KNOWLEDGE SHARING PRACTICES AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

BY

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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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Sign:  **Date:** 13.10.2025

I do hereby confirm that I have examined the master's dissertation of.

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and have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

A key component of organizational success has been knowledge sharing (KS), particularly for non-governmental organizations (NGOs) operating in Kenya's intricate socioeconomic landscape. Non-Governmental Organizations have over the time played a key role in addressing complex societal issues, advancing sustainable development, and providing humanitarian help. Unfortunately, a lot of Kenyan NGOs have experienced trouble in gathering, disseminating, and using important knowledge, which has had a negative influence on their overall impact and operational effectiveness. Fragmented communication, restricted access to tacit knowledge, underuse of digital tools, and irregular knowledge-sharing practices have been noted to be some of the main obstacles. To improve their flexibility, creativity, and efficacy, NGOs must address these challenges. This study was aimed at looking into the effects of specific knowledge sharing practices on organizational performance in Kenyan international NGOs, including peer networks, social learning, feedback loops, and version control, the goal being to gain insights into the dynamics of these practices in order to enhance cooperation, promote knowledge exchanges, and strengthen operational resilience. Evaluating how information sharing practices affected NGO effectiveness was the general objective which found important for comprehending and improving NGOs' ability to carry out their business objectives effectively while the effectiveness of feedback loops in improving knowledge management procedures, the role of peer networks in promoting the exchange of tacit knowledge, the role of version control in preserving knowledge accuracy, the analysis of social learning initiatives in skill development, and the identification of implementation obstacles and enablers were the specific objectives focused on. Through these objectives, the study intended to evaluate the practices in order to pinpoint knowledge management gaps and strengths that have had direct bearing on sustainability, operational effectiveness, and the socioeconomic impact NGOs have had on the communities they serve. 95 strategically selected knowledge sharing champions, such as departmental managers and subject matter experts, from a total of 1,820 employees at World Vision Kenya, the International Centre of Insect Physiology and Ecology (icipe), and The BOMA Project Kenya were interviewed qualitatively and quantitatively as part of a mixed-methods approach. Because of their distinct but complementary missions in community development, scientific research, and humanitarian help, these organizations were selected to provide a useful cross-section for analysing the dynamics of information sharing in various NGO contexts. While the qualitative study enhanced comprehension of contextual factors, quantitative analysis quantified the connections between KS practices and organizational success. The study found that different knowledge-sharing practices affected organizational performance in various ways. It found out that feedback loops had the strongest effect on how well NGOs in Kenya performed, with an average score of 3.86. This showed that regular communication and ongoing learning helped organizations work better. Social learning was also important, with a mean of 3.73, highlighted the value of informal knowledge sharing among peers for staff growth and new ideas. Peer networks had a similar positive impact, with an average score of 3.74, which indicated that collaboration and the sharing of practical knowledge led to better results. Version control had the lowest mean at 3.67, yet it still played a key role in keeping information accurate and preserving organizational memory, despite challenges like limited digital tools and skills. Feedback loops improved organizational performance by about 15-20% more than version control, underlining their importance for NGOs to adapt and respond to change. Overall, the results showed that sharing knowledge is vital for NGO success in Kenya.

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DEDICATION

This work is dedicated to my mother, Joyce Akoth, and my father, Gilbert Babu, whose everlasting love, support, and encouragement have helped me along the way. I also want to sincerely thank my entire family, both immediate and extended, whose belief in me and unwavering support have encouraged me to keep going and achieve this milestone. It is a testament to their faith in the transformative potential of education and personal development.

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ACRONYMS AND ABBREVIATIONS

COB: Community-Based Organizations

GDP: Gross Domestic Product

INGOs: International Non-Governmental Organizations

IT: Information Technology

KS: Knowledge Sharing

KM: Knowledge Management

KES: Kenyan Shillings

NGO: Non-Governmental Organization

NCN: National Council of NGOs

PWC: PriceWaterhouseCoopers

SMEs: Small and Medium-sized Enterprises

WHO: World Health Organization

TERMS AND DEFINITIONS

Feedback Loops	Cyclical process in which learners receive information about their performance or understanding, use that information to make adjustments or improvements, and then engage in further learning activities (Kelly, 2024).
Knowledge Sharing	Social interaction in which employees exchange their experiences, skills, and knowledge across the firm (Lee et al., 2020)
Knowledge Management	Systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge (Hajric, 2018).
Knowledge Sharing Incentives	Mechanism that can stimulate the "initiative" of supply chain stakeholders will positively influence the quality and speed of knowledge dissemination in the whole organization (Wang et al., 2021).
Organizational Performance	Comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Conţu, 2020).
Peer Networks	Bidirectional longitudinal relationship between professional networks in an organization (Jimi et al., 2021).
Social Learning	Philosophy that people can learn from each other through observation, imitation, modelling and even emotions (Rahul, 2024).
Tacit Knowledge	Knowledge that is very personalised, contextual and hard to communicate or transfer from one person to

	another by the process of verbal expression or writing and is generally made up of values, perceptions and beliefs (Oranga, 2024).
Version Control	Technique that tracks changes over time, allowing collaboration on an initiative and revert to previous versions as needed (Alex, 2025).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Purmonen (2021) highlights that knowledge sharing is essential for organizational success worldwide, including in non-profits. As organizations face fast-changing environments, they increasingly see knowledge sharing as key to improving programs, using resources efficiently, and encouraging innovation. Digital platforms and cloud technologies now make it easier to share knowledge in real time across borders, which further shows how important knowledge sharing has become (Rasheed et al., 2024).

To make knowledge sharing work well around the world, organizations need to build a culture of trust and collaboration, not just use new technology, especially in multicultural settings (Tefera & Dlamini, 2021). Different sectors approach knowledge sharing in their own ways. For example, knowledge-based companies often focus on written processes, while community organizations may use informal ways like storytelling. Creating standard practices for knowledge sharing is difficult because each context needs its own way to measure impact (O'Meara & Kelliher, 2021).

In Africa, knowledge sharing is important for development, but it must address local challenges and opportunities. Although the digital divide is smaller now, there is still a need for content that fits local cultures (Justine, 2023). Different sectors use knowledge sharing in their own ways. For example, the public sector uses it to help employees learn new skills and adapt. The lack of standard practices makes it hard to measure knowledge sharing's impact, so local frameworks are needed. NGOs in Africa especially rely on good knowledge sharing to improve their programs and make the best use of resources (Hayati Samad & Hazlina Ahmad, 2022).

Informed by the broader African context, knowledge sharing is increasingly recognized in Kenya as a vital component of both institutional and national development, despite persistent local challenges (Kimile & Bulitia, 2020). While more people are using digital services to share knowledge, differences in infrastructure and literacy mean not everyone has the same access (Gatiti, 2021). Each sector has its own way of sharing knowledge. For instance, the IT sector benefits from innovation hubs like Silicon Savannah, but public organizations often face resource and management challenges (World Bank Group Kenya Report, 2021). There are currently no specific ways to measure the impact of knowledge sharing in Kenya, so more research is needed. This study looks at practical knowledge sharing methods such as peer networks, social learning, feedback, and version control, and how they affect NGO performance.

Previous studies have provided useful information, but they often miss how specific knowledge sharing practices affect NGO performance in Kenya. This study aims to fill that gap by looking at the real-world factors that shape knowledge sharing, using both surveys and interviews. As a result, it offers a deeper understanding of how knowledge sharing relates to organizational success and gives practical advice for NGOs that want to improve.

1.1.1 Knowledge Sharing Practices

Bencsik et al. (2019) defined knowledge sharing (KS) practices as encompassing both formal and informal activities, including private conversations, that enhance organizational learning and performance by ensuring knowledge is relevant, usable, and accessible. In the context of Kenyan NGOs, the implementation of effective feedback loops and version control mechanisms supports organizational growth and facilitates robust knowledge management.

In light of challenges such as resource scarcity and cultural diversity, peer networks should be adaptable and accessible to promote consistent implementation and knowledge retention (Kimani et al., 2025). Structured training initiatives, including seminars, incentives, and formal

sessions, further support the transfer of information and skills. Digital platforms provide tools for knowledge sharing, such as databases, intranets, and collaborative workspaces (Fasola & Abimbola, 2023). The primary objective is to systematically collect, organize, and disseminate knowledge across the organization.

The complexity of Africa's socioeconomic challenges and the pursuit of sustainable development goals highlight the regional importance of knowledge sharing (KS). Non-governmental organization (NGO) operations depend significantly on the exchange of tacit knowledge to enable local adaptation and enhance program effectiveness (Nonaka et al., 1996). Although technology has improved knowledge distribution, African NGOs are required to adapt knowledge systems to accommodate cultural differences and infrastructure limitations (Justine, 2023). The public sector in Africa also employs KS to upskill employees and address evolving needs (Thumbi et al., 2025).

In Kenya, the adoption of knowledge sharing (KS) is shaped by disparities in digital infrastructure and literacy, resulting in unequal access (Gatiti, 2021). Informal practices, such as peer networks that connect individuals with similar backgrounds, continue to be widespread (Mercieca, 2025). Organizational culture, technological capacity, and contextual requirements are key determinants in the selection of KS practices (Zamiri & Esmaeili, 2024).

This study examined peer networks, social learning, version control, and feedback loops as key knowledge sharing (KS) methods to support NGOs in Kenya. These approaches fostered trust, promoted mutual learning, ensured accurate documentation, and facilitated feedback-driven improvement, all of which were essential as NGOs address complex social challenges.

1.1.2 Organizational Performance

Organizational performance extends beyond financial outcomes to include the achievement of strategic objectives, sustained financial stability, and adaptability to evolving conditions.

Comprehensive performance assessments are essential for capturing this multidimensionality (Gutterman, 2023). Organizational health, which encompasses operational efficiency, organizational culture, and leadership effectiveness, is increasingly recognized as fundamental to long-term success (Camp et al., 2024).

Globally, agility, digital transformation, and innovation are identified as primary drivers of organizational performance. Corporate social responsibility and sustainability are also gaining prominence, as organizations face increasing expectations to contribute positively to society (Samaibekova et al., 2021).

In Africa, organizational performance is influenced by factors such as economic instability, inadequate infrastructure, and complex socio-political contexts (Deborah et al., 2024). Non-governmental organizations (NGOs) are required to address these challenges while providing essential services despite limited resources (Bodi, 2024). The implementation of culturally relevant processes that align with local needs and address issues like poverty and healthcare inequality is critical for organizational success (African Union Commission & OECD Development Centre, 2018).

Within Kenya's NGO sector, organizations face challenges related to regulatory frameworks, funding limitations, accountability, and governance (Okinda & Ondiwa, 2024). Organizational practices are further shaped by factors such as knowledge sharing incentives, digital literacy, and prevailing cultural norms. The emphasis on transparency and accountability has intensified as NGOs seek to ensure ethical and responsible management of resources (Lawrence, 2021).

Despite these obstacles, digital innovation hubs in Kenya are promoting collaboration, skill development, and resource sharing, which enable NGOs to utilize knowledge sharing for enhanced performance within the expanding digital economy (UNESCO, 2025). There is a growing emphasis on localization and the cultivation of strong community relationships

(International Council of Voluntary Agencies, 2019). Research institutions in Kenya contribute valuable insights into organizational dynamics, thereby supporting evidence-based improvements.

Effective knowledge sharing practices foster innovation, improve program delivery, and optimize resource utilization (Fauziyah & Rahayunus, 2021). However, assessing the impact of knowledge sharing on organizational performance remains challenging and requires the development of reliable, context-specific evaluation methods.

This study evaluated NGO organizational performance using program delivery feedback, achievement of stated objectives, and stakeholder outcomes. It specifically examined the roles of peer networks, social learning, version control, and feedback loops in enhancing NGO effectiveness.

1.2 Non-Governmental Organizations in Kenya

Non-Governmental Organizations that work in a variety of fields, with many of them heavily depending on money from foreign donors, these groups frequently play an important role in assisting the government in carrying out development projects (Cormican et al., 2021). Statistics showed that NGOs not only offered crucial services to support government programs, particularly in places with little public funding, but also greatly boosted employment and the economy. For example, according to a (PriceWaterhouseCoopers, 2023) report, the non-profit sector, which is primarily made up of NGOs, employs over 71,000 people and generated over KES 175 billion in GDP for Kenya.

The goal of this study was to produce insights that could guide the creation of successful knowledge-sharing practices for International NGOs (INGO) and the larger Kenyan NGO sector by focusing on these organizations. A wide range of areas are covered by Kenya's

registered NGOs, including human rights, welfare, education, gender, agriculture, and the environment. These organizations employed a range of strategies, such as research, policy advocacy, training, awareness-raising, and information exchange. Their financial muscle also varied widely; some had minor budgets, while others oversaw billions of Kenyan shillings annually. According to data from the NGOs Coordination Board, over 12,162 NGOs and Community-Based Organizations (CBOs) had been registered since independence (NGOs Co-Ordination Board, 2023).

The primary focus of this study was on three INGOs operating in Kenya. This focus was driven by the often, intricate operational frameworks of INGOs, their cross-cultural activity, and the tremendous potential for broad influence through efficient knowledge sharing among their local and global networks. Understanding the particular challenges and opportunities for knowledge sharing that INGOs presented was very beneficial to the larger Kenyan NGO sector, particularly in the areas of coordination, standardization, and the sharing of best practices that could lower the risks associated with the sector's growth and ensure ongoing positive influence. Because of their worldwide structure and extensive stakeholder networks, INGOs like World Vision Kenya, International Centre of Insect Physiology and Ecology Kenya and The BOMA Project Kenya allowed for an examination of the particular dynamics and determinants related to knowledge sharing in these organizations, which often differed from those of local NGOs. A detailed examination of these representative International NGOs helped to better understand and enhance knowledge exchange throughout the broader Kenyan NGO landscape.

1.3 Statement of the problem

Knowledge Sharing (KS) encompasses the creation, storage, dissemination, and utilization of knowledge within organizations to promote creativity and support informed decision-making.

In the context of non-governmental organizations (NGOs), effective KS is essential for improving program outcomes, optimizing donor reporting, and facilitating coordinated activities. Empirical studies demonstrate that robust KS practices enhance innovation, operational efficiency, and organizational agility, especially in rapidly changing environments (Purmonen, 2021; Rasheed et al., 2024).

NGOs in Kenya face several obstacles that impede effective knowledge sharing and adversely affect organizational performance. These challenges are typically classified into three categories: technological, including fragmented communication and inadequate digital infrastructure; cultural, such as linguistic diversity and issues of trust; and organizational, encompassing heavy workloads, insufficient leadership support, and the lack of formal KS systems (Kimani et al., 2025; Gatiti, 2021; Cheruiyot, 2020; Asrar-ul-Haq & Anwar, 2016).

Each category poses critical barriers to efficient knowledge exchange, resulting in duplicative work, delayed responses to community needs, and reduced accountability to donors, thereby diminishing NGOs' ability to achieve their mission effectively (Riege, 2005; RefugePoint, 2025). Despite growing recognition of KS's importance, there remains a lack of focused empirical research on how specific KS practices, such as peer learning networks, social learning, version control, and feedback loops, contribute to NGO performance in Kenya's unique socioeconomic and organizational environment.

Previous research on KS has predominantly focused on broader organizational settings or different sectors, which restricts its relevance to Kenyan NGOs that encounter unique challenges such as resource limitations and intricate cultural dynamics (Kasina, 2022; HENNET, 2024). Although some studies identify the advantages of particular practices within specific NGO initiatives (Mutinda, 2025), there is a lack of comprehensive analysis regarding the collective impact of these practices on organizational performance.

This study aimed to address methodological, conceptual, empirical, contextual, and practical gaps by examining key KS practices and their effects on the performance of NGOs in Kenya.

1.3.1 General Objective

The general research objective of this study is to investigate how knowledge sharing practices affect the performance of non-governmental organizations in Kenya.

1.3.2 Specific Research Objectives

The general research objective of this study is to investigate how knowledge sharing practices affect the performance of non-governmental organizations in Kenya.

a) To investigate the effect of peer networks on the performance of NGOs' in Kenya.
b) To examine how social learning affects the performance of NGOs' in Kenya.
c) To establish if feedback loops affect the performance of NGOs' in Kenya.
d) To evaluate if version control has an effect on the performance of NGOs' in Kenya.

1.3.3 Research Questions

a) How do peer networks affect the performance of NGOs' in Kenya?
b) What is the effect of social learning on the performance of NGOs' in Kenya?
c) In what ways do feedback loops influence how effective NGOs are in Kenya?
d) How does version control improve the performance of NGOs' in Kenya?

1.4 Justification of the study

The pressing need to improve information-sharing practices in order to boost the effectiveness and impact of NGOs in Kenya is what motivates this study. To optimize resource use, enhance local program delivery, and foster innovation, all of which will ultimately lead to better results for recipient communities, NGOs must efficiently share knowledge. In addition to being better prepared to address pressing social and economic issues due to increased organizational

sustainability, accountability, and efficiency, Kenyan NGOs will be able to enhance their knowledge sharing practices by utilizing the research's practical insights and context-specific approach. Further, this study will contribute to the existing body of knowledge by providing concrete data on the relationship between distinct information sharing strategies and performance in the unique Kenyan context. It will close the noted research gap by focusing on observable behaviours and their direct influence on tangible performance metrics.

1.5 Significance of the study

This study will have a significant impact on many stakeholders in Kenya's development environment, particularly those who are impacted by NGOs' operations both directly and indirectly. It intended to improve performance by concentrating on improving information sharing practices, which would ultimately result in more efficient and sustainable development outcomes.

