including culture and identity, routines, policies, systems, and documents, as well as individual employees. This study seeks to assess how KM helps the mobile telephone companies to have a proper understanding of

and insight into their internal experiences and external resources (customers, suppliers, and competitors) and its effects on performance.

In order for organizations to be more successful and survive in a competitive market, they need to consider adaptive and intelligent strategies, including KM processes and best practices. Ibrahim and Reid (2009) indicate that knowledge management practices improve organization's operational activities in a variety of ways, such as reducing the design cycle time, lead time, cost, reducing time product-to-market and improving the quality of the product. In addition, sharing best practices allows the organization to improve its quality and reduce lead-time and cost, since new ways and techniques of process improvement through knowledge creation and sharing processes would have been found. Knowledge management helps in the improvement of organisational culture. Organizational culture can change towards a knowledge sharing culture where employees are driven to generate and share knowledge for the purpose of organisational improvement. Employees are motivated to share their knowledge because they feel more valued for their intellectual capabilities and skills when they can see their contribution towards improvements in the organization (Khalifa and Liu, 2003). Knowledge can be an organization's most competitive advantage. Wealth results when an organization uses its knowledge to create customer value by addressing business problems. A firm's competitive advantage depends more on its knowledge; that is what the organization knows and how fast it can know something new (Porter, 1985). Knowledge management results in better customer service. Staff members know where to find information that the customer needs at a particular time since the flow of information is managed effectively in an organization. Moreover, there is increased competitiveness which results when a company utilizes knowledge management. Management can see at a glance where the business is weaker or stronger (O'Dell and Grayson, 1998).

1.2 Statement of the Problem

Knowledge management is a concept that comprises a set of strategies and practices in order to capture, create, store and spread knowledge and experience within the organization (Alvesson et al., 2004). When the leaders of an organization want to consider the concept of knowledge management, they develop their specific strategies from the vision of knowledge management. The leaders may develop strategies for knowledge management and provide the employees with sufficient resources needed (Alvesson et al. 2004). One of the major challenges of knowledge management is failure to form and develop a culture that embraces learning, sharing, changing and improving of knowledge in an organization. Beckham (1999) argues that many companies have attempted to implement knowledge management efforts but have failed due to the lack of an appropriate cultural context that creates and nurtures reciprocal trust, openness and cooperation. Culture of sharing (social interaction) is another challenge in knowledge management. Sharing is viewed as reducing production as time is believed to be lost through such socialization hence this is not allowed by managers. Mobile telephones have become a necessity for many people throughout Kenya. The ability to keep in touch with family, business associates, and access to email are only a few of the reasons for the increasing importance of mobile telephones (Ling, 1996). Today's technically advanced mobile telephones are capable of not only receiving and placing telephone calls, but storing data, capturing and sharing photos as well as videos, and can even be used as walkie talkies, to name just a few of the available options. In addition mobile telephone reception has improved greatly due to the use of satellites and wireless services (Rothman et al., 1996). As mobile telephones improve and become easier to use, the importance

of support and customer service departments like call centers, in developing and delivering relevant knowledge efficiently and effectively to meet evolving customer needs is also gaining momentum. Mobile telephone companies staff need to understand the issue or problem before they can deliver an accurate answer, they not only need access to answers, they need the right information to understand the questions that are being asked and the issues which are being posed. A knowledge management system, which is built upon knowledge contributed by skilled agents and based upon actual experience, will facilitate efficient responses to customer inquiries by experienced and inexperienced agents alike. With such a system, a "new" agent has immediate access to all of the knowledge of even the most experienced agent. Also, in case experienced agents churn out of the contact center, legacy knowledge has been captured in a readily usable and accessible form. Therefore, this research aims at establishing the effect of knowledge management on organization performance.

1.3 Objectives of the Study

The general objective of the study was to establish the effect of knowledge management practices on performance of mobile telephone companies.

