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ABSTRACT

This study examined the influence of knowledge utilization on strategy implementation in public sector organizations in Kenya, with a focus on the Kenya Bureau of Standards. Despite the critical role of knowledge utilization in enhancing service delivery, the Kenyan government has yet to efficiently integrate it into most of its agencies. This study was guided by Social Capital Theory. A pilot study was done at KEBS Nakuru office with 36 participants, while the final sample size was 292 employees. Stratified random sampling was used to ensure a diverse representation of employees across various departments. Primary data was collected using structured questionnaires and in-depth interviews, while secondary data was obtained from policy documents, institutional reports, and relevant literature. Quantitative data analysis involved descriptive and inferential statistics using SPSS. Descriptive statistics, including measures of central tendency, frequency distributions, and percentages, were used to summarize data. Inferential analysis, including correlation and regressions were conducted to assess the relationships between knowledge utilization and strategy implementation. Qualitative data was analyzed thematically to provide deeper insights into the impact of knowledge utilization on strategic processes. Overall, the study showed that effective knowledge utilization positively influences strategy implementation in the public sector. The findings indicated that knowledge utilization was strongly and positively significantly related to strategy implementation. The study recommended the implementation of the reviewed policy to provide an enabling environment for knowledge management (KM) best practices.

Key Words: *Automation, Decision Making, Process Redesign*

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INTRODUCTION

Strategy implementation is more than executing tasks it involves aligning people, processes, structures, technologies, and organizational culture toward the realization of strategic objectives. Failure to implement strategies effectively often results in lost opportunities, wasted resources, and underperformance. To contextualize this issue, it is important to examine how strategy implementation is approached globally, regionally, and locally, with a focus on public sector institutions.

In the African context, the implementation of strategies in public sector institutions is often hindered by structural inefficiencies, political interference, limited resources, and poor governance. While many African governments have adopted strategic plans aimed at reforming public service delivery, execution remains inconsistent. Cepiku et al. (2018) assert that sub-Saharan African countries face unique challenges, such as weak institutional capacities, limited use of performance monitoring systems, and low employee motivation, all of which impact strategy execution. Additionally, globalization and regional integration have introduced new dynamics, requiring public sector organizations to become more responsive and innovative. KM remains underutilized in many African countries, despite its potential to improve strategy implementation. There is a growing recognition that managing knowledge assets—both tacit and explicit—is key to enhancing policy execution, organizational learning, and service delivery. Pyun and Gamassou (2018) emphasize the need for capacity building, leadership development, and digital transformation to support strategic initiatives across the continent.

Bureaucracy is a persistent challenge in Kenya's public sector. It delays decision-making and hinders timely implementation of strategic initiatives (Esterhuizen et al., 2012; Wanyama, 2018). Furthermore, more than 50% of the workforce in public institutions comprises senior employees nearing retirement, posing a risk of knowledge loss as they exit (Yusuf, 2014). Technological infrastructure also poses limitations. While ICT platforms exist to support communication and coordination, they are often out-dated or poorly integrated (Owira& Ogolla, 2014). Inadequate implementation and governance of these systems have undermined the efficiency of KM practices in public service (Yusuf, 2014). Nevertheless, there is a growing shift towards embracing KM and strategic management in Kenya. Institutions are beginning to recognize the need for real-time knowledge-sharing systems and updated operational structures to adapt to a dynamic environment (Wanyama, 2018). This study sought to explore how KM can be leveraged to improve strategy implementation in Kenya's public sector.

The mandate of KEBS focuses on Standardization, Metrology and Conformity Assessment (SMCA) in trade and industry in the country. KEBS plays a crucial role in quality of goods, consumer protection and trade facilitation in Kenya and across the continent and globally. The corporation achieves its mandate by offering testing and calibration facilities, standards development, product certification, import inspection, market surveillance, training on quality and providing certification of Quality Management Systems through the KEBS National Quality Institute and Certification body respectively (KEBS, 2023). KEBS plays a significant role of being the National Enquiry Point (NEP) on issues of standards, guidelines, and conformity assessment processes from the local industry or from foreign investors based in other World Trade organisation (WTO) member states. Globally KEBS is a member of International Organisation for Standardisation (ISO). ISO is a neutral, non-state, global standard development body comprised of representatives from the national standards institutions of member countries. This body develops and publishes international standards (iso.org). In addition, KEBS holds the mandate to maintain and disseminate International System of Units (SI) of measurements. This is fulfilled by KEBS being a member of Bureau International De Poids et Measures (BIPM). This is

the international bureau of weights and measures established through the Metre convention in 1875 (bipm.org). Through this full membership, KEBS provides traceability to International Systems of Units (SI).

Statement of the Problem

From a management perspective, there is limited institutional commitment to fostering a culture of knowledge utilization in the public sector. Many organizations lack formal knowledge utilization policies, leading to inconsistent practices across departments. While various public sector reforms have emphasized efficiency and accountability, little attention has been given to establishing clear knowledge utilization guidelines. The absence of such policies results in ad hoc approaches to knowledge utilization, affecting institutional learning and strategic alignment. A study in Kenya's county governments revealed that no systematic knowledge utilization existed, and that existing ones were isolated, informal, uncoordinated, and rarely documented or communicated (Johanson, 2021). Kenya Public Service Report (2022) revealed that only 40% of government agencies have formal KM strategies, while the rest rely on informal knowledge-sharing mechanisms. Without a structured approach to knowledge utilization, organizations struggle to leverage institutional knowledge for effective decision-making and long-term strategy execution. This study evaluated the role of management utilization within public organizations, focusing on KEBS as a case study.