1.5.1 Programs Beneficiaries

The people and communities that Kenyan NGOs' programs serve stand to gain the most from enhanced knowledge-sharing practices. Improved KS will result in more effective and efficient program services delivery, guaranteeing that resources are used as efficiently as possible and that interventions are customized to meet the unique requirements of these groups. For instance, in agricultural NGOs, better documentation and sharing of best practices can result in higher crop yields and better food security for areas that are more at risk. Effective information transfer in health-focused NGOs can lead to quicker and more precise diagnosis and treatment, which will eventually improve health outcomes. This research study will help NGOs improve the lives of people they serve in a more significant and long-lasting way by enhancing their ability to exchange and implement knowledge.

1.5.2 Employees and Volunteers

The employees and volunteers of Kenyan NGOs will also gain from this study. Better knowledge-sharing practices will advance their career growth, encourage a learning culture, and create a more cooperative workplace. Employees will be more capable of carrying out their responsibilities and supporting the organization's goals with the help of peer networks, social learning, feedback loops and version control. Improved knowledge sharing will also encourage creativity and innovation, which will improve program design and problem-solving capabilities. In addition to enhancing individual performance, this will increase the NGO's overall efficacy and sustainability.

1.5.3 Donors and Funding Agencies

The increased accountability and impact brought about by better knowledge sharing practices inside Kenyan NGOs will be advantageous to donors and funding organizations, both domestic and foreign. This study will assist funders in making better funding allocation decisions by offering evidence-based insights into the efficacy of various KS practices. Greater transparency and efficiency in program execution will result from improved KS, guaranteeing that donor money be used wisely to produce the desired results. As well, by helping to establish standardized criteria and frameworks for evaluating KS practices impact, the study will help funders' better monitor grantee performance and make sure their expenditures are producing measurable outcomes.

1.5.4 The Kenya National Council of NGOs

The study's conclusions will also have wider ramifications for the National Council of NGOs (NCN). It will aid in the creation of a more resilient and successful sector by identifying and advancing best practices in information sharing. Other sectors can adopt and modify the context-specific frameworks and methodology created by this study, which will enhance program delivery and resource utilization across the sector. Additionally, by encouraging the

sharing of information and experience among groups, the study will help the sector establish a culture of learning and cooperation. More coordination and synergy will result, which would eventually increase NGOs' overall effectiveness in tackling Kenya's development issues.

1.6 Scope of the Study

This study included an examination of particular knowledge sharing (KS) practices like social learning, peer networks, feedback loops and version control and how they affect organizational performance of humanitarian NGOs working in Kenya. To guarantee statistical validity and diversity, a representative sample of 95 respondents were chosen using Nassiuma's formula from a population of 862 employees obtained from World Vision Kenya, International Centre of Insect Physiology and Ecology Kenya and The BOMA Project Kenya, representative International NGOs with desirable footprints across the country and with better ingrained international KS practices for local contextualization.

In order to analyse the dynamic interaction between tacit and explicit knowledge in organizational settings, the research was grounded in the SECI Model of Knowledge Creation. The integration of digital and traditional KS practices, leadership support, corporate culture, and knowledge sharing systems being among the key issues under study. Equally, using a mixed-methods approach that combines qualitative interviews and quantitative surveys, the study sought to produce thorough insights on the contextual and measurable elements influencing KS and organization performance results. The study willcontribute to the larger conversation on knowledge sharing and sustainable development in resource-constrained situations, and will have offer evidence-based recommendations for improving organizational performance and knowledge sharing among NGOs in Kenya.

CHAPTER TWO

LITERATURE REVIEW

The literature on organizational performance and knowledge sharing in Kenyan NGOs is reviewed in this chapter. It discusses important concepts and theories, describes how variables relate to one another, and looks at earlier studies. The chapter stresses the necessity for context-specific research in Kenyan NGOs and points out gaps in the literature. It concludes with a summary of the key findings, reaffirming the goal of the study and laying the groundwork for the methodology discussed in subsequent chapters.

2.1 Theoretical Review

This review provides the foundation information for comprehending the intricate connection between KS practices and organizational performance in NGOs. In particular, the Knowledge Management Theory was studied, focusing on how organizations generate, disseminate, and apply knowledge to accomplish their goals. Also covered was the Social Learning Theory, which is essential to comprehending knowledge sharing in communities of practice and focuses on how both people and groups learn by interaction and observation. Furthermore, an analysis of the Resource-Based View (RBV) was conducted, emphasizing the ways in which information and knowledge resources can improve organizational capacities and offer a competitive edge. In order to shed light on the methods and avenues by which knowledge is shared and distributed in organizational contexts, Communication Theory was examined at the conclusion. This theoretical underpinning ultimately served as the foundation for the subsequent conceptual framework and empirical review.

2.1.1 Knowledge Based Theory

The knowledge-based theory (KBT) posits that knowledge is the most strategically significant resource for organizational success, driving performance, competitive advantage, and innovation (Grant, 2020). This theory examines the processes by which organizations generate,

disseminate, and utilize knowledge to achieve their objectives. Effective knowledge management (KM) is essential for non-governmental organizations (NGOs) operating in knowledge-intensive and complex environments, such as those in Kenya, where knowledge sharing (KS) underpins program implementation, capacity building, and the attainment of sustainable development goals (Nyambura & Mugo, 2022).

The SECI model developed by Nonaka and Takeuchi, comprising socialization, externalization, combination, and internalization, provides a foundational framework for analyzing the dynamic processes of knowledge conversion that support organizational learning and innovation (Nonaka & Takeuchi, 2021). Within this framework, socialization facilitates trust-building and the sharing of tacit knowledge across peer networks. Externalization involves codifying knowledge into tangible documents, such as policy manuals that align with regulatory frameworks like Kenya's Data Protection Act (Kenya Red Cross, 2024). The combination process incorporates feedback loops to integrate distinct forms of explicit knowledge, thereby enhancing staff engagement and capacity (Obunga et al., 2024). Internalization is achieved through training and peer learning, embedding explicit knowledge into tacit skills that strengthen adaptive expertise (Wambui & Njoroge, 2022).

Although KBT provides valuable insights, its traditional emphasis on formalized knowledge structures may not adequately reflect the realities of many Kenyan NGOs, where informal and fluid knowledge exchanges are prevalent. Recent scholarship advocates for the integration of emerging digital communication technologies and external network actors into KBT frameworks to more accurately represent contemporary knowledge sharing practices (Walter & Georgiou, 2021; Kamara & Nyaga, 2023). Incorporating perspectives on social capital and digital transformation further enhances KBT's capacity to explain organizational cultures that promote knowledge sharing (Zamiri & Esmaeili, 2024).

2.1.2 Social Learning Theory

Social Learning Theory (SLT), originating in Bandura's (1971) work and further developed in Social Cognitive Theory, frames learning as a continuous process shaped by the interplay among behavior, environment, and cognition. Within non-governmental organizations (NGOs), where collaboration among diverse stakeholders is common, SLT underscores the significance of observational learning, modeling, and imitation in facilitating knowledge sharing (KS). Peer networks and feedback mechanisms foster a culture of ongoing learning and problem-solving, enabling resource-constrained NGOs to build capacity cost-effectively (Alshammary & Alhalafawy, 2023).

However, SLT has been criticized for its limited focus on intrinsic cognitive processes and motivational factors (Gordan & Amutan, 2014), as well as for occasionally oversimplifying the complex social environments in which learning takes place (Lave & Wenger, 2009). Bandura's later model addresses some of these limitations by incorporating concepts such as self-efficacy and reciprocal determinism. Additionally, the rise of technology-mediated communication has broadened the relevance of SLT to modern, interconnected NGO settings, supporting digital collaboration and knowledge sharing (Alshammary & Alhalafawy, 2023).

This study applied SLT to examine how social interactions through peer networks, social learning, and feedback mechanisms affect knowledge sharing behaviors and organizational outcomes in Kenyan NGOs. This approach offered insight into the ways social context influenced knowledge acquisition and transfer.

2.1.3 Resource-Based View

The resource-based view (RBV) (Barney, 1991) serves as a strategic framework, positing that organizations achieve sustainable competitive advantage by leveraging resources that are valuable, rare, inimitable, and non-substitutable (VRIN). In this context, knowledge is recognized as a critical intangible asset that enables non-governmental organizations (NGOs)

to foster innovation, optimize resource allocation, and fulfill their missions. Knowledge sharing (KS) practices promote the development and application of these knowledge assets, preserve organizational learning for future initiatives, and attract skilled personnel to knowledge-centric environments (Obunga et al., 2024).

Some scholars contend that the resource-based view's focus on internal capabilities overlooks significant external influences, including market dynamics and stakeholder relationships (Freeman et al., 2021). The dynamic capabilities perspective responds to this critique by emphasizing organizational adaptability and agility (Augier & Teece, 2007). Nevertheless, empirically identifying and measuring VRIN resources remains difficult, especially within the complex operational contexts of NGOs (Kraaijenbrink et al., 2010).

Despite its limitations, the resource-based view provides important insights into how knowledge-based assets influence NGO strategy and effectiveness. This study employed the RBV framework to investigate how knowledge sharing practices enhanced resource creation and utilization, thereby supporting mission achievement and the long-term sustainability of NGOs in Kenya.

2.1.4 Communication Theory

Communication Theory highlights the importance of open, transparent, and bidirectional communication channels in enabling efficient knowledge transfer within organizations (Shannon, 1948). Within non-governmental organizations (NGOs), the communication process is both complex and strategic, engaging a range of stakeholders including employees, beneficiaries, partners, and donors. Communication practices that emphasize clarity, accessibility, and inclusivity minimize miscommunication, build trust, and strengthen teamwork, all of which are essential for effective knowledge sharing and successful program implementation (Oseni, 2024; Sulaiman et al., 2024).

Participatory communication is increasingly regarded as essential within community-based non-governmental organizations (NGOs). This approach fosters dialogue and feedback mechanisms that facilitate the exchange of diverse perspectives and collective knowledge creation, resulting in more inclusive and informed decision-making processes. These practices address the limitations of linear, top-down communication models and align with dynamic, interactive frameworks relevant to development initiatives (Lebenya et al., 2024).

Emergent digital communication channels, such as social media and enterprise collaboration platforms, present both opportunities and challenges for NGOs. These technologies can improve real-time information sharing and stakeholder engagement. However, they require careful consideration of digital literacy disparities and the digital divide, particularly in contexts such as Kenya. NGOs should design communication strategies that address varying levels of digital access and capability to prevent the exclusion of vulnerable groups and to accurately reflect complex local realities (Association for Progressive Communications, 2020; Dokyum Kim, 2025).

Critical perspectives emphasize the importance of NGOs balancing communication strategies to both raise awareness and foster empowerment. Oversimplification or sanitization of community realities in digital outreach poses a significant risk, especially when targeting donors or the general public. Therefore, NGOs should rigorously assess their messaging to maintain authenticity and promote meaningful dialogue with communities (Mtasigazya, 2024; Sorce, 2022).

Communication Theory offers essential insights into effective knowledge sharing within Kenyan NGOs, emphasizing that success depends on the quality, inclusivity, and adaptability of communication channels in addition to content. The theory underscores the need for strategic, context-sensitive communication approaches that empower stakeholders and support organizational objectives.

2.2 Empirical Review

The empirical review looked at the body of research on Independent Variables, being the KS practices, that is, peer networks, social learning, feedback loops and version control and how they affected organizational performance, treated as the Dependent Variable, especially in the non-governmental sector.

2.2.1 Peer Networks and Organization Performance

Peer networks, which bring together people with similar professional backgrounds and encourage collaborative efforts to enhance knowledge and handle common issues, are an essential instrument for information exchange in the non-governmental sector (Salazar et al., 2021). Whether they are formally founded or have developed naturally, these peer networks help NGO employees share best practices, learn from each other's life experiences, and cultivate a feeling of shared identity and purpose (Australian Council for International Development, 2022). Peer networks can enhance NGOs' ability to generate new ideas, solve problems, and ultimately accomplish their social goals more successfully by establishing forums for discussion and mutual learning (Wenger-Trayner et al., 2021).

In the non-governmental sector, peer networks are increasingly regarded as vital conduits for knowledge sharing. By bringing together people with same or comparable professional experiences, they promote cooperative efforts to improve knowledge and address shared concerns (Wilson et al., 2020). These groups, whether formally organized or organic, greatly assist organizational learning and innovation by allowing staff members to share best practices, gain knowledge from each other's experiences, and develop a sense of shared identity and purpose (Abbas et al., 2024). By creating platforms for dialogue, reciprocal learning, and cooperative problem-solving, peer networks can significantly improve NGOs' capacity to innovate, resolve complicated problems, and eventually achieve their social objectives. Recent research has demonstrated the importance of peer networks in creating an atmosphere that

encourages the exchange of implicit knowledge and cooperative problem-solving, both of which help NGOs create situation-specific solutions and improve their operational efficacy. Technology can also facilitate the growth and functioning of peer networks by allowing members to cooperate and communicate across time zones and geographic borders, increasing their impact and reach (Trayner, 2023).

Kenyan non-governmental organizations have found that peer networks are useful platforms for addressing local problems and developing innovative, situation-specific solutions. For example, World Agroforestry's Regreening Africa project in Kenya created nested peer networks with farmers, community facilitators, non-governmental organizations, and government representatives to collaboratively investigate and develop sustainable land restoration approaches (World Agroforestry, 2020). These peer networks enabled partners to share expertise, adapt solutions to local conditions, and jointly monitor outcomes, resulting in more successful and sustainable agricultural restoration projects across many regions (Regreening Africa, 2023). This approach increased the impact of NGO initiatives by demonstrating how peer networks facilitate group learning and problem-solving tailored to Kenya's unique social and environmental context.

Peer networks may have drawbacks, though, such as the possibility of groupthink, the challenge of measuring their impact, and the propensity of certain members to exclude or control others. NGOs should ensure that their peer networks are diverse, inclusive, and aligned with their goals in order to address these issues. In order to make knowledge accessible to all parties and integrated into decision-making, they should also establish clear protocols for documenting and sharing knowledge. Recent research on NGOs in Kiambu County, Kenya (Kabera and Kinyua, 2022) highlights the need for regular training, improved documentation of lessons learned, and the creation of online peer networks in order to increase participation and information exchange within peer networks.

2.2.2 Feedback Loops and Organization Performance

It is becoming more and more recognized that feedback loops play a pivotal role in enhancing organizational performance, particularly within the non-governmental sector. Feedback loops allow employees at all levels to continuously exchange information regarding workflows, challenges, and successes. This ongoing bidirectional communication creates opportunities for timely interventions and incremental improvements, reducing bottlenecks and simplifying complex processes. Especially for NGOs operating in remote, under-resourced environments, the ability to adapt dynamically through real-time feedback is essential to maintain operational momentum and responsiveness. Rather than relying on rigid, delayed reporting mechanisms, feedback loops embed adaptability into daily routines, encouraging a culture of continuous learning and responsiveness to emerging issues (Measured Ability, 2024).

In addition to simplifying internal governance, feedback loops play a major role in external accountability and transparency, two essential pillars for NGOs that rely on public confidence and donor financing. Feedback loops guarantee that resource usage closely complies with budgeted plans and goals by enabling real-time monitoring and reporting. In addition to optimizing resource deployment, this ongoing evaluation process facilitates prompt adjustments that guard against inefficiencies and poor management. Additionally, thorough audit trails produced by feedback mechanisms give donors, authorities, and other stakeholders a clear record, boosting trust in the NGO's financial management (The Power of Feedback Loops, 2023). In order to promote sustainability and donor satisfaction, this transparency creates an atmosphere where program objectives and compliance standards are in line with operational reality.

Within NGOs', departments and teams collaborate more effectively and share knowledge more readily when feedback loops are institutionalized. Employees who actively contribute and receive feedback build a common situational awareness that cuts across disparate knowledge

domains (The Power of Feedback Loops, 2023; Rasheed et al., 2024). This collaborative environment aids in bringing to light tacit knowledge, which refers to the unsaid, experience-based ideas that are crucial for successful operations but are frequently disregarded. Innovative problem-solving is also encouraged by the iterative feedback process, which continuously integrates different viewpoints to improve procedures and practices. Furthermore, by minimizing manual errors, eliminating unnecessary administrative duties, and speeding up communication cycles, automated feedback systems free up valuable human resources to focus on mission-critical tasks like capacity building, community involvement, and program delivery.

The transformative potential of incorporating structured feedback loops into digital management frameworks is highlighted by recent empirical research on technology adoption and organizational effectiveness in non-governmental organizations. According to Sangeetha's (2024) research, for example, NGOs who use digital tools for systematic feedback have shown quantifiable decreases in repetitive manual activities, increased data accuracy, and quicker decision-making times. Frontline employees can communicate real-time insights and issues to managers directly thanks to this digital revolution, which speeds up replies and allows for strategic recalibrations. As a result, NGOs benefit from increased operational effectiveness as well as increased employee ownership and involvement, which creates a more competent, cooperative staff (Obunga et al., 2024). In the end, these enhancements result in increased program impact since NGOs are better able to handle intricate societal challenges, allocate resources wisely, and accomplish their main goals in a sustainable manner.

2.2.3 Social Learning and Organization Performance

Social learning is becoming more widely acknowledged as an essential and dynamic method of knowledge-sharing that enables staff members in non-governmental organizations (NGOs) to benefit from one another's experiences and knowledge through group, adaptable, and

interactive methods. Social learning, as opposed to top-down knowledge distribution or formal training programs, depends on teamwork and casual social encounters that promote creativity and problem-solving in real time (Keerthirathne, 2020). This method is in line with social constructivist learning theories, which stress that knowledge is not created in a vacuum but rather socially through discussion, shared experiences, and peer interaction (Saleem et al., 2021). Social learning is particularly well-suited to the intricate, adaptable problems that NGOs frequently encounter because of its capacity to capture tacit information, or knowledge ingrained in individual experience and environment.