1.4 Justification and Significance of the Study

This study maybe beneficial in a number of ways. The study has practical relevance of finding efficient solution of managing knowledge in organizations, it is anticipated that results of this study could help the organizations to identify its strengths and weaknesses in relation to knowledge management practices in order to take advantage of the prevailing opportunities and minimize threats facing them. The study will assist the mobile telephone company's management in formulation of policies, standards, guidance and procedures for tackling knowledge management that positively relates to company or organization performance in the business operations

LITERATURE REVIEW

2.1 Theoretical review

Two theories were found relevant on establishing the effect of knowledge management practices on performance of mobile telephone companies. The theories that was found to best inform the research constructs are theory of organization epistemology (Krogh, 1995) and knowledge spiral theory (Nonaka, 1995).

2.1.1 Theory of Organizational Epistemology

The first described is the von Krogh and Roos' theory of Organizational Epistemology (1995). This model is important because it was among the first to clearly distinguish between individual knowledge and social knowledge. For von Krogh and Roos (1995) Knowledge resides in both the individuals of an organization; and at the social level, in the relations between individuals. Knowledge is characterized as "embodied" that is, "everything known is known by somebody. Unlike the cognitive perspective where knowledge is viewed as an abstract entity, (their connectionist approach) maintains that there cannot be knowledge without a knower. This fits nicely with the concept that tacit knowledge is very difficult to abstract out of someone and make more concrete. It also reinforces the strong need to maintain links between knowledge objects and those who are knowledgeable about them – authors, subject matter experts, and experienced users who have applied the knowledge, successfully and unsuccessfully. Based on their work, it can be

said that knowledge management requires a connection between the knowledge and the knower, between the knowledge and those that wish or need to know, and knowers and the need or wish to know.

2.2.2 Knowledge Spiral Theory

The second theory examined is the Nonaka and Takeuchi (1995) knowledge spiral theory. This theory focuses on knowledge spirals that explain the transformation of tacit knowledge into explicit knowledge and then back again as a basis for individual, group, and organizational innovation and learning (Dalkir, 2011). Nonaka and Takeuchi describe four modes of this knowledge conversion: From tacit knowledge to tacit knowledge: process of socialization. From tacit knowledge to explicit knowledge: process of externalization. From explicit knowledge to explicit knowledge: process of combination. From explicit knowledge to tacit knowledge: process of internalization (Dalkir, 2011). Understanding the different forms of conversion provides a critical understanding of how both tacit and explicit knowledge interact within an organization and allows knowledge managers to reflect on their practices to ensure all forms of conversion are being adequately supported and developed. From all of these theoretical explorations, the growing understanding of how knowledge management can be an important component in the success of an organization can be observed. Discoveries of the different forms of knowledge, the different relationships between knowledge types and objects, the processes of knowledge transformation and integration, and the importance of sense-making, all lead to a greater understanding of organizational knowledge and knowledge management. Without this evolving theoretical lens, significant mistakes can be made that will impede the goals of the organization and the advancement of knowledge management as a critical factor in innovation and success..

2.2 Empirical Review

Chebet, (2020) conducted a study that focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study was anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory. The study used descriptive statistics method carrying out this research. This research design describes data and the features relating to a population under study and hence it was ideal in this study because it was easier to describe the influence of knowledge management on the organizational performance. The target population was therefore 65 staff of Oxfam international headquarters. The collected data was analyzed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. Managers of Oxfam farms and NGOS in Kenya benefit widely from the study, as it helps them to assess the knowledge management and put the best measures in place so as to ensure that NGOS is enhanced and improved thus increasing on productivity and better services to clients. Government benefits widely from this study. It is important for growth in terms of revenue that government organizations remain profitable because this is where the government earns its revenue via taxes and through knowledge management this goal will be easily met. NGOs regulators such as NGOs regulation authority- NGOs Co-ordination Board greatly benefit from the study because they are responsible in ensuring that the NGOs Kenya operate within the law and they offer quality service which are fair to all communities thus it benefits the regulator in the sense that they are able to manage knowledge in all aspect and ensure quality of service is offered. The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya. The

study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff. It was further concluded that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation.