Research Objectives

The objective of this study was to determine the influence of knowledge utilization on strategy implementation in public sector organizations in Kenya. The study tested the following research hypothesis;

- H_0: Knowledge utilization has no significant influence on strategy implementation in the public sector in Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Social Capital Theory

Developed by Nahapiet and Ghoshal (1998), the theory explains how social relationships and networks facilitate the creation, exchange, and utilization of knowledge within an organization. In the public sector, where bureaucratic structures and hierarchical decision-making often impede effective communication, knowledge collaborative flow is essential for successful strategy execution (Inkpen & Tsang, 2005). According to Social Capital Theory, organizations with strong social capital—characterized by trust, shared norms, and connectedness—are better positioned to exchange and integrate knowledge, leading to improved strategic outcomes. This study applies the theory to analyze how the presence of social networks and trust-based relationships among employees and stakeholders in Kenya's public service organizations fosters knowledge flow and enhances strategy implementation. Existing research has largely focused on the role of social capital in governance and stakeholder engagement, with limited attention to its impact on knowledge management in strategy execution. By addressing this gap, the study provides empirical insights into how social capital influences the effectiveness of strategic initiatives in public institutions.

Social capital comprises three key dimensions—structural, relational, and cognitive—which collectively shape knowledge collaborative flow (Nahapiet & Ghoshal, 1998). The structural dimension encompasses the overall network ties that facilitate interactions, while the relational dimension includes trust and shared norms that promote cooperation (Tsai & Ghoshal, 1998). The cognitive dimension relates to shared goals and understanding, which enhance the ease of knowledge exchange (Wasko & Faraj, 2005). In the context of Kenya's public sector, these dimensions determine how effectively employees collaborate to drive strategic initiatives. However, studies have not sufficiently linked these dimensions to

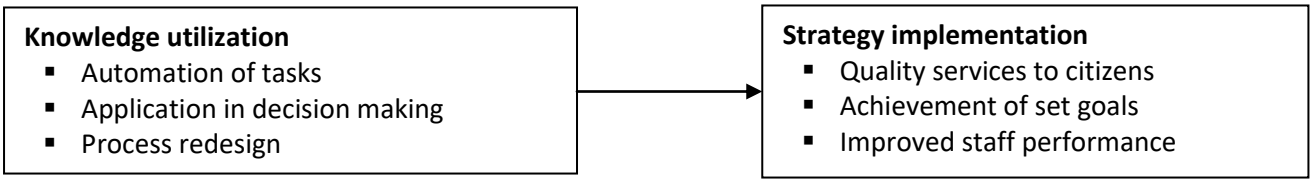
successful strategy implementation in government institutions, a gap this research seeks to fill.

Organizations with high levels of social capital are more effective in facilitating knowledge exchange, which is crucial for strategy implementation (Burt, 2000; Lin, 2001). In Kenya's public service, fragmented communication and siloed decision-making structures hinder the successful execution of strategic initiatives (Wachira & Ngugi, 2019). This study will evaluate how strengthening social capital within government institutions can enhance knowledge flow and improve strategy implementation outcomes. By examining these factors, the research aimed to provide recommendations on fostering a collaborative knowledge-sharing environment in the public sector.

Social Capital Theory is relevant to knowledge collaborative flow in strategy implementation as it highlights the role of social networks, trust, and shared norms in enabling effective knowledge exchange within public sector organizations. By applying Social Capital theory, this study examined how these relational dynamics influence the successful execution of strategic initiatives in Kenya's public service. Given that fragmented communication and bureaucratic inefficiencies often hinder strategy implementation, understanding how social capital facilitates knowledge flow provides valuable insights for improving public sector performance. This study contributes to knowledge management literature by demonstrating how fostering strong social networks can enhance strategic decision-making and execution, ultimately leading to better institutional outcomes.

While Social Capital Theory provides a strong framework for understanding knowledge flow, it does not fully account for people-related factors that influence knowledge sharing in modern organizations (Burt, 2000). With the increasing adoption and utilization of digital collaboration tools and knowledge management systems, continuous learning plays a critical role in facilitating knowledge flow beyond interpersonal networks and ensuring transformation (Chow & Chan, 2008). To address this limitation, this study integrated insights from the Transformational Learning Theory (TLT) to provide a more comprehensive perspective on how both social relationships and holistic-continuous learning interact to influence strategy implementation in public service organizations.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Literature

Knowledge Utilization and Strategy Implementation in the Public Sector

Knowledge utilization is a fundamental component of strategy implementation in the public sector, as it enables organizations to leverage knowledge resources for improved decision-making and operational efficiency. According to the Knowledge Management Policy – Kenya, knowledge utilization involves the application of knowledge in organizational functions to enhance productivity and performance at both individual and institutional levels (GOK, 2022). It is a crucial process in strategic management, as it ensures that leaders and employees make informed decisions based on existing knowledge assets. Iyer (2017)

elaborates that knowledge utilization entails the application of both tacit and explicit knowledge in performing organizational tasks, driving innovation, and creating new knowledge or products. By effectively using knowledge, public service institutions can optimize their operations, improve service delivery, and enhance the overall success of strategic initiatives.