Social learning has emerged as a key component of capacity building and knowledge sharing among various actors and administrative levels in Kenya's public and non-governmental sectors. Inter-county social learning forums are increasingly being used as effective tools for policy innovation and institutional change, according to a session held by the Council of Governors in 2022. These forums have been used by counties like Kisumu, Isiolo, and Tana River to exchange local solutions for social problems like youth unemployment and the use of digital health data gathering by community health workers. These discussion boards show how social learning fosters a sense of shared accountability and ownership in addition to encouraging the sharing of best practices. By combining many viewpoints, this peer-driven exchange enhances problem-solving abilities and promotes flexible, context-sensitive responses that successfully address Kenya's devolved government issues.

Looking at Africa CEA Peer-to-Peer Learning Event Report (2023), the impact of social learning extends substantially into the wider NGO operations. In order to strengthen community involvement and accountability through participatory, evidence-based learning strategies, this event brought together 20 African National Societies, including well-known groups like the Kenya Red Cross Society. Such occurrences are prime examples of how social learning may catalyse the development of long-lasting networks that openly share

achievements and failures. This transparency makes it easier to establish trust, work together, and jointly discover creative solutions to problems in development and humanitarianism. Furthermore, social learning approaches assist NGOs in maintaining their agility and responsiveness in quickly evolving operational situations by promoting cultures of continuous learning.

At the local level, social learning is also very successful, especially with climate-vulnerable Kenyan farmers and agro pastoral communities. The peer exchange of climate information services and sustainable agricultural practices during social learning events allowed participants to create useful, locally appropriate adaptations, as reported by Bullock et al. (2024) in a study of social learning initiatives in Baringo County. Through these exchanges, communities are empowered to embrace climate-smart agricultural methods that increase resilience to climatic shocks and promote the development of collective skills, Eastern Africa Farmers Federation & AICCRA (2024). Social learning's experiential and interactive elements foster a sense of empowerment and shared accountability, which increases the sustainability and adoption of innovations in rural areas that are sometimes neglected by official extension agencies, Sauti East Africa (2025). In the end, social learning not only improves people's capacities but also creates stronger social bonds that can adapt to ecological and socioeconomic challenges.

2.2.4 Version Control and Organization Performance

Version control is an organized, methodical way for businesses to manage changes in shared knowledge assets like project plans, papers, and rules. By emphasizing the transparent, sequential tracking and coordination of revisions, updates, and contributions, it makes it possible for several contributors to work together effectively without erasing one another's work. In this way, a common history of all changes is successfully created, offering responsibility, context, and insight into the evolution of knowledge artifacts and knowledge

sharing throughout time. In addition to preventing duplication and promoting ongoing learning and iterative improvement across teams, this transparency improves organizational memory (Danko, 2024).

Fundamental tasks like branching (making alternate versions for testing or concurrent work), merging (combining changes from various contributors), comparing versions to comprehend advancements, and keeping audit trails for accountability are all part of version control in practice. By enabling asynchronous communication and making knowledge contributions visible and verifiable, these activities promote group problem-solving and innovation. This is particularly important for geographically distributed teams like NGOs and knowledge-intensive enterprises. With this approach, knowledge sharing is transformed from spontaneous conversations into a systematic, cooperative process that clearly documents the reasoning behind and development of decisions (Talent500, 2025).

Version control's effectiveness as a knowledge-sharing technique also hinges on striking a balance between control and usability. Workflows and systems that are overly complicated or inflexible may deter participation and knowledge sharing. Version control procedures that are adaptable and easy to use and that match team objectives and outputs improve collaboration and information sharing. Contributors become much more motivated and committed to open knowledge sharing when they can observe how their work affects common goals (Wu et al., 2023; Cai et al., 2020). Furthermore, including version control procedures into management and communication routines within a company aids in their deep cultural embedding, allowing knowledge to flow both vertically and horizontally for improved creativity and problem-solving (Zhang et al., 2024).

Moreover, by encouraging accountability, traceability, and openness in knowledge management procedures, version control greatly improves organizational performance. For NGOs and other knowledge-intensive organizations functioning in complex and dynamic

environments, it helps teams to track the origin of ideas and decisions, minimizing errors and strengthening quality control (Mensah & Agyapong, 2022). Version control facilitates adherence to donor accountability standards and regulatory frameworks by keeping thorough change logs and audit trails, which is crucial in the development and humanitarian sectors (Munyoki & Tiberius, 2023).

According to research studies, companies that consistently use version control report better project coordination, quicker dispute resolution, and increased rates of innovation because cross-functional teams collaborate more effectively and have a common understanding (Kiplagat et al., 2023; Owino et al., 2024). Improved institutional memory retention and effective knowledge transfer across dispersed offices have also been associated with the integration of version control with digital knowledge sharing platforms in the Kenyan NGO environment (Kamau et al., 2023). By improving organizational agility through the methodical codification and management of knowledge assets, NGOs are better equipped to respond to changing funding environments and community needs through program adaptation, which has a direct impact on development impact and operational success. Equally, organizations may improve collaboration, agility, and the ability to innovate in complicated contexts while simultaneously protecting knowledge assets by integrating version control into routine procedures.

2.3 Conceptual Framework:

The purpose of this conceptual framework is to direct scholarly research into the connection between particular KS activities and performance of NGOs in Kenya. It lays the groundwork for the study and helps organize how evidence is reviewed and understood. Research shows that strong knowledge sharing strategies can boost organizational performance by supporting innovation, teamwork, and adaptability in Kenyan institutions (Muleke, Simiyu, & Sakwa,

2020). Using this framework, it is possible to examine how knowledge sharing activities like peer networking, social learning, feedback, and version control help NGOs in Kenya success

FIGURE 1

Conceptual Framework

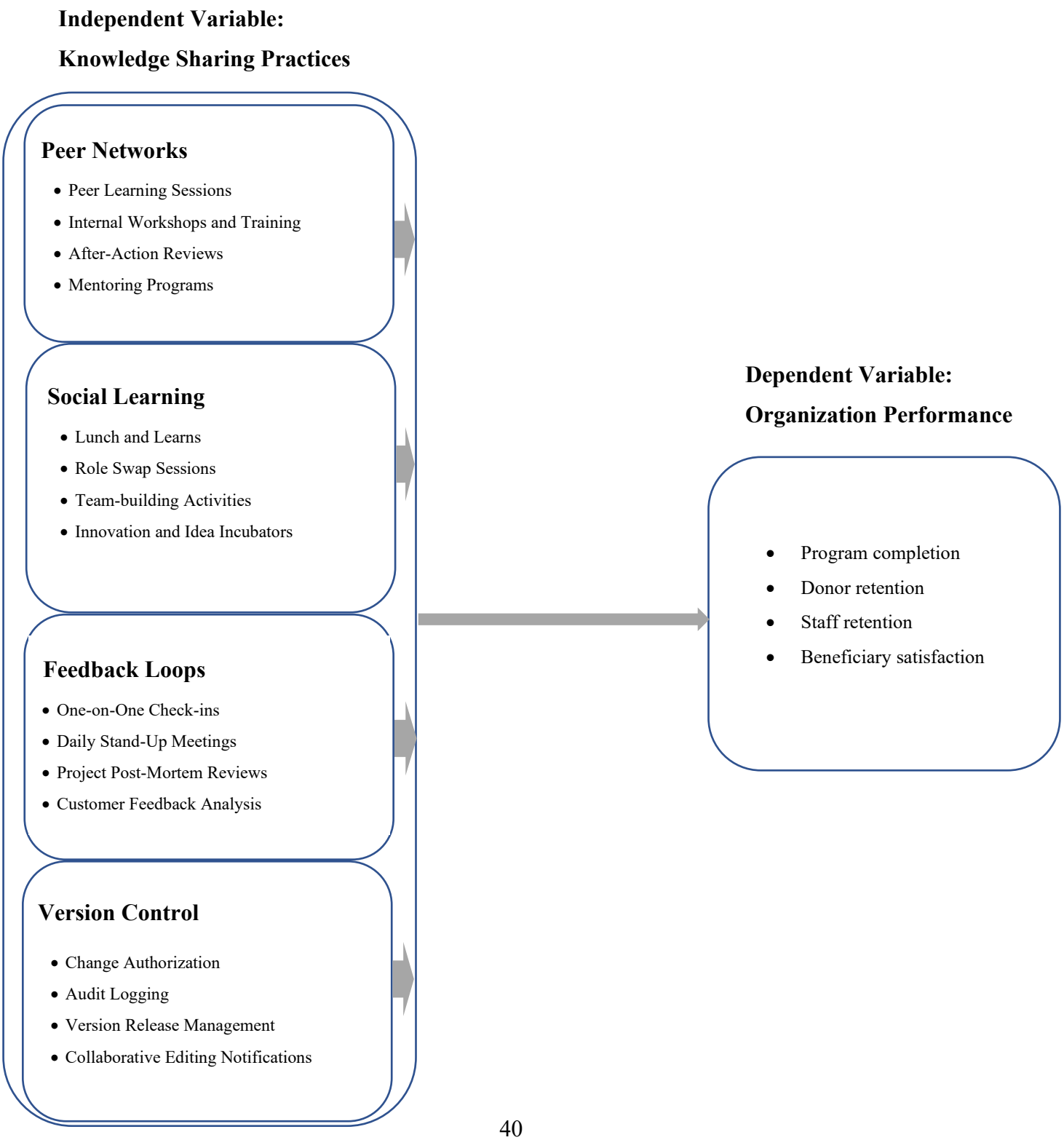


TABLE 1

Operationalization of Variables

Variables	**Variable Type**	**Operational Indicators**	**Measurement Scale**	**Type of Scale**	**Analysis Tools**
Peer Networks	Independent	• Peer Learning Sessions • Internal Workshops and Training • After-Action Reviews • Mentoring Programs	5-point Likert Scale (1=Very Infrequent/Poor, 5=Very Frequent/Excellent)	Interval Scale	Mean, Standard Deviation, Regression Analysis, Correlation Analysis, F-Test
Social Learning	Independent	• Lunch and Learns • Role Swap Sessions • Team-building Activities • Innovation and Idea Incubators	5-point Likert Scale (1=Very Infrequent/Poor, 5=Very Frequent/Excellent)	Interval Scale	Mean, Standard Deviation, Regression Analysis, Correlation Analysis, F-Test
Feedback Loops	Independent	• One-on-One Check-ins • Daily Stand-Up Meetings • Project Post-Mortem Reviews • Customer Feedback Analysis	5-point Likert Scale (1=Very Infrequent/Poor, 5=Very Frequent/Excellent)	Interval Scale	Mean, Standard Deviation, Regression Analysis, Correlation Analysis, F-Test
Version Control	Independent	• Change Authorization • Audit Logging	5-point Likert Scale (1=Very	Interval Scale	Mean, Standard

		• Version Release Management • Collaborative Editing Notifications	Infrequent/Poor, 5=Very Frequent/Excellent)		Deviation, Regression Analysis, Correlation Analysis, F-Test
Organization Performance	Dependent	• Program completion rate -funds availability -program size -human resource allocation • Donor retention rate -donor re-engagement -donor engagement timeframe • Beneficiary satisfaction -timely objective achievement • Staff retention rate	Multi-Dimensional Index (Calculated from Sub-Scales)	Interval Scale	Mean, Standard Deviation, Regression Analysis, Correlation Analysis, F-Test

2.4 Summary of the Literature Review

This study uses four main theories to examine and improve knowledge sharing in Kenyan NGOs. Knowledge-Based Theory looks at the systems and structures that support effective knowledge management. Social Learning Theory focuses on how people learn from each other through interaction and observation. Resource-Based View sees knowledge as a key asset that helps organizations stay competitive. Communication Theory stresses the need for open and clear dialogue to ensure information flows well. By combining these theories, we can better understand practices like peer networks, social learning, feedback loops, and version control, all of which help NGOs adapt and make a bigger impact.

Many studies show that knowledge sharing has a positive effect on how organizations perform, especially in NGOs. Practices such as feedback loops, peer networks, version control, and social learning help people share both clear and hidden knowledge. This sharing encourages teamwork, sparks innovation, and improves problem-solving. These activities also build trust, reduce barriers between teams, and help NGOs become more resilient, which is important for delivering effective services. Digital tools make knowledge sharing even easier by improving access, storage, and the quick spread of information.

However, Kenyan NGOs face significant challenges in operationalizing these practices, including sociocultural barriers, infrastructural limitations, and varying digital literacy levels. Disjointed communication, knowledge loss, and duplication of efforts are common issues exacerbated by these obstacles. Studies (Chebet, 2020; Kimani et al., 2025; Kithuka, 2020) emphasize the need for knowledge management frameworks tailored to the unique socioeconomic and organizational realities of Kenyan NGOs. For instance, Kithuka (2020) attributed over 85% of performance variation at Solidaridad International East and Central Africa to knowledge management practices, illustrating their critical impact. Similarly, Chebet (2020) demonstrated that knowledge sharing accounted for over a third of performance variance at Acumen Fund.

Even so, there is still not much research on how different knowledge-sharing practices work together to affect NGO performance. Most studies look at single practices or focus on other sectors, and many pay too much attention to technology instead of important social processes. This study aims to fill these gaps by looking at a mix of key knowledge-sharing practices and offering practical ideas to improve knowledge management for Kenyan NGOs.

2.5 Research Gaps

Knowledge sharing (KS) in non-governmental organizations (NGOs) has received increasing attention in research due to its recognized role in enhancing organizational effectiveness. However, several research gaps persist, particularly in the Kenyan context as indicated in the Tables below.

TABLE 2

Research Gaps

Citation	**Study Title**	**Key Findings**	**Identified Research Gap**
Awuor (2024)	Exploring Knowledge Sharing Frameworks in Kenyan NGOs	Found that general correlational methods predominate, lacking isolation of specific KS practices' effects like peer networks and feedback loops.	Methodological-Most previous studies rely on broad correlations and do not separate the effects of specific knowledge-sharing practices, such as peer networks and feedback loops. This study offers a detailed analysis of how individual knowledge-sharing practices affect NGO performance.
Gatiti (2021)	Digital Knowledge Sharing Limitations in African NGOs	Highlighted overemphasis on technological solutions at expense of social processes such as peer learning and networks.	Conceptual-Many approaches focus too much on technology and ignore important social processes such as peer learning and networks. This study combines both social and technological factors to create a more complete knowledge-sharing framework.

Kimile & Bulitia (2020)	Constraints on Knowledge Management in African NGOs	Noted that most models are based on for-profit or technology-centric contexts, ignoring socioeconomic realities of African NGOs.	Contextual- Knowledge management models from the for-profit and tech sectors' often overlook the socioeconomic realities faced by African NGOs. This study adjusts knowledge-sharing frameworks to better fit the specific needs and challenges of Kenyan NGOs.
Karim et al. (2024)	Use and Impact of Digital Knowledge Tools in NGOs	Identified limited data on how digital platforms like version control and feedback loops affect NGO performance.	Empirical - There is little information about how digital knowledge-sharing tools, such as version control and feedback loops, affect NGO performance. This study provides new evidence on how these digital tools influence NGOs in Kenya.
NGO Coordination Board Report (2023)	Operational Challenges in Kenyan NGOs	Found lack of actionable guidance tailored to operational realities for deploying KS strategies effectively.	There is a shortage of clear, practical advice on how Kenyan NGOs can effectively use knowledge-sharing strategies. This study offers solutions that fit the real-world needs of these organizations.

This study (2025) used both qualitative and quantitative methods to examine how peer networks, social learning, feedback loops, and version control affect the performance of NGOs in Kenya. It fills the identified research gaps by offering detailed, local evidence on how these knowledge-sharing practices impact Kenyan NGOs.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter gives an overview of the research methods used in this study. It explains the mixed-methods approach, which combines both quantitative and qualitative data collection and analysis, to examine how knowledge sharing affects NGO performance in Kenya. The chapter also describes the target group, sampling methods, and data collection tools, and notes that pilot testing was done to ensure the results are valid and reliable. It summarizes how the data was analyzed using both statistical and thematic methods, and explains how ethical standards and legal rules were followed to protect participants. Together, these steps help ensure the study's findings are trustworthy and useful for understanding and improving knowledge sharing in Kenyan NGOs.

3.1 Research Design

In order to give a thorough grasp of knowledge-sharing practices and their effects on NGO performance, this study used a mixed-methods research Oranga et al. (2025) design that combined quantitative and qualitative techniques. While the qualitative component, which included semi-structured interviews which was to be measured through both thematic analysis and document analysis, provided in-depth insights into the experiences and viewpoints of NGO staff, the quantitative component, which used structured questionnaires, allowed the researchers to measure and analyse the relationships between variables. By cross-referencing data from several sources, this methodology enabled data triangulation, improving the validity and reliability of the results and adhered to established practices in social science research (John & David, 2018).

3.2 Target Population

This study examined three international NGOs operating in Kenya: World Vision Kenya (749 employees), International Centre of Insect Physiology and Ecology (571 employees), and The BOMA Project Kenya (500 employees). These organizations were selected due to their diverse operational scopes and explicit commitment to evidence-based programming and continuous learning. Their strategic focus areas, including human rights, child protection, education, water, sanitation, and hygiene (WASH), and economic empowerment, necessitate coordinated knowledge transfer among a broad range of stakeholders (Pellizzoni et al., 2020). This contextual selection was intended to generate actionable insights and best practices to strengthen organizational effectiveness.