Kithuka ,(2020) conducted a study on the effect of knowledge management practices on the performance of Solidaridad Eastern and Central Africa, Kenya office. The study was guided by the following specific objectives; to establish the effect of knowledge acquisition on performance of Solidaridad Eastern and Central Africa, Kenya office, to establish the effect of knowledge dissemination on performance of Solidaridad Eastern and Central Africa, Kenya office, to establish the effect of knowledge utilization on performance of Solidaridad Eastern and Central Africa, Kenya office and to establish the effect of knowledge storage on performance of Solidaridad Eastern and Central Africa, Kenya office. The study was guided by the Resource Based Views Theory and the Knowledge Spiral Theory. The study adopted a descriptive research design. The target population was 52 employees of Solidaridad Eastern and Central Africa, Kenya office drawn from the different job levels. The study used a census and thus the sample size was 52 respondents. The study collected primary data using questionnaires. The collected data was analyzed using means, standard deviations and regression analysis. The findings were presented using tables and figures. The findings of the study were important to the management of Solidaridad Eastern and Central Africa, Kenya office as well as the other 7 expertise centers, stakeholders, future scholars and academicians. The study established that knowledge management practices significantly and positively influenced the performance of Solidaridad International, East and Central Africa, Kenya Offices. The variables explained 85.4% of the changes in performance of the organization. The study concluded that knowledge acquisition, knowledge dissemination, knowledge utilization and knowledge storage had a positive effect on the performance of the organization. Solidaridad had to a significant extent embraced knowledge management which led to improved database management, decision making and research and customer service. The study recommends that the organization needs to improve its research and development to improve innovations and knowledge creation

Ngatia,(2019) conducted a study to determine the types of knowledge at the Kenya Revenue Authority, to find the knowledge management enablers at the Kenya Revenue Authority and to determine the measures taken by the Kenya Revenue Authority to manage the knowledge and improve its performance. The literature review of the study deploys the theories of knowledge management, performance and competence. The empirical literature includes types of knowledge, knowledge management enablers, knowledge management techniques and tools as well as knowledge management strategies. The study employed a descriptive cross sectional survey. A sample of 60 KRA employees from a total of 1200 based at the headquarters were surveyed. Primary data was collected from the respondents using a 5-scale Likert type questionnaire. The quantitative data collected was analyzed utilizing both Excel spreadsheet and Statistical Package for Social Sciences (SPSS). Median and mode was computed for central tendency while the inter

quartile range was used as a measure of dispersion. Percentages and frequencies were utilized to present part of the findings. Pseudo R square statistics were utilized as a measure of relationship between knowledge administration procedure (autonomous variable) and execution. The study revealed that, KRA has introduced knowledge management in its operations with a mean of 5.1 and a coefficient of variation of 0.21. The study further revealed that, majority of the respondents agree, that knowledge leadership enabled the establishment of knowledge management in the organization. It also reveals that knowledge management enabled the entrenchment of the business imperative at KRA. Also, knowledge management is anchored on the technology infrastructure of KRA and has improved knowledge sharing and usage while reducing lack of knowledge retention and transfer.

Wairimu,(2018) conducted a study to determine Knowledge Creation practices and performance of agricultural cooperative societies, examine Knowledge Preservation practices and performance of agricultural cooperative societies, determine Knowledge Sharing practices and performance of agricultural cooperative societies and determine Knowledge utilization practices and performance of agricultural cooperative societies in Thika Sub-County. The study employed Knowledge-Based Theory and Kogut and Zander's Knowledge Management Theory. The research adopted a descriptive survey design. The study targeted 20 farmers' co-operative societies registered under the Co-operative societies Act in Thika Sub-County in which there are 20 managers and 20 marketing managers. Using Gay (1976) sampling method techniques where the population is equal to the sample is known as a census survey, only 18 managers and 18 marketing managers. The 2 managers and 2 marketing managers were included in the sample size as they were used for study piloting. The study used both open-ended and closed-ended questionnaires to collect information. The data collected were both qualitative and quantitative. The quantitative data in this research were scrutinized by use of descriptive and inferential statistics with the help of the Statistical Packages for Social Sciences (SPSS) software. Multiple regression analysis was used to determine knowledge management practices and performance of agricultural cooperatives. Data were presented using frequency distribution tables, bar charts, pie charts and line graphs. From the findings, R was 0.931, R square was 0.92 and adjusted R squared was 0.717. An R square of 0.92 implies that 92% of changes on performance of agricultural cooperative societies are explained by the independent variables of the study. There are however other factors that influence performance of agricultural cooperative societies are not included in the model which account for 8%. An R of 0.931 on the other hand signifies strong positive correlation between the variables of the study. Also, the findings show knowledge transfer practices had a 0.0010 level of significance; knowledge preservation practices had a 0.0012 level of significance, knowledge creation practices showed a 0.0025 level of significant, while knowledge utilization practices showed a 0.0028 level of significance.