Empirical research conducted by Bista (2020) in Finland underscores the significance of knowledge in strategy creation, demonstrating that knowledge serves as a critical resource in strategic planning. The study utilized a literature review approach and found that individual competencies, combined with organizational knowledge, influence the formulation of strategies. While the study by Bista (2020) focused on sales professionals and primarily examined knowledge's role in strategy formulation, the present study shifts its focus to public service organizations and emphasizes the role of knowledge utilization in strategy implementation. This distinction is essential, as public sector organizations operate in complex environments where the effective application of knowledge is necessary for achieving strategic goals. The findings highlight that organizations must not only generate knowledge but also actively integrate it into their decision-making and operational processes to ensure successful strategy execution. Gladys (2020) highlights the importance of human resource factors such as competency in Kenyan public sector which plays a critical role in strategy implementation.

The relationship between knowledge utilization and strategic management is also supported by Nonaka and Ichijo (2007), who argue that knowledge is central to the entire strategy development process. Their study highlights how organizations rely on knowledge at various stages of strategic planning, from conceptualization to execution. The current study builds on this perspective by asserting that strategy implementation, in particular, depends heavily on knowledge utilization. While Nonaka and Ichijo (2007) examined knowledge application in organizations broadly, the current study narrows its scope to the public sector in Kenya, focusing specifically on how knowledge utilization influences the execution of strategic initiatives. Public service organizations must establish structured knowledge management frameworks that facilitate the use of accumulated expertise in addressing operational challenges and achieving long-term strategic objectives.

McKee (1992) reinforces the idea that knowledge forms the foundation of institutional strategy, as strategies are developed and implemented by managers and leaders who apply their expertise in practice. Drucker (1993) further elaborates that managers utilize different types of knowledge—including team mobilization, communication, and the development of implementation structures—to translate strategic plans into actionable initiatives. This highlights the dynamic nature of knowledge utilization in strategy execution, where effective leadership is essential in ensuring that knowledge is appropriately applied in the organizational context. In public sector institutions, managers must harness knowledge resources to drive reforms, improve service delivery, and achieve policy objectives, underscoring the need for continuous learning and knowledge-sharing mechanisms.

A study conducted by Nazari (2012) in Iran explored the practical application of knowledge management in organizations and its impact on various institutional processes. The study emphasized that knowledge management is a critical practice for organizations aiming to enhance intelligent performance, as it fosters innovation and problem-solving. Nazari (2012) argues that knowledge is instrumental in addressing emerging challenges in an organization's business environment, particularly when employees actively engage in knowledge generation, sharing, and application. While this study provided a broad overview of knowledge management, the current research focuses specifically on the role of knowledge utilization in strategy implementation within public service organizations in Kenya. The study seeks to

demonstrate that effective knowledge application is essential for achieving organizational goals and sustaining competitive advantages in the public sector.

Kohlbacher (2008) similarly highlights the importance of professional experience and both tacit and explicit knowledge in strategy-making. However, the study focused primarily on knowledge utilization at the strategy formulation stage, leaving a gap in understanding its role in strategy implementation. The present study addresses this gap by emphasizing the critical role knowledge plays during the execution phase, where organizations translate strategic plans into tangible outcomes. By integrating knowledge utilization into the strategy implementation process, public service organizations can enhance their adaptability, improve decision-making, and ensure that policies and programs are effectively executed.

Dayan et al. (2017) conducted a study in Australia examining the influence of knowledge management in strategy formulation and execution. The study concluded that strategy implementation cannot be achieved without effective knowledge utilization. Although this study aligns with the current research in emphasizing the importance of knowledge in strategic management, it did not focus on public sector organizations in Kenya. The present study seeks to bridge this gap by examining how Kenyan public service institutions leverage knowledge resources in executing their strategic initiatives. This is particularly relevant given the unique challenges faced by public organizations, including bureaucratic inefficiencies, resource constraints, and the need for policy-driven decision-making.

Knowledge utilization is a critical enabler of strategy implementation in public service organizations. Effective application of knowledge enhances organizational performance, supports decision-making, and fosters innovation. Studies by Iyer (2017), Nonaka and Ichijo (2007), and Dayan et al. (2017), Weru et al. (2020) all emphasize that knowledge is indispensable in strategic management. However, the current study contributes a unique perspective by focusing specifically on public sector institutions in Kenya, highlighting the need for robust knowledge management practices to ensure the successful execution of strategic initiatives. Public service organizations must invest in knowledge utilization frameworks, training programs, and knowledge-sharing platforms to optimize strategy implementation and achieve sustainable development goals.