TABLE 3

Target Population

Organization	**Population Size**
World Vision Kenya	749
International Centre of Insect Physiology and Ecology	571
The BOMA Project Kenya	500
Total	**1820**

3.3 Sample size and sampling procedure

Nassiuma's formula (2000), an established method for determining out sample size from a known population, was used to determine the sample size of 95 responders. In order to determine a statistically adequate sample size (n) that strikes a balance between accuracy and

resource restrictions, the formula took into account the coefficient of variation (C) and a desirable margin of error (e) given a total population (N) of 1820.

Typically, Nassiuma's formula is expressed as follows:

Sample size (n);

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where:

n = Required sample size

N = Population size = 1820

C = Confidence level (0.5)

e = error margin (0.05)

n **= 95**

TABLE 4

Sample Size

Organization	**Organization Population Size**	**Sample Size(**n/N*Organization Population Size**)**
1. World Vision Kenya	749	39
2. International Centre of Insect Physiology and Ecology	571	30
3. The BOMA Project Kenya	500	26
Total	**1820**	**95**

A stratified random sampling strategy (see Table 4) was used in terms of the sampling process. Given the tasks crucial to knowledge sharing, such as departmental managers, departmental

administrators, system administrators, and domain specialists (subject matter experts), the population was therefore split into homogeneous subgroups (or strata). Then, proportionate random samples were taken from each subgroup. By ensuring that all important groups impacting knowledge-sharing activities inside NGOs are fairly represented, this strategy produced more accurate and broadly applicable insights on the performance of the organization.

The goal of this grouping was to target knowledge sharing champions, whose ideas are essential to comprehending and enhancing knowledge sharing practices and who played a key role in supporting information sharing for NGOs' success.

TABLE 5

Stratified Random Sample

Organization	**Manager(s)**	**Departmental Admin(s)**	**System Administrator(s)**	**Domain Specialist(s)/Subject Matter Expert(s)**	**Sample Size**
World Vision Kenya	16	15	5	3	**39**
International Centre of Insect Physiology and Ecology	15	11	3	1	**30**
The BOMA Project Kenya	12	7	5	2	**26**
Total	43	33	13	6	**95**

3.4 Data Collection Instruments

Structured questionnaires were used to gather quantitative data. These surveys evaluated several aspects of organizational performance as well as the scope and efficacy of knowledge-sharing methods. They were made with Likert scale items. The questionnaire's design followed best practices described in the literature on survey methodology, emphasizing avoidance of bias, clarity, and conciseness to avoid errors (Taherdoost, 2022).Equally, semi-structured interviews was used to collect qualitative data. The experiences and viewpoints of NGO employees was explored in these interviews and offered deep insights into the subtleties of knowledge sharing and how it affects organizational results. (de la Croix et al., 2018; Fox, 2000) description of interview tactics was be used to encourage candid and thorough answers.

Additionally, to supplement the primary data collection, document analysis was carried out. In order to comprehend the knowledge management culture inside the NGO, this entailed examining pertinent organizational documents, including strategic plans, reports, and policy documents. As a qualitative research technique, document analysis yielded insightful background data (Bowen, 2009). To guarantee clarity, validity, and dependability, all data gathering tools went through pilot testing before being put into use. This enabled the required modifications and enhancements, guaranteeing that the instruments efficiently gathered the desired data. Through the use of questionnaires, focus groups, interviews, and document analysis, a thorough and nuanced understanding of knowledge-sharing practices and their effects on organizational performance within the chosen Kenyan NGOs was obtained.

3.5 Data Collection Procedure

In accordance with corporate policies and Kenyan national research norms, as specified by pertinent regulatory frameworks, ethical clearance was be requested prior to any data

collection. By doing this, the study was guaranteed to adhere to accepted ethical standards, such as those stated in the (World Medical Association, 2013). All participants were asked for their informed consent after being fully informed about the goals, methods, and confidentiality of the study's data.

Clear lines of communication with the administrative office of these NGOs was established through formal communication channels, which simplified access to participants and organizational data. Throughout the data collection process, communication remained clear and culturally responsive, guided by organizational and cross-cultural communication standards (Simanullang et al., 2024) while methods of gathering data were customized for the organizational setting. Based on survey research methodology (Brown, 2017;Glasow, 2005), structured surveys were given either in-person or electronically, taking participant preferences and accessibility into account and in order to examine pertinent organizational papers with the proper authorization, document analysis was also be carried out, guided by qualitative research methodologies (Morgan, 2022).

Data management and storage prioritized security and confidentiality. Data was securely stored in compliance with data protection regulations, and participant anonymity was maintained. (Abiteboul et al., 2016; Wilkinson et al., 2016) discuss data management concepts that governed the treatment of collected data. In light of NGOs unique organizational contexts, data collection techniques were adjusted to accommodate their existing protocols and cultural sensitivities. This meticulous approach to data collecting ensured the study's validity, reliability, and ethical integrity.

3.6 Pilot Test

To make sure the data collection tools are reliable, valid, and clear, a pilot test was conducted with a small, representative sample of participants from the Anglican Development Services of Kenya. By virtue of not being employees of the sample NGOs, participants in this pilot test were not be included in the final research target population to ensure that their responses are not affected by prior exposure to the research tools. Pilot testing, a crucial part of research methodology, made it possible to identify and fix any issues, such as confusing instructions, imprecise wording, or technical challenges (Sachin Renuse, 2024). In particular, 15 participants participated in the questionnaires and simulated interviews as part of the pilot test in order to provide sufficient input without requiring an excessive amount of resources. This Figure was selected in accordance with guidelines that suggest pilot studies should have a manageable sample size for careful review and modification, yet large enough to identify prevalent issues. (Hertzog, 2008) asserted that pilot trials involving 10–20 participants are frequently sufficient to detect important problems with survey or interview tools. The instruments' appropriateness, comprehensiveness, and clarity were evaluated prior to the primary data collection phase, and any necessary modifications were made. By determining how long it would take to complete the instruments, the pilot test was also help the researchers improve the data gathering timetable. By following best practices in study design, this test guaranteed that the instruments were appropriate for their intended application and that the data gathered were accurate and dependable (Sukmawati et al., 2023).

3.6.1 Validity Test

A validity test was carried out to guarantee data accuracy, suitability and yield healthy results (Sürücü & Maslakçi, 2020), using a number of strategies to guarantee that the findings appropriately reflected the constructs under study. Knowledge management and NGO operations experts examined the instruments to determine the content validity (Roebianto et

al., 2023). Exploratory factor analysis (EFA) (Kline, 2016) and correlation analysis for convergent and discriminant validity were used to examine construct validity. Validity related to criteria entailed contrasting outcomes with previously authorized metrics. In addition to pilot testing and expert review consultation with the study supervisor, triangulation employing a combination of approaches (surveys, interviews, and document analysis) was given a priority in order to further improve validity (Bans-Akutey & Tiimub, 2021). For comprehensive validation, the real-world application of member checking was extensively examined.

3.6.2 Reliability test

A reliability test was carried out to guarantee the stability and consistency of the quantitative data gathered via questionnaires. In research methodology, reliability evaluated how well a measurement tool produced consistent results over multiple trials (Karnia, 2024).The internal consistency of the Likert-scale items in the questionnaires was assessed in this study using Cronbach's alpha (α). A commonly used reliability metric, Cronbach's alpha evaluates how well a collection of items measures a single unidimensional latent construct (Ahmad et al., 2024).

Cronbach's alpha can be calculated as follows:

$$\alpha = (k / (k - 1)) * (1 - (\Sigma Vi / Vt))$$

Where:

Coefficient of Cronbach's alpha = **α**

k is the number of elements.

ΣVi is the total of each item's variances.

Vt = total variance of the scale

Good internal consistency is often indicated by a Cronbach's alpha coefficient of 0.7 or greater (Izah et al., 2024). We strived for a coefficient of 0.7 or higher in this investigation. Reliability was improved by examining individual items and considering changes or removals if any subscales showed a coefficient below this cut-off. The robustness of the quantitative data utilized in the study was guaranteed by this thorough evaluation of internal consistency.

3.7 Data Analysis and Presentation

In accordance with the goals and design of the study, a mixed-methods approach was used for data analysis and presentation. A thorough grasp of the connection between organizational performance and knowledge-sharing practices in Kenyan NGOs will be possible with this method.

The study used a mixed methods approach, combining both quantitative and qualitative data to better understand the research topic. This approach was applied during the interpretation and discussion stages, enabling the comparison of results from different sources and the identification of similarities and differences. Quantitative data came from questionnaires and were analysed with statistical software like SPSS. Descriptive statistics, such as means, standard deviations, and frequencies, gave an overview of the variables. Inferential statistics, including regression and correlation analyses, were used to explore how organizational performance relates to knowledge-sharing practices. Multiple regression analysis helped determine how well different knowledge-sharing techniques could predict organizational performance, adding more detail to the analysis.

The multiple linear regression formula was:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + ... + \beta_p X_p + \varepsilon}$$

Where:

$\mathbf{Y}$ = dependent variable (organizational performance)

$\boldsymbol{\beta_0}$ = intercept (constant term)

$\boldsymbol{\beta_1, \beta_2, ..., \beta_p}$ = regression coefficients for independent variables

$\mathbf{X_1, X_2, ..., X_p}$ = independent variables (knowledge-sharing practices)

$\boldsymbol{\varepsilon}$ = error term

Qualitative Data Analysis: The qualitative information obtained from focus groups (departmental managers), interviews, and document (guidelines for knowledge sharing, reports, manuals, training materials, communication logs, feedback reports, governance policies, and information from collaborative platforms) was examined using thematic analysis to shed light on formal guidelines, resources, procedures, communication channels, and difficulties associated with knowledge sharing. The interview guide included an open-ended questionnaire designed to delve into the knowledge-sharing practices in use and aligned with the study's primary concept of knowledge sharing practices. The interview questionnaire began with introductory questions that provided managers a chance to express their views and experiences. The research delved deeper into specific topics, such as the perceived effectiveness of each practice, challenges associated with implementation, and suggestions for improvement. To ensure accessibility and encourage candid discussion from all participants, clear, concise, and non-technical language was used. This method comprises identifying, analysing, and summarizing patterns (themes) in the data, according to (Dawadi, 2020). The processes in the procedure included data coding, theme identification, interview transcription, and interpretation.

Data Presentation: Quantitative data was presented using Tables, graphs, and charts, and qualitative data was equally presented using quotes and theme summaries from focus groups and interviews.

3.7.1 Correlation Analysis

To ascertain the association between the organizational performance of NGOs and their corresponding knowledge sharing (KS) practices, this study first examined the direction and strength of linear correlations between variables using correlational analysis. For example, staff contributions and the frequency of social learning meets were analysed using Pearson's correlation coefficient. Values closer to ±1 indicate stronger correlations. This coefficient indicated the degree of linear relationship. It goes from -1 to +1. The monotonic relationships were evaluated using Spearman's rho(ρ),which measured the strength of association between two variables, where ,when the data were ordinal or the linearity assumption was broken. To illustrate the linkages, correlation matrices and scatterplots was used to present the findings of the investigations.

However, correlation by itself could not prove causation or explain the simultaneous influence of several elements. In order to investigate how particular KS practices (independent variables), like feedback loops, predict NGO performance outcomes (dependent variable), such as program effectiveness and resource utilization, the study employed hierarchical multiple regression analysis. A fuller picture of the distinct contribution of KS practices to performance was provided by this regression model. $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + ... + \beta_n X_n + \varepsilon$ was the regression equation, where Y stood for organizational performance, X_1 to X_n for the various KS practices under study, β coefficients for each predictor's strength and direction, and ε for the error term.

Within this theoretical framework, the study used regression and correlational analysis to provide Kenyan NGOs with useful information regarding which KS practices had the most impact on performance. This would assist NGOs select projects, distribute funds as effectively as feasible, offer assessment tools to help donors and stakeholders accurately measure the return on their investments, and through the approach ,ultimately increase NGOs' capacity to address complex development issues and deliver sustainable outcomes.

3.7.2 Diagnostic Tests

To ensure that the regression models accurately depicted the relationship between knowledge-sharing practices and NGO performance, this study conducted a number of diagnostic tests. Outliers or misspecifications were discovered via a generic model evaluation. Second, multicollinearity, which could have distorted the results of different knowledge-sharing strategies were evaluated using the Variance Inflation Factor (VIF). Third, heteroscedasticity, which affected the reliability of statistical conclusions, were evaluated using the Breusch-Pagan test. Finally, the normality of the residuals were assessed using the Shapiro-Wilk test, which is essential for trustworthy regression assumptions. The validity and robustness of the conclusions about how knowledge-sharing practices affect NGO performance were ensured by these tests.

3.7.3 Multicollinearity

The Variance Inflation Factor (VIF) was used to evaluate multicollinearity, which was the state in which independent variables in a regression model had a high degree of correlation. High VIF values, usually greater than 10, suggested that the independent variables were so closely linked that it was hard to tell how each one affected the dependent variable separately. Because different knowledge-sharing strategies could show interdependencies, controlling for multicollinearity was essential to precisely isolate the impact of each practice on NGO performance. This was especially pertinent to our study.

3.7.4 Heteroscedasticity

The Breusch-Pagan test and visual examination of residual plots were used to assess heteroscedasticity, which is a breach of the regression model's assumption of constant variance of errors. When the variability of the errors was inconsistent across all levels of the independent variables, the validity of statistical inferences could have been compromised, leading to inaccurate standard errors and unreliable p-values (Hirschauer et al., 2018). Since NGO

performance could vary greatly across different levels of knowledge-sharing practice, checking for heteroscedasticity was essential to the validity of our study's conclusions.

3.7.5 Normality test

The normality of residuals, a crucial premise for trustworthy regression inferences, was assessed visually using histograms and Q-Q plots. In order to conduct reliable hypothesis testing and calculate confidence intervals, it was essential to confirm that the residuals, that is, the disparities between observed and expected values, were normally distributed (Field, 2018). The residuals ought to have been normal in order to support the analysis's findings within the context of our research, which aimed to comprehend how knowledge-sharing practices affected NGO performance, and to confirm the statistical significance of our regression coefficients.

3.8 Legal and Ethical Considerations

Legal and ethical considerations were essential for safeguarding study participants and upholding the integrity of the research. To preserve participant privacy and data confidentiality, this study abided by all applicable Kenyan regulatory frameworks, including the Data Protection Act (Government of Kenya, 2019). Prior to the start of data collection, ethical permission from the relevant institutional management were requested for. All participants were asked for their informed consent, which included a detailed description of the study's goals, methods, any hazards, and their right to discontinue participation at any moment.

Strict respect to ethical guidelines guided the collecting and analysis of data, guaranteeing confidentiality and anonymity. Authorized researchers were the only ones with access to the safely stored data. Researchers remained impartial during the data gathering and analysis procedures in order to reduce any potential biases. Any possible conflicts of interest were also to be declared and handled properly. Findings was to be presented in an authentic and transparent manner, without any data or outcomes being misrepresented. This study sought to

further knowledge while maintaining the highest standards of research integrity by giving legal and ethical considerations top priority.

3.9 Limitations of the Study

The results of this research study could not be entirely applicable to NGOs in other country's due to Kenya's unique socioeconomic, cultural, and operational background. Furthermore, despite attempts to maintain neutrality, researcher bias might have affected the interpretation of qualitative data, and the variety of viewpoints gathered were dependent on participant availability and information-sharing willingness. By using the localized International NGOs demographic data from year 2023/2024, the study acknowledged that current employee workforce of the representative NGOs could have changed, raising the possibility of demographic representation bias, and to address this, the participating organizations were requested for updated headcount data for rectification.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter presents the data analysis, findings and discussion of the knowledge sharing practices on the performance of non-governmental organizations in Kenya. The chapter was guided by the following specific objectives: to investigate the effect of peer networks on the performance of NGOs in Kenya, to examine how social learning affected the performance of NGOs in Kenya, to establish if feedback loops affected the performance of NGOs in Kenya, and to evaluate if version control had an effect on the performance of NGOs in Kenya. This chapter contained the following sections: the response rate, pilot test, background information of the respondents, diagnostic test results correlation analysis results, regression analysis results, qualitative analysis results and a discussion of the findings.

4.1 Response Rate

The study obtained a 100% response rate, with all 95 selected respondents from the three international NGOs completing the questionnaires. Although a perfect response rate is rare in social science research, this outcome resulted from the study ample time, diligent follow-ups, clear communication regarding the study's significance, and measures to maximize participant convenience through both in-person and online options. The high response rate enhances the credibility of the dataset, minimizes non-response bias, and enables robust analysis. The response rate is shown in Table 6 below.

TABLE 6

Response Rate Results

Status	**Frequency**	**Percentage (%)**
Responded	95	100

Status	Frequency	Percentage (%)
Did not respond	0	0
Total	**95**	**100**

Source: Survey Data (2025)

4.2 Background Information of the Respondents

This section covers the characteristics of the respondents who were involved in the research. Their distribution and functional roles in organizations were analyzed and this was important in understanding the context of the knowledge-sharing practices being discussed.

4.2.1 Distribution of Respondents

The respondent distribution included 41.05% from World Vision Kenya, 31.58% from icipe, and 27.37% from The BOMA Project. Most respondents (52%) were aged 30 to 45, while 28% were above 46 years. Educational attainment was high, with 67% holding at least a bachelor's degree and 10% possessing postgraduate qualifications. Gender representation was balanced, with 54% female and 46% male participants.