Knowthar ,(2018) conducted a study to determine the perceived influence of knowledge management on employee retention in the University of Somalia. This study was guided by one objective which is to establish the influence of knowledge management on employee retention in university of Somalia. The study utilized a case study in which 41 respondent of top management by the University of Somalia. The research used a questionnaire filled and analyzed using a descriptive statistics including frequencies and percentages which were presented in form of tables. The result of the study found that well defined knowledge management practices and policies help improve employee retention. The study also established that knowledge management helps

employee learn in the organization hence contributing to employee retention. The study further found that through knowledge management it influences employee retention by giving them updated change in education by sharing best practices. The study also found out that there were more male employees than female employees working at the university. The study also found out that well defined knowledge management plans and punctures improves the retention of the employees at the university. The study concluded that knowledge management has influence on employee retention. The study also concluded that the University of Somalia uses knowledge management as one of strategies of ensuring employee retention. The study further concluded that universities knowledge management helps employee to learn which contributes to employee reunion, the study recommended that the management needs to ensure effective communication of knowledge management policies their employees this will ensure that employees understand what is expected of them hence a avoid anxiety. Another recommendation is that the institution through its management should have well established knowledge management planning and procedures which will eventually increase the retention of employees in the university. The study recommends that the management should involve all the employees on matters knowledge management to ensure that they are aware of new innovative ways of acquiring knowledge

Osome, (2018) conducted a study that sought to establish the influence of knowledge management on the performance of KPMG, Kenya. The specific objectives were to determine the effect of the knowledge creation, sharing, storage and dissemination on the performance of KPMG Kenya. The study was anchored on the following three theories which include resource based view theory of a firm, Knowledge based view of a firm and Organizational learning theory. The study used a descriptive research design. The population of study was management staff at the firm head offices in Nairobi City County. This consisted of one hundred and sixty two respondents who are the management staff of the audit firm. A sample of fourty nine respondents was taken which forms thirty percent of the target population which was evenly spread across the three levels of management. The primary data was collected by use of semi-structured questionnaires. Data analysis was done by use of descriptive statistics such as frequencies, percentages, mean scores and standard deviation with the aid of Statistical Package for Social Scientists and presented through tables, charts, graphs, frequencies and percentages. The study ound out that knowledge creation significantly influenced firm performance, knowledge sharing significantly influenced firm performance, knowledge storage significantly influenced firm performance and knowledge dissemination significantly influenced performance. The study concludes that at KPMG there was training and development programs to improve capacity, had a global network aimed at getting new insights in audit. KPMG operated a blog to share ideas and interact with clients had online interactions with clients and partners over the social media platform and also a document repository to store information and invested in people to enable store data. KPGM released reports regularly on its operations to the users and stakeholders. KPMG had a policy on dissemination of knowledge to other entities. KPMG through marketing, disseminated information about its products and services to the public. The study recommends that KPMG ought to train and development programs to improve capacity. KPMG ought to have a reliable internet coverage. KPMG ought to have an interactive website with all services and products and invest in knowledge sharing. KPMG ought to invest in storage of information and keep hardware's to enable store knowledge and information. KPMG ought to market so as to disseminate information about its products and services to the public, conducted meetings, workshops and seminars to sensitize the public. The study would be vital for policy invention in Kenyan Auditing Sector, beneficial to other policy

makers. Knowledge is vital in building and sustaining competitive advantage in the auditing sector. Improvement to auditing firms, beneficial to scholars if it was added to the knowledge in the field of competitive strategy. Highlights the how implementing knowledge resources affects organization's performance. In addition, act as future reference in KMPG and how organizations operate.