METHODOLOGY

This study adopted a mixed-methods research design, integrating both quantitative and qualitative approaches. The target population for this study was comprised of employees of KEBS across different regional offices, including Coast Region, Headquarters (Nairobi), Lake Region, North-eastern Region, North Rift Region, and Mt. Kenya Region, totalling 1,080 employees. South Rift region, which has 34 employees, was not included in the main study because it served as a pilot test site. To determine the sample size, Ajay and Micah's (2014) formula was used, resulting in a final sample size of 292 respondents. The sample was selected using stratified proportionate sampling, ensuring that all KEBS regional offices were adequately represented. This study employed both primary and secondary data collection methods to ensure a comprehensive dataset. The primary data collection methods included questionnaires, interviews, and observations, which are commonly used in social sciences research to collect both qualitative and quantitative data (Creswell & Creswell, 2018).

To ensure content validity, the research instruments were reviewed by experts in knowledge management and strategy implementation. To test the reliability of the questionnaire, the study employed the test-retest method, which is one of the most widely used techniques for assessing the consistency of research instruments over time (Sekaran & Bougie, 2016).

For primary data collection, the researcher uploaded the questionnaire online by putting the

questions on Google form and then sent an invite for participation to different employees of the organization. The invites were sent to employees from various KEBS departments, and the researcher kept inviting other respondents and also sending e-mail reminders to those who did not respond immediately. Interviews were conducted in person where possible, while phone interviews were used for respondents who were unavailable for face-to-face meetings, ensuring flexibility in data collection (Yin, 2018). The study collected qualitative data through key informant interviews where 18 key informants were interviewed. The informants were purposively selected using their position which the researcher regarded as an advantage in terms of being knowledgeable enough about their organization and the research topic. Secondary data was gathered by reviewing relevant corporate documents, visiting the KEBS website, and consulting applicable online sources (Bell, 2022). The researcher searched the internet for published information related to knowledge management and strategy implementation, extracted relevant information and synthesized it being keen to cite the authors.

The study utilized both qualitative and quantitative data analysis techniques to ensure a comprehensive interpretation of findings. Qualitative data collected through interviews, open- ended questions in questionnaires and observations were analysed using thematic and content analysis. The researcher identified emerging themes based on content, perspective, and relevance, categorizing the data according to the study objectives. This qualitative analysis provided deeper insights and complemented the quantitative findings derived from questionnaires. Quantitative data analysis involved descriptive and inferential statistics using Microsoft Excel and the Statistical Package for Social Sciences (SPSS). Descriptive analysis entailed summarizing data using percentages, frequency distributions, and measures of central tendency including mean and standard deviation.

RESULTS

Response rate

The study targeted top management, middle management and junior employees of KEBS across various regional offices of the organization. It targeted 292 respondents from the Coast Region, Headquarters (Nairobi), Lake Region, Northeastern Region, North Rift Region and Mt. Kenya region. 217 out of 292 respondents filled the questionnaire corresponding to a response rate of 74.3%. This rate was considered adequate for analysis and presentation because Sekaran and Bougie (2016) indicates that a response rate that exceeds 70% is satisfactory for analysis.

Descriptive statistics for objective 3: Knowledge utilization and strategy implementation (SI)

Thematic analysis of knowledge utilization

According to key informants interviewed during the study, knowledge utilization is a fundamental constituent of many essential processes that facilitate strategy implementation. From the key informants it was established that various kinds of knowledge are utilized at different phases of strategy implementation. One of the key informants (coded KI 14) commented that, “different forms of knowledge such as communication know how, knowledge on mobilizing teams, motivating people to adhere to set protocols among others are used when by the management during execution of strategies.”

One of the key informants (coded KI 05) indicated that, “employees use information and the knowledge they possess in decision making during the different phases of strategy implementation.” The informant indicated that knowledge is an ingredient of execution of strategies and evaluation of the success of the strategies based on objectives set. Further, knowledge utilization was cited as being important in problem solving where an informant (coded KI 12) indicated that solving challenges that may arise during implementation of strategic plans require critical thinking where staff must employ knowledge. Figure 1 shows various

activities in which key informants indicated utilize knowledge during strategy implementation.