These demographic characteristics have important implications for knowledge sharing. Mid-career professionals typically possess substantial organizational experience, which supports effective knowledge transfer. Higher education levels enhance the capacity to understand and value knowledge sharing. Additionally, a balanced gender composition promotes diverse perspectives, which strengthens collaborative environments essential for information exchange..

FIGURE 2

Distribution of Respondents by Organization

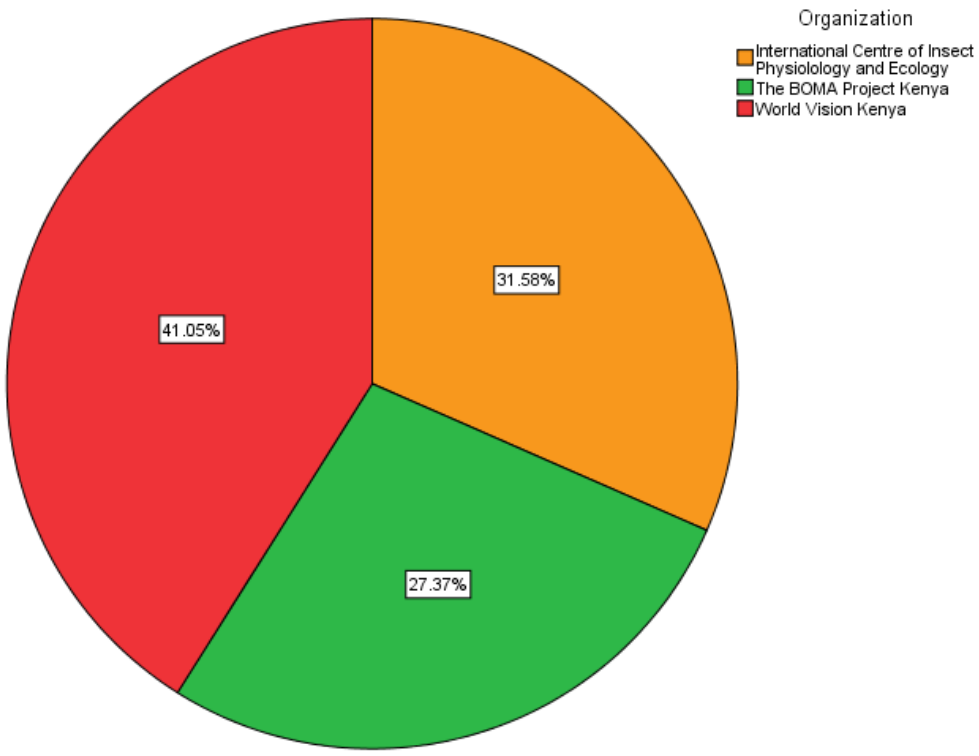


FIGURE 3

Distribution of Respondents by Gender

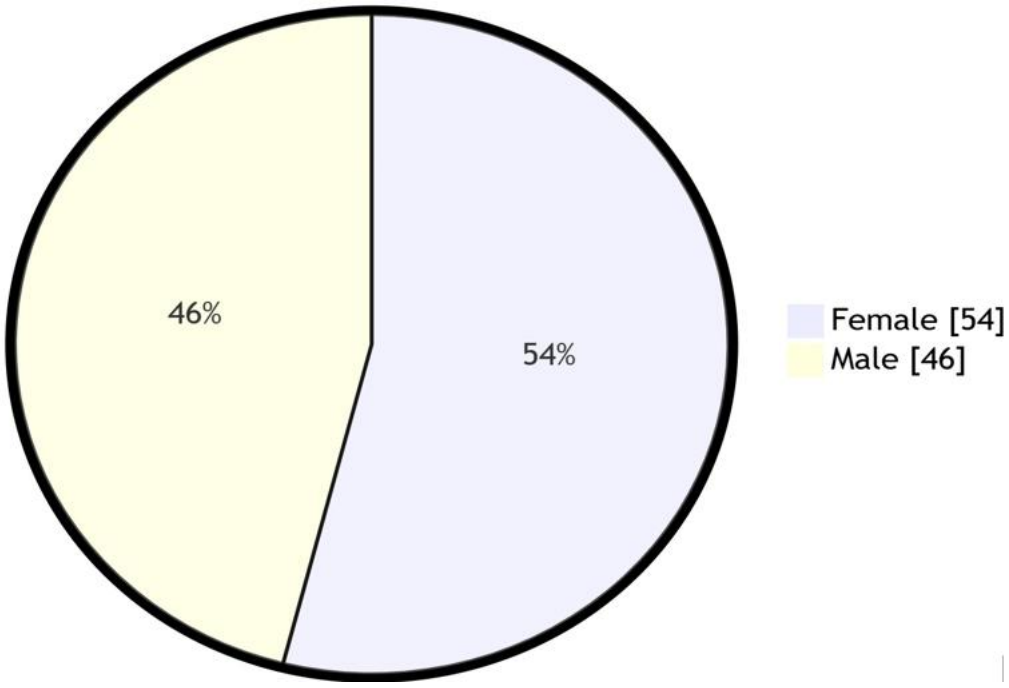
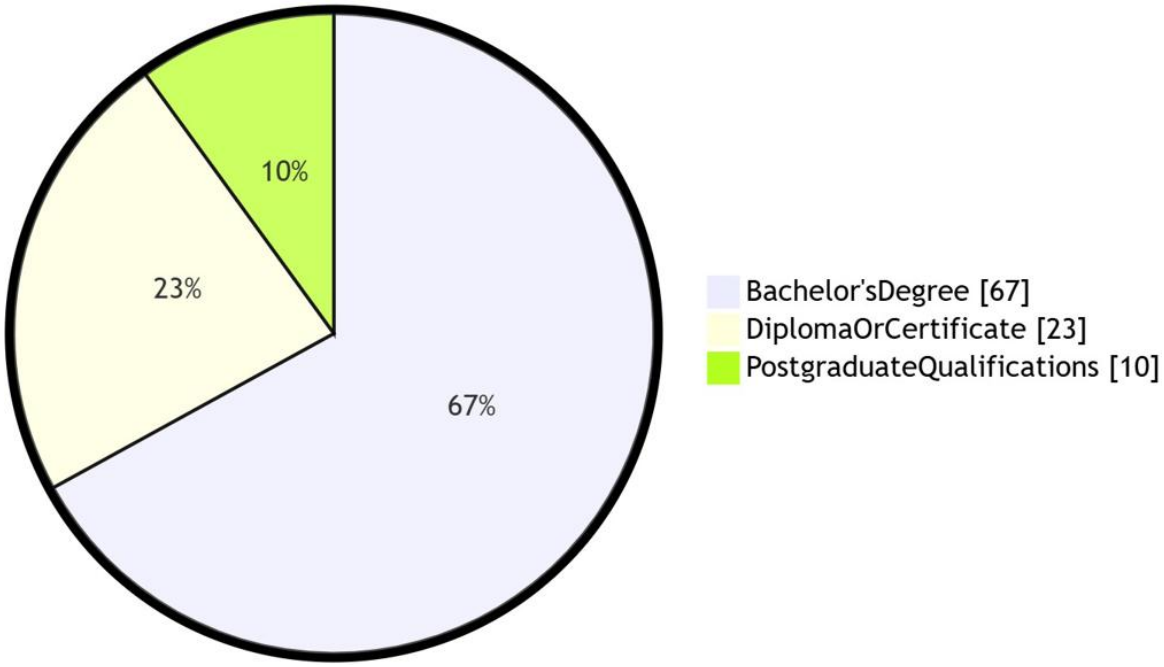


FIGURE 4

Distribution of Respondents by Level of Education



Source: Survey Data (2025)

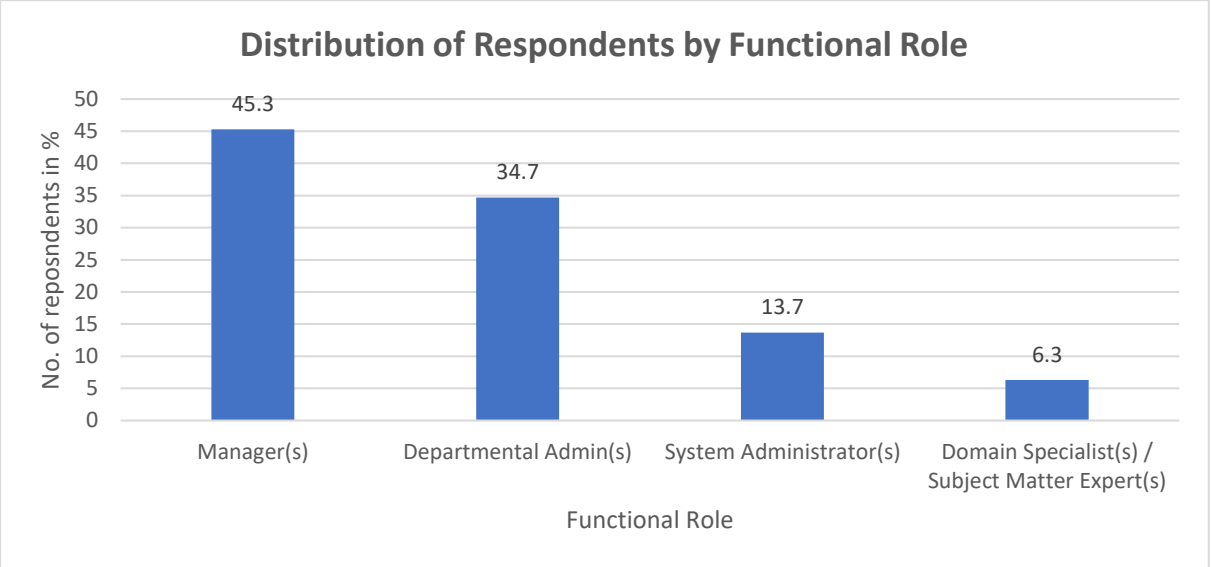
Figure 2 shows how respondents were distributed across organizations. World Vision Kenya had the largest group at 41.05% (n=39), followed by icipe at 31.58% (n=30), and The BOMA Project Kenya at 27.37% (n=26). The survey also collected key demographic details such as age, education, and gender. Most respondents were between 30 and 45 years old (52%), with 28% aged 46 and above, and 20% under 30. In terms of education, 67% had at least a bachelor's degree, 23% held a diploma or certificate, and 10% had postgraduate qualifications. Gender was fairly balanced, with 54% female and 46% male participants. These demographic details help explained how different backgrounds could affect knowledge sharing and organizational performance in INGOs in Kenya.

4.2.2 Distribution of Respondents by Functional Role

The employees in the positions that were described as "knowledge-sharing champions were specifically targeted in the study. The role distribution is given in Figure 5.

FIGURE 5

Distribution of Respondents by Functional Role



Source: Survey Data (2025)

According to the data presented in Figure 3, most of the respondents were mostly Managers (45.3%, n=43) and Departmental Administrators (34.7%, n=33), who are usually at the center stage in facilitating and implementing knowledge-sharing practices. Other important participants in the sample were the System Administrators (13.7%, n=13) and Domain Specialists (6.3%, n=6) who contributed their technical and subject-specific views. This stratification helped in making sure that the data obtained was of informed participants of the knowledge management processes being studied.

4.3 Pilot Test

4.3.1 Reliability Test

A pilot test was administered to 15 respondents from the Anglican Development Services of Kenya, who were excluded from the main study sample. Questionnaire reliability was evaluated using Cronbach's alpha, with a threshold of 0.7 indicating acceptable internal consistency. As shown in Table 7, all constructs reported Cronbach's alpha values above 0.7,

confirming the reliability of the questionnaire items. The independent variables, peer networks, social learning, feedback loops, and version control—and the dependent variable, organizational performance, each demonstrated strong internal consistency, thereby supporting the instrument's credibility (Izah et al., 2024).

The Cronbach's alpha values for the constructs ranged from 0.977 to 0.992, which are exceptionally high. These elevated values may indicate redundancy among questionnaire items or reflect the limited size of the pilot sample. A careful review is recommended to identify and remove overly correlated items while maintaining comprehensive construct coverage. Nevertheless, the high internal consistency supports the overall reliability of the questionnaire and strengthens confidence in the study findings.

This interpretation is consistent with existing literature, which notes that while Cronbach's alpha values above 0.7 are desirable, values near or above 0.95 may indicate excessive item overlap and the need for refinement to ensure optimal measurement quality.

TABLE 7

Reliability Statistics

Construct	Cronbach's Alpha	No. of items
Peer Networks	0.982	4
Social Learning	0.992	4
Feedback Loops	0.987	4
Version Control	0.987	4

Construct	Cronbach's Alpha	No. of items
Organizational Performance	0.977	4

Source: Pilot Study Data (2025)

4.3.2 Validity Study

Content validity was established through expert review. Construct validity was evaluated using exploratory factor analysis, with Kaiser-Meyer-Olkin values above 0.5 and Bartlett's test significance below 0.05 for all constructs. These findings demonstrate that the questionnaire effectively measures knowledge sharing and organizational performance constructs.

Content Validity

Content validity was also determined to make sure that the questionnaire was sufficient to measure all the aspects of the constructs under question. This was achieved through a thorough review of existing literature and expert opinion. The first version of the questionnaire was submitted to a supervisor of the researcher and other professionals in the knowledge management area at KCA University. Their feedback was used to increase relevance and comprehensiveness of the questions and to make the items suiTable to capture the domain of each of the constructs (e.g. all the questions about Feedback Loops were in the area of cyclical communication and process of improvement).

Construct Validity: Exploratory Factor Analysis (EFA)

The pilot data was used in the Exploratory Factor Analysis (EFA) to determine the construct validity that is the extent to which the items used in the questionnaire were effective in measuring the theoretical constructs. The suitability of the data to factor analysis was determined using the KaiserMeyerOlkin (KMO) Measure of Sampling Adequacy and Bartletts test of Sphericity. The findings, as seen in the Table 8 below upheld that the data was suiTable in EFA. KMO value was found to be above the recommended threshold of 0.5 as proposed by

(Shrestha, 2021) and the Test of Bartlett was significant ($p < 0.05$) across all the constructs meaning that item correlations were adequate to do the factor analysis. This validates the existence of a strong construct validity of the items of each construct.

TABLE 8

Summary of KMO and Bartlett's Test for Pilot Study Constructs

Construct	KMO Measure	Bartlett's Test of Sphericity (Approx. Chi-Square)	Sig.
Peer Networks	0.829	93.054	.000
Social Learning	0.824	113.986	.000
Feedback Loops	0.748	104.429	.000
Version Control	0.889	94.020	.000
Organizational Performance	0.843	78.401	.000

Source: Pilot Study Data (2025)

4.4 Descriptive Statistics

The study had four independent variables and one dependent variable. The independent variables included peer networks, social learning, feedback loops and version control use. The dependent variable was organizational performance. The research sought to understand the influence of each construct on Organizational performance in NGO's in Kenya. The respondents were asked to use the following five-point Likert Scale to score the various factors of each construct.

4.4.1 Descriptive statistics for peer networks

Table 9 presents the descriptive statistics for peer networks, focusing on how respondents perceive various knowledge-sharing practices in NGOs.

TABLE 9

Descriptive Statistics for Peer Networks

Variable	N	Mean	Std. Deviation
Peer Learning Sessions			
PNPL1: Regular peer learning sessions organized	95	3.73	0.791
PNPL2: Staff encouraged to participate in exchange	95	3.73	0.778
PNPL3: Well-structured and productive sessions	95	3.67	0.736
PNPL4: Application of knowledge from sessions	95	3.75	0.785
Internal Workshops and Training			
PNIW1: Regular workshops to share best practices	95	3.74	0.761
PNIW2: Effective inter-departmental knowledge transfer	95	3.72	0.834
PNIW3: Relevance of workshop content to needs	95	3.77	0.750
PNIW4: Active participation in training	95	3.75	0.785
After-Action Reviews			
PNAR1: Reviews after major projects	95	3.79	0.713

PNAR2: Documentation and sharing of lessons	95	3.73	0.721
PNAR3: Improvements based on review findings	95	3.64	0.798
PNAR4: Team participation in debriefings	95	3.69	0.773
Mentoring Programs			
PNMP1: Presence of formal mentoring programs	95	3.72	0.818
PNMP2: Effective mentor guidance and knowledge transfer	95	3.74	0.788
PNMP3: Monitoring of mentoring relationships	95	3.72	0.739
PNMP4: Mentoring contribution to staff development	95	3.71	0.784
Overall	**95**	**3.74**	**0.708**

Source: Survey Data (2025)

The mean score of 3.74 (SD = 0.708) indicates that most organizations surveyed have active and effective peer networking practices.

The data in Table 9.0 shows that peer networks are working well in the sampled NGOs. For example, regular peer learning sessions (mean = 3.73) demonstrate the use of the "Socialization" mode from Nonaka and Takeuchi's SECI model, which focuses on sharing tacit knowledge through experience. Staff are also encouraged to take part in peer-to-peer knowledge exchange (mean = 3.73), which points to a collaborative organizational culture. This collaboration is important for effective knowledge sharing, as Zamiri and Esmaeili (2024) note.

While most indicators reflect positive perceptions, the slightly lower mean for well-structured peer learning sessions (3.67) points to challenges in the practical execution of these forums, reflecting common difficulties noted in applying theoretical models like SECI in dynamic NGO contexts (Munyoki & Wainaina, 2021). Encouragingly, the use of knowledge acquired in peer sessions in daily work (mean = 3.75) represents the "Internalization" phase of the SECI model, where explicit knowledge is embodied as tacit knowledge and applied effectively, confirming practical organizational learning (Nonaka & Takeuchi, 2021).