2.3 Research gaps

Methodological gap is the gap that is presented as a result in limitations in the methods and techniques used in the research (explains the situation as it is, avoids bias, positivism, etc.). Chebet, (2020) conducted a study that focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study was anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory. The study used descriptive statistics method carrying out this research. The collected data was analyzed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya. The study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff. The studies presented a methodological gap as it used descriptive statistics while our current study adopted a desktop literature review method

Conceptual gap arises because of some difference between the user's mental model of the application and how the application actually works. Kithuka ,(2020) conducted a study on the effect of knowledge management practices on the performance of Solidaridad Eastern and Central Africa, Kenya office. The study was guided by the Resource Based Views Theory and the Knowledge Spiral Theory. The study adopted a descriptive research design. The study established that knowledge management practices significantly and positively influenced the performance of Solidaridad International, East and Central Africa, Kenya Offices. The study presented a conceptual gap as it assessed effect of knowledge management practices on the performance of Solidaridad Eastern and Central Africa, Kenya office, while the current study is on effect of knowledge management practices on performance of mobile telephone companies.

3.0 METHODOLOGY

The study adopted a desktop literature review method (desk study). This involved an in-depth review of studies related to knowledge management practices on performance of mobile telephone companies. Three sorting stages were implemented on the subject under study in order to determine the viability of the subject for research. This is the first stage that comprised the initial identification of all articles that were based on knowledge management practices on performance of mobile telephone companies from various data bases. The search was done generally by searching the articles in the article title, abstract, keywords. A second search involved fully available publications on the subject on knowledge management practices on performance of mobile telephone companies. The third step involved the selection of fully accessible publications.

Reduction of the literature to only fully accessible publications yielded specificity and allowed the researcher to focus on knowledge management practices on performance of mobile telephone companies which was split into top key words. After an in-depth search into the top key words (knowledge management, practices, performance, mobile telephone companies), the researcher arrived at 6 articles that were suitable for analysis. The 5 articles were findings from Chebet, (2020) who conducted a study that focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study was anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory. The study used descriptive statistics method carrying out this research. The collected data was analyzed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya. The study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff

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Knowthar, who (2018) conducted a study determine the perceived influence of knowledge management on employee retention in the University of Somalia.

The study utilized a case study in which 41 respondent of top management by the University of Somalia

The result of the study found that well defined knowledge management practices and policies help improve employee retention

4.0 SUMMARY, CONCLUSION AND POLICY IMPLICATION FOR FURTHER STUDY

4.1 Summary

Knowledge storage was highly organized into classification scheme for categorizing lessons learned by project type, problem type, and subject area in the respondent's organization in order to improve the performance of the organization. Moreover, knowledge acquisition is promoted in the mobile telephone companies through the organization databases, repositories, search tools, training/instructions as well as similar earlier projects. This is in an effort to equip the staff/employees with the necessary knowledge to execute their duties and achieve high levels of organization performance.

4.2 Conclusion

The study concludes knowledge management practices in general influences organization performance in various ways including, knowledgeable employees, better decision making in the organization, improved service offering to client, reduced operational costs, improved organizational competitiveness. This is mainly so because there is increased awareness of information that is critical to achieving the organization's mission. The order of significance of the effect of knowledge management practices on performance of mobile telephone companies in starting with the most significant to the least is; knowledge creation, knowledge sharing, knowledge acquisition, knowledge implementation and knowledge storage respectively.

4.2 Recommendations

The study points out that for effective organization administration organizations need to create a central repository system to store and retrieve information on organization reports cards, feedback on student progression, coordination of organization schedules, organization suspension, finances and other professional development which will have an overall effect on organization performance. Organizations should also install internet services and computers in order to share knowledge and improve the organization's efficiency, performance, and competitiveness.

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