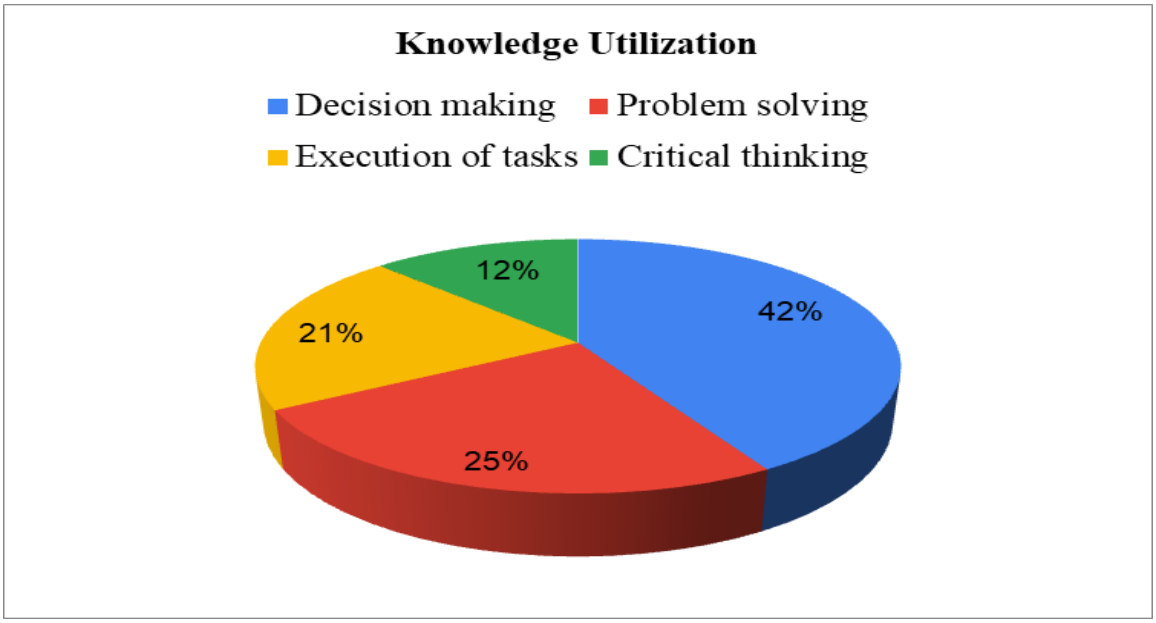


Figure 1: Activities of strategy implementation which utilize knowledge

From the informants' responses, KEBS can be regarded as a knowledge intensive organisation because it is a heavy consumer of knowledge in its operations and service delivery. This finding is in concurrence with that of Diehr and Gueldenberg (2017), who elaborated that a knowledge intensive firm is one which majorly relies on human and organizational resources including experts (highly skilled and educated personnel) and application of expertise to deliver services to its clients. The role of KEBS in ensuring compliance to standards and to assure quality is one that requires integration of well-organized knowledge and utilization of knowledge to achieve it.

Further, the key informants revealed that KEBS is involved in the process of client relationship management (CRM) which significantly utilizes knowledge. This is further confirmed by the organization's strategic plan (2023-2027) which indicates that one of its core values is customer focus a value that requires use knowledge use to achieve. According to Abecassis, et al. (2021), organizational processes such as product developments and CRM are greatly knowledge demanding requiring intensive exploitation of knowledge.

Analysis of quantitative data on knowledge utilization

Respondent's perceptions on knowledge utilization and strategy implementation

The researcher sought to know the perception of participants on whether knowledge utilization influences strategy implementation and found out that more than 80% of them perceived knowledge utilization as having an influence on implementation. However, 10.10% of participants were not sure while 3.36% disagreed that knowledge utilization had an effect on strategy implementation as Figure 2 shows.

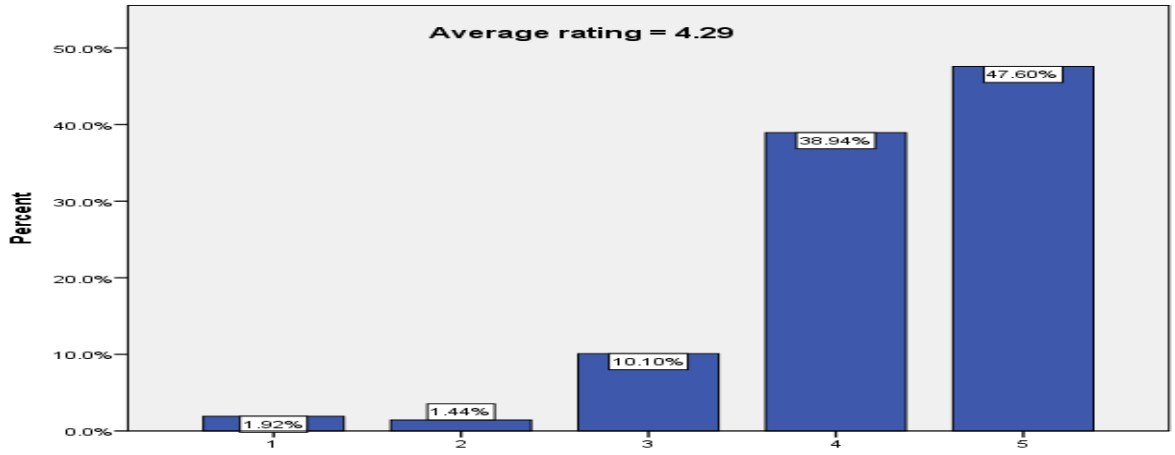


Figure 2: Respondent's perceptions on influence of knowledge utilization on SI

According to Bista (2019), knowledge is not only a fundamental source of organizational strategy but also a facilitator of strategy implementation in an organization. Gates (2024) agrees to this view by revealing that knowledge management plays a key role in strategy formulation which is the first step in strategy implementation. Further, this view is supported by Kohlbacher (2008) who argue that it is the knowledge and experiences of staff both from the past and current circumstances that transform into organizational strategies.

Knowledge utilization affects delivery of quality services in the organization.