Similarly, the regular conduct of internal workshops (mean = 3.74) corresponds to the "Combination" mode of SECI, where explicit knowledge is systematized and codified, supporting institutional learning. The effective transfer of knowledge across departments and the relevance of workshop content to organizational needs (means = 3.72 and 3.77, respectively) suggest that these NGOs are addressing barriers like fragmented communication and are tailoring learning to practical contexts (Kimani et al., 2025; Kenya Red Cross, 2024).

After-action reviews show strong practices in conducting (3.79) and documenting lessons (3.73), but a somewhat lower score for improvements resulting from reviews (3.64) reveals a gap between reflection and actionable change, echoing findings by Kabera and Kinyua (2022). This highlights the need to enhance the application of learning post-project reviews, an aspect vital for knowledge retention and continuous improvement.

4.4.2 Descriptive statistics for social learning

Findings in Table 10 indicate that Social Learning had an overall mean of 3.73 pointing out its importance in influencing Organizational performance of NGOs in Kenya.

TABLE 10

Descriptive Statistics for Social Learning

Variable	N	Mean	Std. Deviation
Lunch and Learn Sessions			
SLLL1: Informal learning sessions encouraged	95	3.71	0.810
SLLL2: Sessions provide valuable learning	95	3.78	0.774
SLLL3: Knowledge from informal sessions applicable	95	3.75	0.799
SLLL4: Management supports informal learning	95	3.73	0.778
Role Swap Sessions			
SLRS1: Opportunities to share different roles	95	3.73	0.764
SLRS2: Role swapping enhances cross-functional knowledge	95	3.77	0.736
SLRS3: Willingness to share expertise	95	3.67	0.818
SLRS4: Role swaps improve team capabilities	95	3.65	0.782
Team-building Activities			
SLTB1: Incorporation of knowledge sharing	95	3.72	0.808
SLTB2: Strengthens collaborative learning	95	3.77	0.750
SLTB3: Enhances knowledge transfer	95	3.77	0.778

SLTB4: Learning applied in work	95	3.74	0.815
Innovation and Idea Incubators			
SLII1: Organization supports innovation incubators	95	3.66	0.752
SLII2: Ideas encouraged and developed collectively	95	3.76	0.768
SLII3: Innovation leads to tangible improvement	95	3.74	0.802
SLII4: Channels to develop new ideas	95	3.75	0.785
Overall	**95**	**3.73**	**0.706**

Source: Survey Data (2025)

The data show that informal "lunch and learn" sessions are common (mean = 3.71) and offer valuable learning opportunities (mean = 3.78). This supports Bandura's Social Learning Theory, which explains how people learn by observing and interacting with others. The high score for practical application (3.75) suggests that social learning not only stays theoretical but also shapes workplace behaviour. Management support (3.73) points to a culture that values and encourages informal learning.

Role swap sessions are seen as effective ways to build new skills (mean = 3.73) and to help teams work together better (mean = 3.77). However, the slightly lower scores for willingness to share expertise (3.67) and improved team capabilities (3.65) point to challenges with motivation and tracking results. These findings align with research that emphasizes the importance of psychological safety and incentives for improved teamwork and learning.

Team-building activities encourage people to share knowledge (3.72) and support collaborative learning (both 3.77). Participants also apply what they learn to their jobs (3.74), showing that social and educational goals can work together to improve results for the organization.

Innovation incubators have moderate support (3.66), but new ideas are encouraged (3.76) and often lead to real improvements (3.74). Easy ways to develop ideas (3.75) demonstrate the organization's commitment to supporting innovation as part of social learning. The results clearly showed that social learning helps NGOs in Kenya work more effectively. Learning from others, watching, and working together all make a real difference in how well these organizations perform.

4.4.3 Descriptive statistics for feedback loops

Table 11 shows descriptive statistics for feedback loops in Kenyan NGOs. The overall mean score is 3.86 (SD = 0.675), highlighting the important role feedback loops have in organizational performance.

TABLE 11

Descriptive Statistics for Feedback Loops

Variable	N	Mean	Std. Deviation
One-on-One Check-ins			
FLOO1: Regular one-on-one feedback sessions conducted	95	3.91	0.773
FLOO2: Constructive performance feedback provided	95	3.88	0.756
FLOO3: Feedback leads to performance improvement	95	3.86	0.752
FLOO4: Managers accessible for individual feedback	95	3.86	0.766

Daily Stand-Up Meetings			
FLDS1: Daily stand-up meetings effectively used for updates	95	3.79	0.798
FLDS2: Meetings facilitate quick problem-solving	95	3.91	0.745
FLDS3: Knowledge sharing occurs during daily meetings	95	3.83	0.724
FLDS4: Stand-up meetings improve team coordination	95	3.91	0.759
Project Post-Mortem Reviews			
FLPM1: Project post-mortem reviews systematically conducted	95	3.89	0.722
FLPM2: Lessons incorporated into future work	95	3.87	0.761
FLPM3: All team members contribute to project reviews	95	3.85	0.771
FLPM4: Review findings lead to process improvements	95	3.86	0.780
Customer Feedback Analysis			
FLCF1: Customer feedback systematically collected	95	3.84	0.748
FLCF2: Feedback analysis leads to service improvements	95	3.75	0.743

FLCF3: Customer insights shared across departments	95	3.87	0.733
FLCF4: Action taken based on customer feedback	95	3.94	0.681
Overall	**95**	**3.86**	**0.675**

Source: Survey Data (2025)

The data show that feedback loops are an important part of how Kenyan NGOs operate. Regular one-on-one feedback sessions (mean = 3.91) provide a structured way for people to communicate directly, supporting the two-way, participatory approach highlighted by recent scholars like Oseni (2024). Constructive feedback (mean = 3.88) helps create a culture of ongoing learning, which is especially important for NGOs working with limited resources.

Daily stand-up meetings help teams stay aligned (mean = 3.79) and solve problems quickly (mean = 3.91). This approach supports agile project management and fast coordination, which are important in the fast-changing environment of NGOs. Sharing knowledge during these meetings (mean = 3.83) also makes learning a regular part of the workday.

Project post-mortem reviews are used regularly (mean = 3.89), and lessons learned are often applied to future projects (mean = 3.87). This shows a strong focus on learning and improving as an organization. These reviews are also inclusive (meaning around 3.85 to 3.86), which encourages different perspectives and supports broader change.

These NGOs have established strong feedback loops, showing a clear commitment to gathering feedback (mean = 3.84) and taking action based on it (mean = 3.94). This process helps them stay accountable and better meet the needs of those they serve, which is important for building trust with donors and the community. Still, the slightly lower score (3.75) suggests there is

room to strengthen how feedback insights lead to real changes in operations. This highlights both the strengths of their feedback systems and the opportunities for further improvement.

4.4.4 Descriptive statistics for version control

Table 12 presents descriptive statistics for version control practices among Kenyan NGOs. The overall mean score is 3.67 (SD = 0.704), which suggests that this practice has a moderate impact on organizational performance.

TABLE 12

Descriptive Statistics for Version Control

Variable	N	Mean	Std. Deviation
Change Authorization			
VCCA1: Clear process for authorizing document changes	95	3.68	0.789
VCCA2: Authorization prevents unauthorized changes	95	3.62	0.774
VCCA3: Authorization process efficient, not bureaucratic	95	3.71	0.770
VCCA4: Staff understand and follow authorization procedures	95	3.65	0.769
Audit Logging			
VCAL1: Document changes properly logged and tracked	95	3.67	0.818
VCAL2: Audit logs help trace document history	95	3.68	0.762

VCAL3: Logging systems user-friendly and accessible	95	3.67	0.764
VCAL4: Audit trails enhance accountability for changes	95	3.66	0.794
Version Release Management			
VCVR1: New document versions properly managed	95	3.66	0.738
VCVR2: Version control prevents outdated document use	95	3.65	0.822
VCVR3: Versioning system easy to understand and use	95	3.65	0.822
VCVR4: Version management improves document reliability	95	3.71	0.810
Collaborative Editing Notifications			
VCCN1: Team members notified of edits in real-time	95	3.67	0.778
VCCN2: Notifications prevent conflicting changes	95	3.69	0.787
VCCN3: Notification system effective and timely	95	3.60	0.764
VCCN4: Collaborative editing enhances productivity	95	3.64	0.743
Overall	**95**	**3.67**	**0.704**

Source: Survey Data (2025

The findings show that most organizations have formal change authorization processes in place (mean = 3.68), which matches Alex's (2025) definition of version control as tracking document changes over time. Still, staff see these processes as slightly less effective at stopping unauthorized changes (3.62), which could impact the accuracy and reliability of important organizational knowledge. On a positive note, most staff do not see the authorization process as overly bureaucratic (3.71), which helps encourage compliance. However, there is room to improve how well staff understand and follow these procedures (3.65), pointing to ongoing challenges with training and communication.

Audit logging shows a consistent baseline functionality (means around 3.66–3.68), but the user-friendliness of these systems reveals room for enhancement, echoing Gatiti's (2021) discussion of a digital divide in Kenyan NGOs. Staff recognize the role of audit trails in accountability (3.66), aligning with the Resource-Based View and highlighting traceability as a valuable organizational resource (Mensah & Agyapong, 2022).

Version release management received moderate scores (around 3.65–3.66), suggesting that staff find it somewhat difficult to use and that outdated documents are not always avoided. This is different from more advanced settings, where these systems work better (Zhang et al., 2024). Even so, most staff still believe that version release management can improve document reliability (3.71), indicating that the main challenge is implementing these systems in the local context.

Collaborative editing notifications work but are not very reliable, with the lowest effectiveness score in this area (3.60). This is important because timely notifications help teams work together smoothly. The low score matches reports of infrastructure problems and limited use of digital tools in Kenyan NGOs (World Bank Group Kenya Report, 2021). Staff also feel that

collaborative editing only slightly improves productivity (3.64), which suggests that current version control practices have not yet reached their full potential.

4.5 Diagnostic Test Results

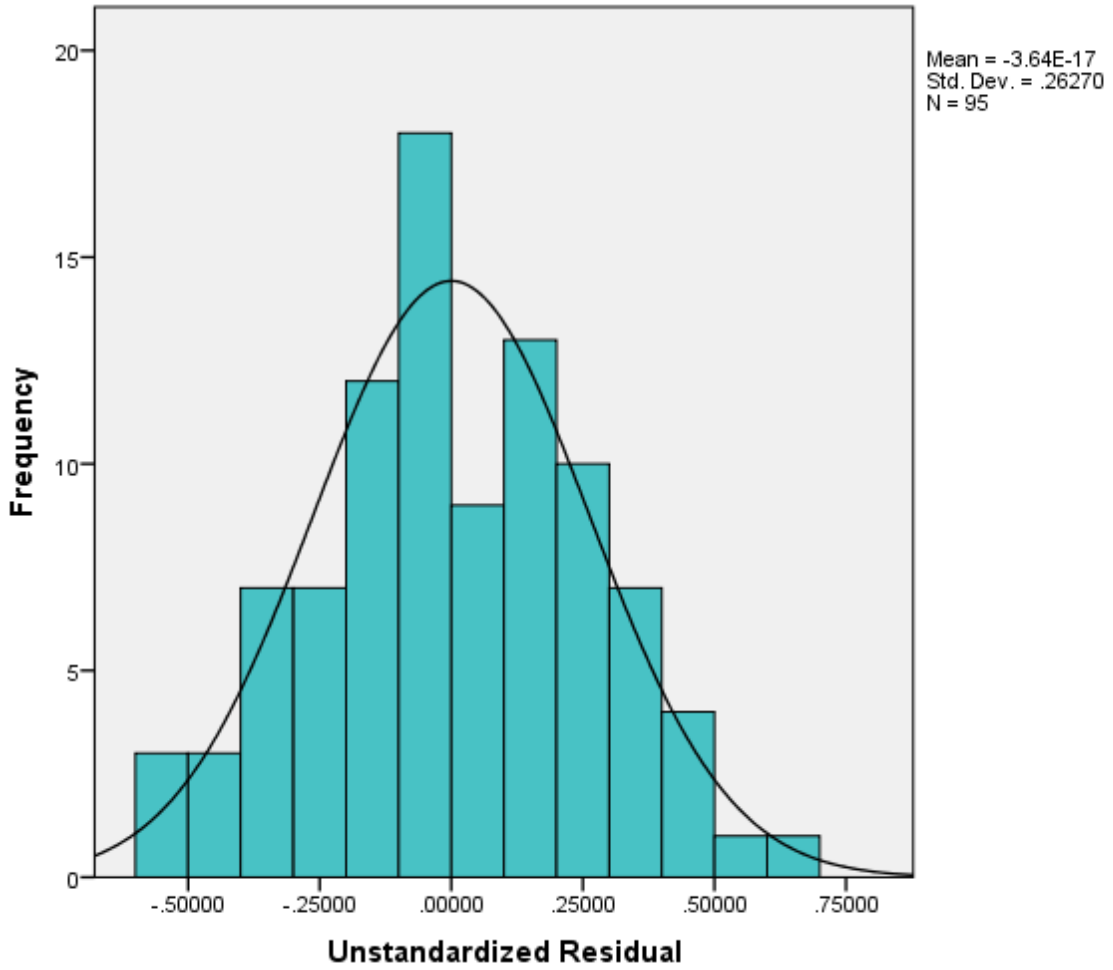
This section discussed the various diagnostic tests conducted, such as normality tests, heteroscedasticity, and multicollinearity.

4.5.1 Normality test

A normality test using the graphical tests (histogram and Q-Q plot) and the formal tests (Kolmogorov-Smirnov and Shapiro-Wilk) were carried out to test whether the data were normally distributed or not.

FIGURE 6

Histogram Plot Testing Normality

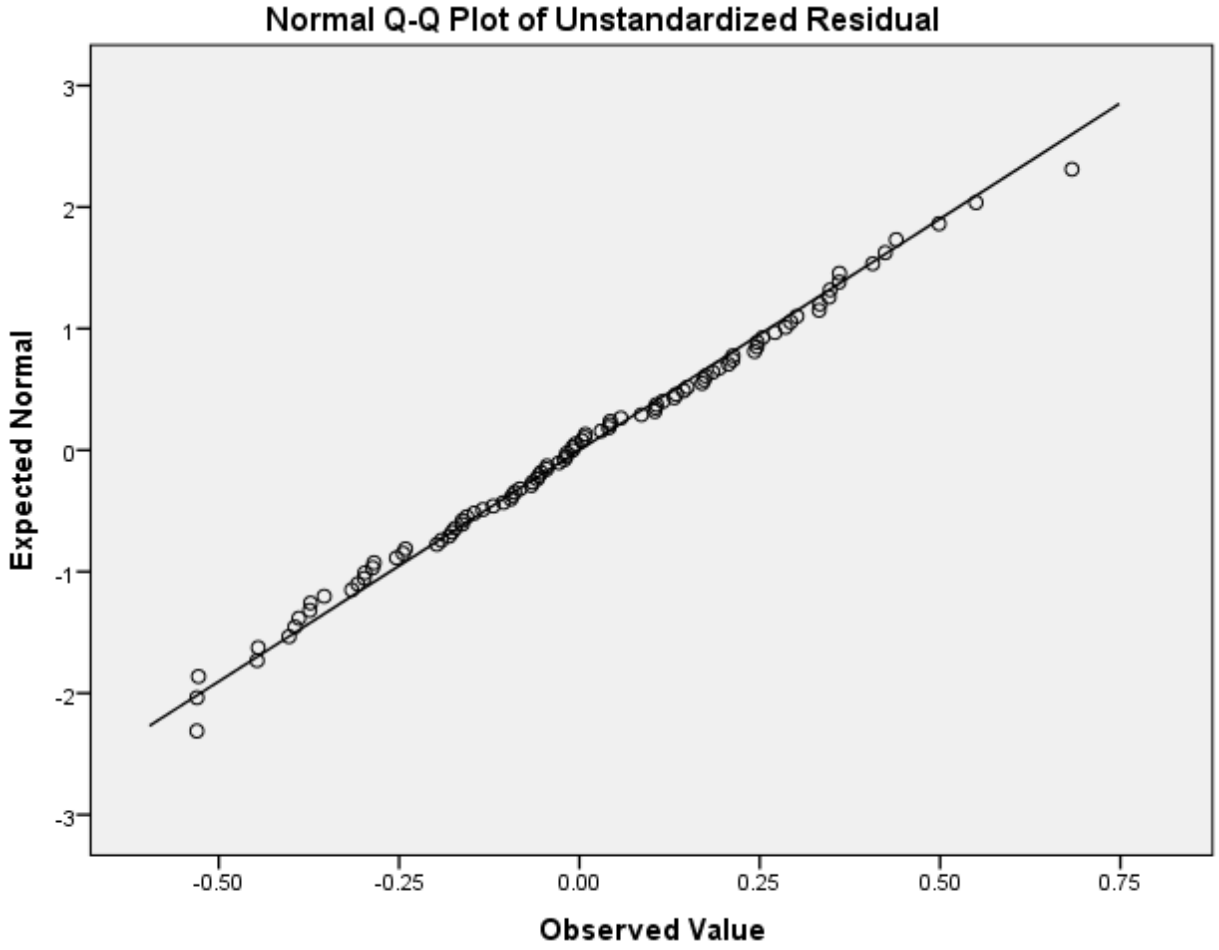


The histogram as shown in Figure 6.0 showed that data frequently fell into a normal distribution indicating that the data follows a normal distribution.

The Q-Q plot, as captured by Figure 7.0, indicated that data was normally distributed because most of the data was on the line, meaning that data originated from the same distribution.