The results showed that 44.44% of the respondents strongly agreed that knowledge utilization affects quality service delivery in an organization while 42.03% agreed. However, 3.38 % strongly disagreed while 1.93% disagreed and 8.21% were not sure as Figure 3 shows.

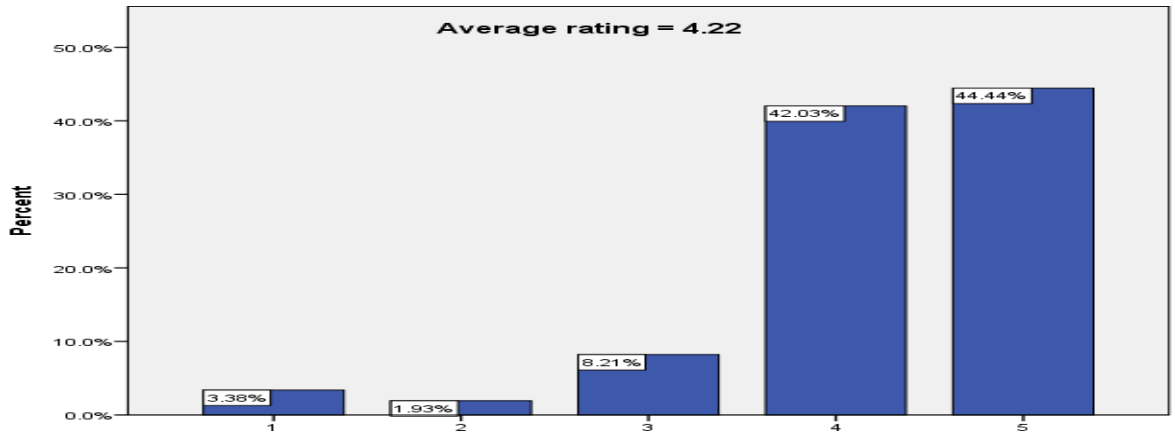


Figure 3: Perceptions on effect of knowledge utilization on quality service delivery

This finding is in agreement with Hislop et al. (2018) who found out that knowledge utilization expedites faster and effective delivery of service to customers which enhances quality.

Knowledge utilization influences achievement of goals set in the organization.

The results of this study revealed that knowledge utilization affects accomplishment of goals in an

organization with most (52.66%) of the respondents strongly agreed with the statement while 36.71% agreed and the overall average rating was 4.36 indicating agreement. However, 6.76 % of the respondents were neutral and 3.87% disagreed. This is further illustrated in Figure 4.

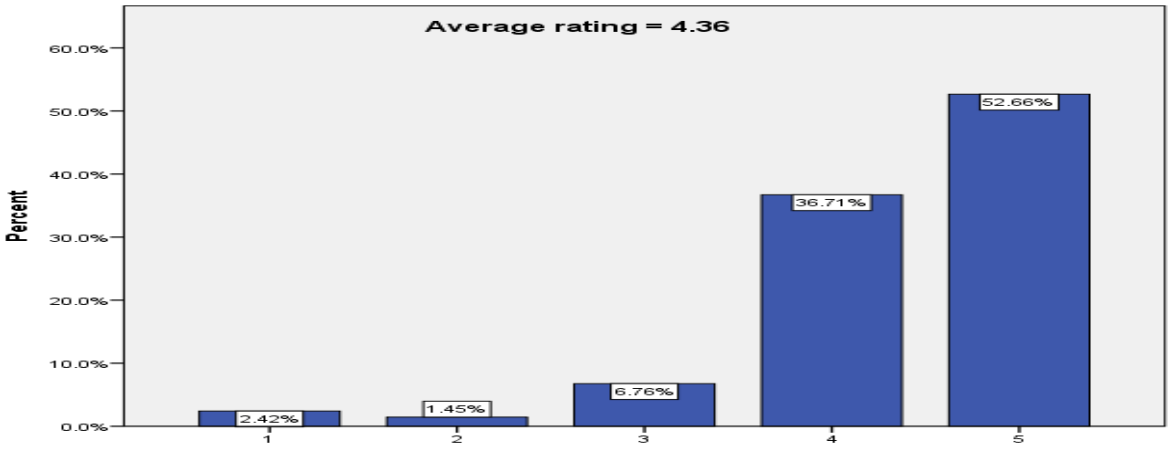


Figure 4: Viewpoints on effect of Knowledge utilization on achievement of goals

The findings of this study are supported by Calipha et al. (2018) who indicated that it is paramount for employees to use /employ their knowledge and experience in the process of changing goals/objectives into action. Calipha et al. (2018) adds that successful strategies demand that staff utilize knowledge of the current situation and the future in order to gain a competitive edge. Further, according to one of the interviewees, knowledgeable employees are required to implement strategies because they need to know the goals and objectives of their organization.

Knowledge utilization impacts decision making in the organization.

The findings of this study revealed that knowledge use and application have an influence on decision making in an organization. Majority of the respondents, as represented by 83.66%, agreed that knowledge utilization has an impact on the process of decision making with only 3.84% of them disagreeing with this view and 12.50% were not sure. This is further illustrated in Figure 5.

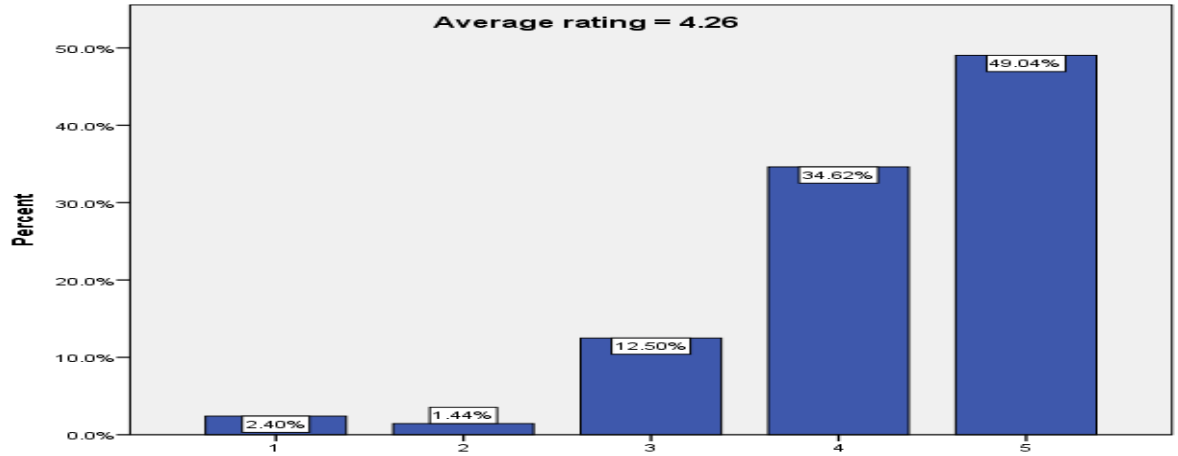


Figure 5: Knowledge utilization impacts decision making in the organization.

According to Bista (2019), good knowledge management practices promote effective knowledge flow and utilization which result in better decision making among employees both of which are critical in strategy implementation. By streamlining the process of finding information, a searchable knowledge management (KM) system assists staff to work more efficiently, allowing them more time for critical thinking in decision-making, such as analysis and evaluation, which enhances the quality and strategic value of their choices (Stepien, 2024).

Knowledge utilization aids in process design/ redesign in the organization.

The research sought to find the perception of respondents on utilization of knowledge in process design/redesign. The results revealed that 83.65% agreed that knowledge utilization facilitated process design/ redesign as Figure 6 depicts. This was in concurrence with Becerra-Fernandez et al. (2008) who indicated that knowledge use is dependent on an individual's perspective and the analysis of specific action and that employees may use knowledge in process design and redesign in their routine work.

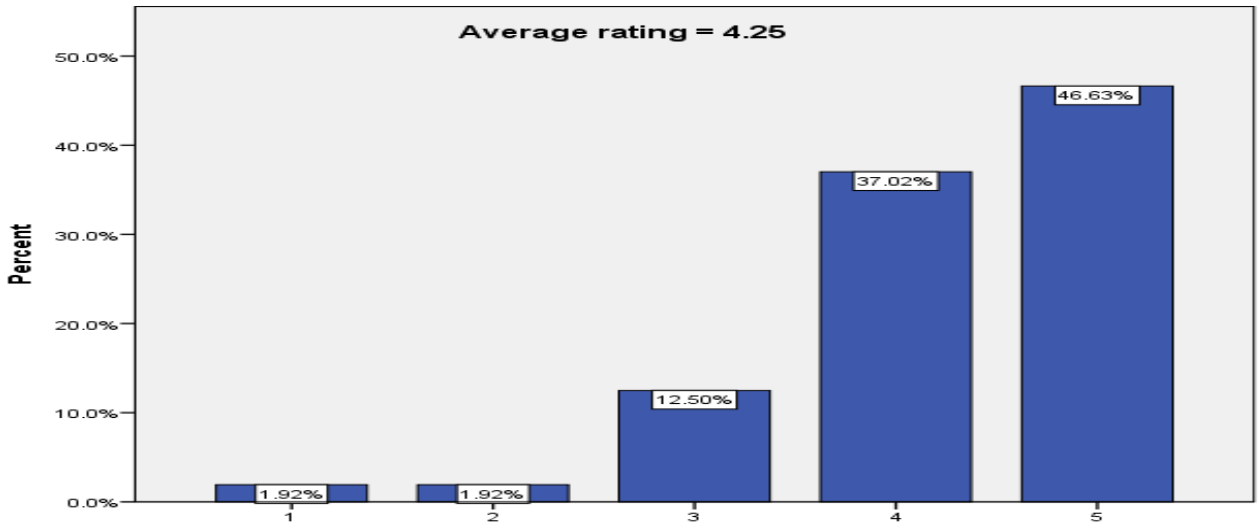


Figure 6: Perceptions on effect of knowledge utilization aids on process design/ redesign

The respondents in this study indicated that knowledge utilization influence process design and redesign a finding that agrees to that of Stepien (2024) who revealed that knowledge utilization is a driver of creativity and innovation. Stepien (2024) elaborated that innovativeness is a key component of process and product design and even redesign and ultimately change which are crucial in strategy implementation.