FIGURE 7

Normal Q-Q Plot

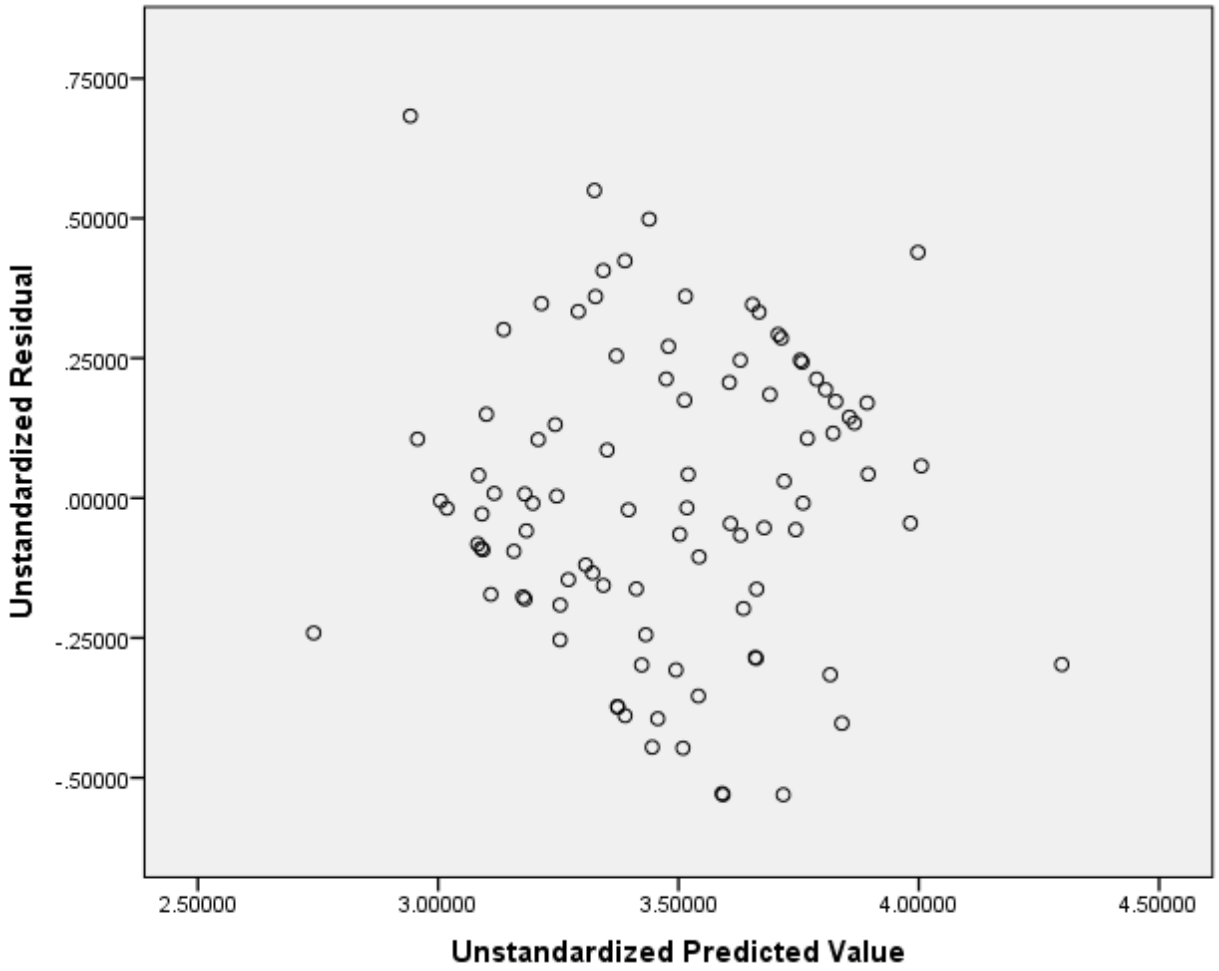


4.5.2 Heteroscedasticity

The scatter plot in Figure 6.0 showed that the data is homogenous.

FIGURE 8

Scatter plot



A heteroscedasticity test checks if the variance of errors in a regression model stays the same at all levels of predicted values. This is known as homoscedasticity, an important assumption in regression analysis. Table 13 lists the minimum, maximum, mean, and standard deviation for both predicted values and residuals. Because the residuals have a mean close to zero and their spread is fairly even, the data appear to be homoscedastic. This means the variance of residuals is consistent across observations, so the model's assumptions are met and the regression results are likely reliable.

TABLE 13

Residual Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7411	4.2975	3.4711	.28836	95
Residual	-.53040	.68288	.00000	.26270	95
Std. Predicted Value	-2.531	2.866	.000	1.000	95
Std. Residual	-1.976	2.544	.000	.978	95

a. Dependent Variable: Organizational Performance

Source: Survey Data (2025)

In order to supplement the visual checks, formal statistical tests of normality were run on the unstandardized residuals as indicated in Table 14. The Kolmogorov-Smirnov test ($D = 0.045$, $p = 0.200$) and Shapiro-Wilk test ($W = 0.991$, $p = 0.791$) were not significant since $p > 0.05$, which has great statistical support that the residuals were normally distributed. These results confirm that the critical assumption of normality was satisfied for the regression analysis

TABLE 14

Shapiro-Wilk and Kolmogorov-Smirnov Results

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.045	95	.200*	.991	95	.791

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Survey Data (2025)

The Breusch-Pagan test was employed to formally test for heteroscedasticity. The test involved regressing the squared residuals on the independent variables and calculating $BP = n \times R^2$. With $n = 95$ and R squared from this auxiliary regression as shown in Table 15 below being $R^2 = 0.026$, the test statistic was $BP = 2.47$. This value is lower than the critical chi-square of 9.49 ($df = 4$, $\alpha = 0.05$) and the p-value of 0.668 meaning that the null hypothesis of equal variances cannot be rejected. This affirms that homoscedasticity is met.

TABLE 15

Model Summary for Breusch-Pagan Heteroscedasticity Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.160[a]	.026	-.018	.08574	.026	.594	4	90	.668

a. Predictors: (Constant), Version Control, Social Learning, Peer Network, Feedback Loop

b. Dependent Variable: RES_SQ

Source: Survey Data (2025)

4.5.3 Multicollinearity

The study used variance inflation factors (VIF) for each variable to check for multicollinearity. If the VIF values lie between 1 and 10, it is assumed that there is no multicollinearity. Since all the VIF factor values were between 1 and 10, the study findings showed no existence of a multicollinearity problem in the variables testing the relationship between each variables and organisational performance. The results are as exhibited in Table 16.

TABLE 16

Multicollinearity Test for Each Variable

Coefficients[a]

Model		Collinearity Statistics		
		B	Tolerance	VIF
1	(Constant)	.460		
	Peer Network	.189	.991	1.009
	Social Learning	.204	.992	1.008
	Feedback Loop	.286	.989	1.011
	Version Control	.121	.995	1.005

a. Dependent Variable: Organizational Performance

Source: Survey Data (2025)

4.6 Correlation Analysis

The strength and direction of the association between the Independent variables and dependent variables were measured with Pearson product-moment correlation coefficient. It is said that the strength of the relationship is weak r = +-0.1 to +-0.29, moderate r = +-0.3 to +-0.49, strong r = +-0.5 to +-0.74 and very strong r = + -0.75 and above (Shrestha, 2021)

4.6.1 Correlation analysis for peer network and organizational performance

Peer network had the correlation coefficient of 0.386 as indicated in Table 17. This indicates that there existed a positive relationship between peer network and organizational performance, and this relationship was significant, r=0.386, p= 0.000. It means that peer networks played a moderate role in organizational performance of NGOs in Kenya

TABLE 17

Correlation for Peer Network and Organizational performance

Correlations

		Peer Network	Organizational Performance
Peer Network	Pearson Correlation	1	.386**
	Sig. (2-tailed)		.000
	N	95	95
Organizational Performance	Pearson Correlation	.386**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

Source: Survey Data (2025)

4.6.2 Correlation analysis for social learning and organizational performance

The correlation coefficient of social learning was 0.364 as indicated in Table 18. This indicates that there existed a positive relationship between social learning and organizational

performance, and this relationship was significant, r=0.364, p= 0.000. It means that social learning played a moderate role in organizational performance of NGOs in Kenya.

TABLE 18

Correlation for Social Learning and Organizational Performance

Correlations

		Organizational Performance	Social Learning
Organizational Performance	Pearson Correlation	1	.364**
	Sig. (2-tailed)		.000
	N	95	95
Social Learning	Pearson Correlation	.364**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

Source: Survey Data (2025)

4.6.3 Correlation analysis for feedback loops and organizational performance

The correlation coefficient of feedback loop was 0.483 as indicated in Table 19. This indicates that there existed a positive relationship between feedback loop and organizational performance and this relationship was significant, r=0.483, p= 0.000. It means that feedback loop played a moderate role in organizational performance of NGOs in Kenya.

TABLE 19

Correlation for Feedback Loop and Organizational Performance

Correlations

		Feedback Loop	Organizational Performance
Feedback Loop	Pearson Correlation	1	.483**
	Sig. (2-tailed)		.000
	N	95	95
Organizational Performance	Pearson Correlation	.483**	1

	Sig. (2-tailed)	.000	
	N	95	95

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

Source: Survey Data (2025)

4.6.4 Correlation analysis for version control and organizational performance

The correlation coefficient of version control was 0.189 as indicated in Table 20. This indicates that there existed a positive relationship between version control and organizational performance and this relationship was significant, r=0.189, p= 0.047. It means that version control played a weak role in organizational performance of NGOs in Kenya.

TABLE 20

Correlation for Version Control and Organizational Performance

Correlations

		Organizational Performance	Version Control
Organizational Performance	Pearson Correlation	1	.189
	Sig. (2-tailed)		.047
	N	95	95
Version Control	Pearson Correlation	.189	1
	Sig. (2-tailed)	.067	
	N	95	95

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

Source: Survey Data (2025)

4.7 Regression Analysis

The regression analysis is used to show the relationship between a study's independent and dependent variables. In this study, a regression analysis was conducted to determine the strength of the relationship between independent variables (peer networks, social learning, feedback loop and version control) and the dependent variable (organizational performance).

TABLE 21

Model Summary for Independent variables and Dependent variable (Organizational Performance)

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.739[a]	.546	.526	.26848	.546	27.109	4	90	.000	

a. Predictors: (Constant), Version Control, Social Learning, Peer Network, Feedback Loop

b. Dependent Variable: Organizational Performance

From Table 21 above, the regression model examining the relationship between knowledge sharing practices and organizational performance demonstrated strong explanatory power. The coefficient of determination ($R^2 = 0.546$) revealed that 54.6% of the variance in organizational performance can be attributed to the combined effect of peer networks, social learning, feedback loops and version control practices. The adjusted R^2 value of 0.526, which corrects for the number of predictors in the model, maintained this strong explanatory power. These findings align with Kimile and Bulitia (2020), who reported that knowledge-sharing practices accounted for 51% of performance variation in Kenyan non-profit organizations, emphasizing that communication, collaboration and learning are strong drivers of performance.

TABLE 22

ANOVA Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.816	4	1.954	27.109	.000[b]
	Residual	6.487	90	.072		
	Total	14.303	94			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Version Control, Social Learning, Peer Network, Feedback Loop

The Analysis of Variation (ANOVA) was applied to see whether variations in the study's independent variables (peer networks, social learning, feedback loop and version control) could explain the dependent variable (organizational performance) differences. The overall model was statistically significant ($F = 27.109$, $p < .000$) as shown in Table 22 above, confirming that knowledge sharing practices collectively have a substantial impact on organizational performance in Kenyan NGOs. This finding is consistent with Ramakrishna, Solomon and Smitha (2024) claims in the literature that KS acts as a strategic facilitator of organizational success.

TABLE 23

Regression Coefficient Results

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	.460	.300		1.532	.129
Peer Network	.189	.039	.343	4.808	.000
Social Learning	.204	.039	.369	5.172	.000
Feedback Loop	.286	.041	.495	6.934	.000
Version Control	.121	.039	.218	3.065	.003

a. Dependent Variable: Organizational Performance

Source: Survey Data (2025)

The effect of the independent variables (Peer Networks, Social Learning, Feedback Loops, and Version Control) on the dependent variable (Organization Performance) was tested using the coefficients. The t-tests show the association among the independent variables and the dependent variable. A t-test value of greater than 1.96 suggests that the relationships between the variables are strong whereas a significance value of less than 0.05 suggests that the relationships between the variables are strong. Table 23 indicates that all the four knowledge

sharing practices had t-tests greater than 1.96 and significant p-values below 0.05 and hence high degree of positive relationship with organizational performance.

Peer Networks has a t-test of 4.808 with a p-value of .000, Social Learning has a t-test of 5.172 with a p-value of .000, Feedback Loops has a t-test of 6.934 with a p-value of .000 and Version Control has a t-test of 3.065 with a p-value of .003. The p-values were all under the 0.05 mark, proving that the significance and positive influence of each knowledge sharing practice on the organizational performance in the Kenyan NGOs are all significant.

The standardized coefficients (Beta) in Table 4.18 show that that Feedback Loops ($\beta = 0.495$) had the strongest effect meaning that continuous feedback and adaptive communication substantially enhance NGO effectiveness. This is in line with Thumbi et al. (2025), KS practices such as feedback loops are applied by the public sector in Kenya to upskill employees and realign with the changing organizational demands, and thus enhance performance. Likewise, Sangeetha (2024) observed that NGOs using digital tools for systematic feedback showed quantifiable decreases in repetitive manual activities and faster decision-making times, directly improving organizational outcomes. Further, the result highlights the intense need of the unending two-way communication in organizational learning and enrichment. The Communication Theory, especially the development of the linear model proposed by Shannon (1948) into the contemporary participatory models, which focus on dialogue and adaptation, supports this finding well.

Social Learning followed with standardized coefficient ($\beta = 0.369$) demonstrating that it had a significant positive effect, highlighting the value of informal learning and peer-based knowledge transfer. This finding supports Mercieca (2025), who found that informal knowledge-sharing activities such as peer networks unite people to learn and share knowledge together, enhancing collaborative problem-solving. Likewise, the Council of Governors

(2022) in Kenya emphasized that inter-county social learning forums are effective tools for policy innovation and institutional change, which improves the performance of county governments. This observation also strongly resonates with the Social Learning Theory by Bandura (1971) that emphasizes learning through observation, imitation and modeling within a social setting. These results are further in line with the empirical efforts of Keerthirathne (2020) and Saleem et al. (2021), who have observed that social learning is more effective in capturing tacit knowledge and promoting real-time innovation, as opposed to top-down, formal training

Peer Networks followed with a standardized coefficient ($\beta = 0.343$) which was also significant. Confirming that networking and peer collaboration promote the exchange of tacit knowledge and best practices. This finding supports with Kimani, Ocholla and Jiyane (2025), who established that for NGOs in Kenya, peer networks must be adaptable and simple to use in order to ensure consistent implementation and knowledge retention, which directly influences performance. Also, it is consistent with the Knowledge-Based Theory (KBT) and the work of scholars like Nonaka and Takeuchi (2021), who assume that the socialization (the sharing of tacit knowledge through shared experiences) is a core mechanism for knowledge creation. However, this result offers a nuanced perspective when compared to the challenges noted by Kabera and Kinyua (2022), who found that peer networks in some Kenyan NGOs can suffer from issues like groupthink and exclusion, potentially limiting their effectiveness. The positive finding in this study suggests that the sampled INGOs have more mature and effectively managed peer networks.

Lastly, Version Control ($\beta = 0.218$) though the weakest predictor, still exhibited a positive and significant influence. This implies that maintaining accurate documentation and revision tracking supports institutional memory and operational consistency. The result provides

empirical support for the theoretical definition by Alex (2025), who states version control is a technique that allows collaboration and reversion to previous versions as needed. However, its weaker impact starkly contrasts with studies in technology-intensive sectors but aligns with the contextual challenges within the Kenyan NGO sector identified by Gatiti (2021) and the World Bank Group Kenya Report (2021), who reported that infrastructure constraints and differences in digital literacy lead to unequal access and underuse of digital tools, thereby curtailing their potential impact on performance.

The multiple regression model was expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y is the dependent variable (Organizational Performance),

β0 is the regression coefficient/constant/Y-intercept,

β1, β2, β3, and β4 are the coefficients of the linear regression equation.

X1: Peer networks

X2: Social learning

X3: Feedback loops

X4: Version control

ε: is an error term

$$Y=0.460 + 0.189X_1 + 0.204X_2 + 0.286X_3 + 0.121X_4 + \varepsilon$$

4.8 Qualitative Analysis

This section presents the findings from the open-ended question in the survey, which asked: *"What other practice of information sharing do you believe has a major impact on organizational performance but was not covered in our study?"* A total of 43 respondents from

ICIPE, The Boma Project, and World Vision Kenya provided written responses and the organizations were coded as below.

TABLE 24

Organization Coding Prefix

Organization	Organization Code Prefix
ICIPE	ICI_
The Boma Project	THE_
World Vision Kenya	WV_

Thematic analysis of the responses provided further information on the knowledge sharing behaviours that employees themselves consider essential to its performance. The implication of this qualitative data is that it provides the lived experience and unsatisfied needs of the staff and demonstrates what is perceived to be a gap and opportunity in the already existing organizational knowledge-sharing ecosystems that might not have been identified through the structured survey questions.

In summary, respondents proposed a wide array of formal and informal practices. The analysis revealed five major themes: Structured mentorship and peer learning, centralized digital knowledge systems, innovation and idea showcasing platforms, enhanced feedback and communication channels and digital literacy and capacity building. These themes highlight a clear desire for more structured, accessible and recognized ways to share tacit knowledge and innovate collectively.

4.8.1 Structured mentorship and peer learning

The most apparent one was that of formalized structures that would help in direct knowledge transfer between the experienced and junior staff. Respondents saw this as important in fast-tracking the onboarding process, gaining confidence, and enhancing innovation. For instance, find the respondent statements captured below.

TABLE 25

Responded Statements – Structured mentorship and peer learning

Respondent Code	Organization	Statement

WV_3	World Vision Kenya	“One impactful practice not covered is mentorship and peer-to-peer learning. Through structured or informal mentoring, employees transfer tacit knowledge, build confidence, and foster innovation. This strengthens collaboration, accelerates problem-solving and directly enhances organizational performance.”
ICI_04	ICIPE	“Establishing mentorship clubs where new hires are paired with long-serving staff could accelerate on boarding."
THE_09	The Boma Project	“Mentorship and peer learning sessions should be formalized with measurable goals and outcomes.”

The collective view was that structured peer learning is a powerful mechanism for breaking down silos and sustaining organizational knowledge.

4.8.2 Centralized digital knowledge systems

A strong recurring suggestion was the development of a single, accessible digital repository for institutional knowledge. Respondents viewed this as a vital solution to information loss, duplication of effort, and the erosion of institutional memory. Multiple respondents from ICIPE

and The Boma Project specifically proposed the creation of a central portal. For example, Table 4.21 captures the responses regarding centralized digital knowledge systems, which indicated that they ensured critical knowledge is preserved and made accessible to all staff.

TABLE 26

Responded Statements – Centralized digital management system

Respondent Code	Organization	Statement
ICI_05	ICIPE	"An internal knowledge-sharing portal should be developed for storing project documentation and best practices."
ICI_09	ICIPE	"Internal knowledge-sharing portal should be developed."
THE_15	The Boma Project	"An internal knowledge-sharing portal should be created so that they can store project documentation and best practices."
ICI_15	ICIPE	"Providing a centralized digital workspace for shared documents will reduce information loss."

4.8.3 Innovation and idea showcasing platforms

Respondents expressed a strong desire for dedicated forums to share, celebrate, and refine new ideas. These proposed platforms were seen as a way to move innovation from an informal activity to a core part of the organizational culture, as indicated below.

TABLE 27

Responded Statements – Innovation and idea showcasing platforms

Respondent Code	Organization	Statement
ICI_10	ICIPE	"Quarterly innovation fairs can provide a platform for staff to showcase ideas and best practices."
THE_13	The Boma Project	"Innovation platform should be developed for staff to showcase ideas."
ICI_08	ICIPE	"Establishing a digital idea box would help employees share suggestions and innovations easily."

These initiatives were believed to motivate staff, promote collaboration and increase the visibility of innovative practices across the organization.

4.8.4 Enhanced feedback and communication channels

This theme encompasses the need for more responsive, open and inclusive mechanisms for feedback. Respondents highlighted the importance of integrating feedback into regular workflows to enhance adaptability and learning as shown in the Table 28.

TABLE 28

Responded Statements – Enhanced feedback and communication channels

Respondent Code	Organization	Statement
THE_01	The Boma Project	"Integrating customer feedback discussions into team meetings enhances responsiveness and adaptation."
THE_07	The Boma Project	"Holding debrief meetings after each project encourages reflection and process improvement."
THE_05	The Boma Project	"Incorporating a suggestion feedback loop through online forms could ensure employees' voices are heard."
THE_14	The Boma Project	"Gathering feedback through online forms could ensure the voices of employees are heard."
ICI_02	ICIPE	"Improved internal communication channels, such as collaborative platforms, are vital for timely feedback."

4.8.5 Digital literacy and capacity building

A critical and pragmatic theme that emerged was the recognition that technological tools are only effective if staff have the capacity to use them. Respondents, as depicted in Table 29, pointed out that the digital divide and skill gaps can severely hinder knowledge-sharing efforts. This theme emphasized that investing in digital skills is a foundational prerequisite for the success of any digital knowledge management system.

TABLE 29

Responded Statements – Digital literacy and capacity building

Respondent Code	Organization	Statement
THE_02	The Boma Project	"Digital literacy training is essential to bridge knowledge gaps created by technological change."
WV_8	World Vision Kenya	"Digital divide gap is one of the key aspects to consider."

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This chapter shows the conclusion and recommendations resulting from the study on knowledge sharing practices and the performance of non-governmental organizations in Kenya. It provides draws conclusions based on the research objectives and offers practical recommendations for NGO management, policy bodies and future research.

5.1 Conclusion

In this study, one of the overall conclusion is that the performance and impact of Non-Governmental Organizations in Kenya are directly dependent on the maturity of their knowledge-sharing practices. The study clearly shows that the issues of peer networks, social learning, feedback loops, and version control are not just the operational tools but rather strategic imperatives that serve as a combination of factors that lead to organizational effectiveness.

The findings show that there was a definite order of influence of these practices with feedback loops being the most important and which constitute the backbone of organizational learning, organizational accountability, and adaptability management practices. Without the systematic reflection and dialogue championed by respondents, even the best-intentioned programs are prone to inefficiency. Moreover, social and collaborative practices are powerful performance stimulants. Peer networks and social learning are central to innovation, staff development and building the trust necessary for tackling complex socio-economic challenges. On the other hand, the paper concludes that practices that are facilitated by technology such as version control are not adequately utilized their potential is not capped by its insignificance, rather by the gap holes in digital infrastructure and lack of literacy in the sector.

The main finding is that these four practices are mutually involved. A strong peer network enhances social learning; effective social learning generates more insightful feedback; and a

functional version control system preserves the valuable institutional knowledge derived from these processes. Therefore, a bit by bit strategy on reinforcing these practices would produce a minimal output. The call to the Kenyan NGOs would be to implement a comprehensive, combined approach to knowledge sharing as one of their core strategic objectives rather than a support activity towards performance, sustainability and maximization of developmental processes.

5.2 Recommendations

In order to be able to turn those conclusions into actionable strategies, the following multi-level suggestions are proposed:

5.2.1 Policy recommendations

This study recommends that the Kenya National Council of NGOs (NCN) takes a leading role in developing a National Knowledge Management Framework to institutionalize best practices in peer networking, social learning, and feedback mechanisms across the sector. Furthermore, it is recommended that donors and funding agencies incentivize collaborative learning by amending grant requirements to support investments in knowledge management infrastructure and cross-organizational learning programs, thereby fostering a culture of collective innovation. Finally, policymakers should champion digital inclusion by advocating for affordable technology and supporting tailored digital literacy initiatives for NGOs to directly address the digital divide that hinders the effective adoption of collaborative technologies.

5.2.2 Institutional recommendations

For individual organizations, this study recommends the formalization and resourcing of knowledge-sharing structures, such as mentorship programs and communities of practice, by supporting them with dedicated budgets and staff time to transition them from ad-hoc activities

to core organizational processes. It is further recommended that institutions implement an integrated digital knowledge platform that is centralized, user-friendly system for document management, collaborative workspaces and feedback tools to preserve institutional memory and streamline collaboration. Additionally, management should embed a culture of continuous learning by integrating structured feedback loops, including after-action reviews and real-time beneficiary feedback systems, as mandatory components throughout all phases of the project lifecycle.

5.2.3 Recommendations for Further Studies

This study recommends that future research expands its scope by exploring knowledge-sharing dynamics within local NGOs and Community-Based Organizations (CBOs) to enable a comparative analysis with the findings from International NGOs. It is also recommended that scholars conduct longitudinal studies to track organizational performance before and after implementing structured knowledge management interventions, thereby providing more robust, causal evidence of its impact. Further research should also explore the influence of key moderating variables, such as organizational leadership style, size, and funding structure, on the relationship between knowledge sharing and performance to develop a more nuanced understanding of the contextual factors at play.

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APPENDICES

Appendix I: Introductory Letter

Bernard O. Babu

P. O Box 50816-00200

Nairobi, Kenya.

Dear Respondent,

REF: RESEARCH DATA COLLECTION REQUEST

I am a KCA University Master of Science student. I am researching knowledge-sharing practices and performance of non-governmental organizations in Kenya as part of my MSc in Knowledge Management and Innovation requirements.

Your organization is the sample NGO among International NGOs operating in Kenya. You have been chosen as a respondent for this study as a result. I kindly ask that you fill out the research survey. Your answers will be kept completely private, and the study is being done just for educational purposes. You are requested to respond to the questions in Sections 1–4. Your candid responses will be much appreciated. Upon request, the investigation's findings will be made available.

Yours faithfully,

Bernard O. Babu

Reg: 24/00031

Appendix II: Questionnaire

Dear Respondent,

As a guide, please check (√) the box that most closely reflects your response to each question in order to provide an honest and thorough response.

NOTE: This data was handled with the highest confidentially and utilized exclusively for scholarly reasons.

: No personal data/identifier will be collected.

KNOWLEDGE SHARING PRACTICES AND ORGANIZATIONAL PERFORMANCE QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1. **Name of your organization:** _____
2. **Your Department:** _____
3. **Your Role/Position:** _____
4. **Age group:**

Under 30 year's ☐

30 to 45 years ☐

46 years and above ☐

5. **Highest education level attained:**

Diploma or Certificate ☐

Bachelor's Degree ☐

Postgraduate Degree ☐

6. **Gender:**

Male ☐

Female ☐

SECTION B: PEER NETWORKS PRACTICES

To what extent do the following knowledge sharing practices exist in your organization? Please indicate your level of agreement with each statement using the scale below:

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

B	PEER NETWORKS	1	2	3	4	5
Peer Learning Sessions						
PNPL1	Regular peer learning sessions are organized for employees to share experiences					
PNPL2	Staff are encouraged to participate in peer-to-peer knowledge exchange					
PNPL3	Peer learning sessions are well-structured and productive					
PNPL4	Knowledge gained from peer sessions is applied in daily work					
Internal Workshops and Training						
PNIW1	Internal workshops are regularly conducted to share best practices					
PNIW2	Training sessions effectively transfer knowledge between departments					
PNIW3	Workshop content is relevant to our organizational needs					

B	PEER NETWORKS	1	2	3	4	5
PNIW4	Employees actively participate in internal training programs					
	After-Action Reviews					
PNAR1	After-action reviews are conducted after major projects					
PNAR2	Lessons from project reviews are documented and shared					
PNAR3	Review findings lead to improvements in future projects					
PNAR4	All team members participate in project debriefings					
	Mentoring Programs					
PNMP1	Formal mentoring programs exist in our organization					
PNMP2	Mentors provide valuable guidance and knowledge transfer					
PNMP3	Mentoring relationships are effectively monitored					
PNMP4	Mentoring contributes to staff development					

SECTION C: SOCIAL LEARNING PRACTICES

Please indicate your level of agreement with each statement:

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

C	SOCIAL LEARNING	1	2	3	4	5
Lunch and Learn Sessions						
SLLL1	Informal learning sessions (lunch and learns) are encouraged					
SLLL2	These sessions provide valuable learning opportunities					
SLLL3	Knowledge from informal sessions is practically applicable					
SLLL4	Management supports informal learning activities					
Role Swap Sessions						
SLRS1	Opportunities exist for staff to swap different roles					
SLRS2	Role swapping sessions enhance cross-functional knowledge					
SLRS3	Employees are willing to share their expertise with others					
SLRS4	Role swaps lead to improved team capabilities					
Team-building Activities						

C	SOCIAL LEARNING	1	2	3	4	5
SLTB1	Team-building activities incorporate knowledge sharing					
SLTB2	These activities strengthen collaborative learning					
SLTB3	Team-building enhances knowledge transfer among staff					
SLTB4	Learning from team activities is applied in work					
Innovation and Idea Incubators						
SLII1	The organization supports innovation incubators					
SLII2	New ideas are encouraged and developed collectively					
SLII3	Innovation sessions lead to tangible improvements					
SLII4	There are channels to submit and develop new ideas					

SECTION D: FEEDBACK LOOPS

Please indicate your level of agreement with each statement:

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

D	FEEDBACK LOOPS	1	2	3	4	5
One-on-One Check-ins						
FLOO1	Regular one-on-one feedback sessions are conducted					
FLOO2	These sessions provide constructive performance feedback					
FLOO3	Feedback from check-ins leads to performance improvement					
FLOO4	Managers are accessible for individual feedback discussions					
Daily Stand-Up Meetings						
FLDS1	Daily stand-up meetings are effectively used for updates					
FLDS2	These meetings facilitate quick problem-solving					
FLDS3	Knowledge sharing occurs during daily meetings					
FLDS4	Stand-up meetings improve team coordination					
Project Post-Mortem Reviews						
FLPM1	Project post-mortem reviews are systematically conducted					

D	FEEDBACK LOOPS	1	2	3	4	5
FLPM2	Lessons from reviews are incorporated into future work					
FLPM3	All team members contribute to project reviews					
FLPM4	Review findings lead to process improvements					
Customer Feedback Analysis						
FLCF1	Customer feedback is systematically collected and analyzed					
FLCF2	Feedback analysis leads to service improvements					
FLCF3	Customer insights are shared across relevant departments					
FLCF4	Action is taken based on customer feedback					

SECTION E: VERSION CONTROL

Please indicate your level of agreement with each statement:

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

E	VERSION CONTROL	1	2	3	4	5
Change Authorization						
VCCA1	There is a clear process for authorizing document changes					

E	VERSION CONTROL	1	2	3	4	5
VCCA2	Change authorization prevents unauthorized modifications					
VCCA3	The authorization process is efficient and not bureaucratic					
VCCA4	Staff understand and follow change authorization procedures					
Audit Logging						
VCAL1	Document changes are properly logged and tracked					
VCAL2	Audit logs help in tracing document history					
VCAL3	Logging systems are user-friendly and accessible					
VCAL4	Audit trails enhance accountability for changes					
Version Release Management						
VCVR1	New versions of documents are properly managed					
VCVR2	Version control prevents working with outdated documents					
VCVR3	The versioning system is easy to understand and use					

E	VERSION CONTROL	1	2	3	4	5
VCVR4	Version management improves document reliability					
Collaborative Editing Notifications						
VCCN1	Team members are notified of document edits in real-time					
VCCN2	Notifications prevent conflicting changes to documents					
VCCN3	The notification system is effective and timely					
VCCN4	Collaborative editing enhances team productivity					

SECTION F: ORGANIZATIONAL PERFORMANCE

To what extent do you agree with the following statements about your organization's performance?

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

F	ORGANIZATIONAL PERFORMANCE	1	2	3	4	5
Program Completion & Impact						
OPPC1	Our organization consistently completes programs on time					

F	ORGANIZATIONAL PERFORMANCE	1	2	3	4	5
OPPC2	Program objectives are fully achieved as planned					
OPPC3	Our programs significantly benefit the target communities					
OPPC4	Program outcomes align with our organizational mission					
	Donor Relations					
OPDR1	Our organization maintains strong relationships with donors					
OPDR2	Donors continue to fund our programs over multiple cycles					
OPDR3	We effectively meet donor reporting requirements					
OPDR4	Donor satisfaction with our work is high					
	Beneficiary Satisfaction					
OPBS1	Beneficiaries are satisfied with our services					
OPBS2	We regularly collect and act on beneficiary feedback					
OPBS3	Our services meet the real needs of beneficiaries					

F	ORGANIZATIONAL PERFORMANCE	1	2	3	4	5
OPBS4	Beneficiary communities show improved well-being					
Staff Retention & Development						
OPSR1	Our organization retains staff for long periods					
OPSR2	Employee turnover is low in our organization					
OPSR3	Staff are satisfied with their career development opportunities					
OPSR4	Our organization invests in staff capacity building					

SECTION G: OPEN-ENDED QUESTION (OPTIONAL)

Knowledge sharing practices include formal and informal events and tools that influence exchange of information and expertise between employees in order to enhance organization performance. In view of this, what other practice of information sharing do you believe has a major impact on organizational performance but was not covered in our study? Please give a brief explanation of their influence.

Thank you for your participation

Appendix III: Time Schedule for Research

Timeline	February 2025	March 2025	April 2025	May 2025	June 2025	July 2025	August 2025	September 2025
Proposal Development								
Proposal Presentation & Submission								
Data Collection & Data Entry								
Data Analysis & Dissertation Writing								
Dissertation Defense								

Appendix IV: Budget

Item	Description	Units	Unit Cost (KES)	Total Cost (KES)
Communication	Phone Calls	Post Paid-4 months	-	4,000.00
Internet	Research	4 months	-	8,000.00
Compensation of a Research Assistance	Research Assistance to aide Data Collection & Data Entry	15 Working Days	500/Day	7,500.00
Online Form	Online Questionnaire	-	-	-
Miscellaneous	-	-	-	-
Grand Total				19,500.00

Appendix V: List of Compliant NGOs in Kenya

No.	NGO Name	Category	County
1	GiveDirectly Kenya	Humanitarian	Nairobi
2	Compassion International Kenya	Humanitarian	Nairobi
3	AMREF Health Africa in Kenya	Humanitarian	Nairobi
4	Catholic Relief Services	Humanitarian	Nairobi
5	ICIPE	Research	Nairobi
6	The African Academy of Sciences (AAS)	Science, Technology & Innovation (STI)	Nairobi
7	Médecins Sans Frontières	Humanitarian	Nairobi
8	Lay Volunteers International Association	Humanitarian	Nairobi
9	Childfund Kenya	Humanitarian	Nairobi
10	The BOMA Project Kenya	Development	Nairobi

Source: NGO Bureau 2024