Summary Table on knowledge utilization

The average means and standard deviations of knowledge utilization and each indicator of strategy implementation were obtained and presented in Table 1. Table 1 shows that all the sub-constructs had mean scores slightly greater than 4. The statement that knowledge utilization affects achievement of goals in the organization had the highest mean value (of 4.30) out of the possible 5. This depicts that the respondents strongly agreed that utilization of information is a fundamental element in attainment of goals during strategy implementation. The average mean for all sub-constructs was 4.23 indicating agreement while the standard deviation was 0.792 implying that the data was mostly concentrated around the mean.

Table 1: Summary table for mean and standard deviation for knowledge utilization

Statement	Mean	Standard Dev.
Knowledge utilization influences strategy implementation	4.29	0.853
Knowledge utilization affects delivery of quality services in the organization.	4.22	0.929
Knowledge utilization influences achievement of goals set in the organization.	4.36	0.863
Knowledge utilization impacts decision making in the organization	4.26	0.907
Knowledge utilization aids in process design/ redesign in the organization	4.25	0.886
Average	**4.28**	**0.888**

Inferential Analysis

Correlation Analysis results for the influence of knowledge utilization on strategy implementation in public sector in Kenya

The third objective of this study sought to find out the influence of knowledge utilization on strategy implementation, and this was determined using Pearson correlation test. The findings of this study revealed that knowledge utilization has a strong association with strategy implementation in KEBS yielding a correlation coefficient value of 0.850. The results also showed that the association was significant (p-value = 0.001). Therefore, the current study revealed that knowledge utilization has a strong significant positive influence on strategy implementation. The results are depicted in correlation Table 2:

Table 2: Correlation matrix on relationship of knowledge utilization and strategy implementation

Correlation		Knowledge Utilization: Knowledge utilization influences achievement of goals set in the organization	Strategy implementation
Knowledge Utilization: Knowledge utilization influences achievement of goals set in the organization	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.001
	N	217	217
Strategy implementation:	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.001	
	N	217	217

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

The study results are in congruence with those of Al-dubai, et al. (2024) on knowledge who revealed that application of knowledge drives creativity and efficiency in operation both of which influence strategy implementation.

Regression analysis

The researcher did a general regression of coefficients to determine the influence of every variable to the dependent variable. The regression weights, standard errors and p-values of the different independent variables are as presented in Table 3.

Table 3: Summary Coefficient Table of Regression model

Variable	Unstandardized coefficients (β)	Standardized coefficients Std. Error	Beta (R)	T	Sig (P).
(Constant)	2.150	0.198		4.206	0.000
Knowledge utilization	0.640	0.024	0.740	3.629	0.000

Knowledge utilization had the strongest predictor (β = 0.74), This ranking suggests that practices related to utilizing have the most substantial impact on strategy implementation. With regard to knowledge utilization, this study showed it was a significant predictor of strategy implementation (R = 0.740, p = 0.000, R^2 = 0.5476). This finding suggests that there is a considerable and positive link between knowledge utilization and it affects strategy implementation by approximately 54.76%.

Hypothesis test /T-test results

The researcher utilized t- test to determine whether the research hypothesis was true or not and the results were used to determine if the hypothesis was to be accepted or rejected. The calculated value was compared with a specified value presumed to be a measure of significance threshold which is a P value of 0.05 (Sekaran & Bougie, 2016). According to Sekaran & Bougie (2016) a test result which is smaller than or equal to t P-value (0.05), means the data is significantly different/statistically significant, and therefore the null hypothesis rejected and the reverse is true. The values of the T- test were smaller than P-Value 0.05 and therefore the research hypothesis were rejected as depicted in Table 4.

Table 4: T-test Results

Null hypothesis	*t*-Value	P-Value (Specified)	Implication on null hypothesis	Conclusion
H_0: Knowledge utilization has no significant influence on SI in the public sector in Kenya.	0.00	0.05	Reject	Accept alternative hypothesis

CONCLUSION AND RECOMMEDATIONS

This research indicated that utilization of knowledge influences strategy implementation whereby employees utilize knowledge in actualizing objectives into actions, decision making, delivery of services and process design as per the organization's strategy.

The findings showed that knowledge utilization has a strong, positive and significant influence on strategy implementation in public sector in Kenya. Good knowledge flow among individual staff, the business level and to corporate level promotes creativity, innovation and informed decision making which improve implementation of organizational strategy.

The findings led to the conclusion that knowledge utilization promotes informed decision making which is critical in strategy formulation, planning and implementation as well as faster tackling of challenges during implementation which enhance the process of strategy execution. It can also be

concluded that knowledge utilization influences strategy implementation positively.

The study recommended that the management ensures that the reviewed policy is implemented as it will provide guidelines that will guarantee alignment/adherence of knowledge management practices in the organization. The study recommended that the leadership and managers should initiate the development of a knowledge management department and allocate adequate resources and personnel to spearhead implementation or promote adoption of knowledge management best practices in the organization.

Suggestions for Further Research

The study utilized case study research design which focuses on one organization. It is the suggestion of this study that more research should be conducted using other designs/methods such as survey and compare the findings for contrast or similarities.

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