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Department of Business Administration

THE MEDIATING ROLE OF ORGANIZATIONAL INNOVATIVENESS ON THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT PRACTICES AND ORGANIZATION PERFORMANCE.

Master Thesis

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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SUMMARY

The variations in the business environment and the upsurge in competition have led organizations to emphasis critically on refining their organizational performance in order to achieve a maintainable competitive advantage by relying on keeping stride with these changes and developing their innovation competence to meet their customers' desires. The research study aimed to examine the relationship between knowledge management, organizational innovativeness, and organizational performance. The study also suggests that organizations should emphasis on developing innovative strategies to improve their performance. The study employs a descriptive research design. The target population for the current study was comprise the owners, middle managers, and senior managers of the 100 micro, small, and medium-sized businesses in Puntland, Somalia as at October,2023. The study employed primary data. Primary data collected using structured questionnaire. The study proposes a model that examines the mediating role of organizational innovativeness in the relationship between knowledge management and organizational performance. A descriptive statistic was conducted to explain the population characteristics for easy understanding and interpretations. Data was analyzed using a SPSS by calculating the mean and the variance. Besides, the study employed Andrew F. Haye's regression analysis to establish the strength and direction of the relationship between independent variables, dependent variable, and the mediating role the mediator variable. The study findings showed a positive and significant impact of organizational innovativeness on the relationship between knowledge management and organizational performance. The study concludes that knowledge management practices are important in determining organizational performance and organizational innovativeness is statistically important in influencing the performance of organizations.

Key words: knowledge management practices, organizational innovativeness, organizational performance

ÖZET

İş ortamındaki değişimler ve rekabetteki artış, kuruluşların bu değişimlere ayak uydurarak ve müşterilerinin isteklerini karşılamak için inovasyon yetkinliklerini geliştirerek sürdürülebilir bir rekabet avantajı elde etmek için örgütsel performanslarını iyileştirmeye ciddi bir şekilde önem vermelerine neden olmuştur. Araştırma çalışması bilgi yönetimi, örgütsel yenilikçilik ve örgütsel performans arasındaki ilişkiyi incelemeyi amaçlamıştır. Çalışma ayrıca, kuruluşların performanslarını artırmak için yenilikçi stratejiler geliştirmeye önem vermeleri gerektiğini önermektedir. Çalışmada betimsel bir araştırma tasarımı kullanılmıştır. Mevcut çalışmanın hedef kitlesi, Ekim 2023 itibariyle Somali, Puntland'daki 100 mikro, küçük ve orta ölçekli işletmenin sahipleri, orta düzey yöneticileri ve üst düzey yöneticilerinden oluşmaktadır. Çalışmada birincil veriler kullanılmıştır. Birincil veriler yapılandırılmış anket kullanılarak toplanmıştır. Çalışma, bilgi yönetimi ve örgütsel performans arasındaki ilişkide örgütsel yenilikçiliğin aracılık rolünü inceleyen bir model önermektedir. Kolay anlaşılması ve yorumlanması amacıyla evren özelliklerini açıklamak için tanımlayıcı bir istatistik yapılmıştır. Veriler SPSS kullanılarak ortalama ve varyans hesaplanarak analiz edilmiştir. Ayrıca, çalışmada bağımsız değişkenler, bağımlı değişken ve aracı değişken arasındaki ilişkinin gücünü ve yönünü belirlemek için Andrew F. Haye'nin regresyon analizi kullanılmıştır. Çalışma bulguları, örgütsel yenilikçiliğin bilgi yönetimi ve örgütsel performans arasındaki ilişki üzerinde pozitif ve anlamlı bir etkisi olduğunu göstermiştir. Çalışma, bilgi yönetimi uygulamalarının örgütsel performansı belirlemede önemli olduğu ve örgütsel yenilikçiliğin örgütlerin performansını etkilemede istatistiksel olarak önemli olduğu sonucuna varmıştır.

Anahtar kelimeler: bilgi yönetimi uygulamaları, örgütsel yenilikçilik, örgütsel performans

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ABBREVIATIONS

AI	:	Artificial intelligence
BSC	:	Balance scored card
CSFs	:	Critical success factors
GII	:	Global Innovation Index
KM	:	Knowledge management
OI	:	Organizational innovativeness
OP	:	Organization performance
PLS-SEM	:	Partial Least Squares Structural Equation Modeling
SMART	:	specific, measurable, achievable, relevant, and time-bound
SMEs	:	Small and medium enterprises
SPSS	:	Statistical Package for Social Sciences

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PREFACE

In this research the author investigates the mediating role of organizational innovativeness on the relationship between knowledge management practices and organization performance.

The main objective of this study was to investigate the influence of knowledge management practices on organizational performance through the mediating variable of organizational innovativeness. The study aimed at exploring the relationship between knowledge management, organizational innovativeness, and organizational performance. The study sought to show how organizational innovativeness impacts the association between knowledge management and organizational performance. The first objective sought to measure the effect of knowledge management practices, on organizational performance among corporate organizations Puntland in Somalia.

INTRODUCTION

In order to optimize organizational outcomes, the management innovations and technological innovations generally termed as organizational innovation systems of an organization should be consorted with changes in the managerial system (Roberts and Amit 2003). In this vein the literature on management shows that concurrent modifications to administrative procedures and organizational structure are necessary for the effective implementation of new technology initiatives in companies (Thompson 1967). Empirically, it has been noted that companies implementing management innovation have done so concurrently with implementing technology innovation. According to Battisti and Stoneman (2010), companies that implemented novel approaches in management, organization, strategy, and marketing also modified their production methods and products. (Schmidt and Rammer 2007), in their study non-technological and technological innovation. Indicated that both managerial (non-technological) innovation like introduction of new products complement and praise technological innovations like introduction of new processes. They highlighted that determinants of a firm's tendency to introduce technological and non-technological innovations are very similar and that both types are closely related.

Organizational and technological changes are simultaneously brought about by process innovators' innovation efforts (Gopalakrishnan and Damanpour 1997; Reichstein and Salter 2006). These changes are a little hazy and challenging to distinguish between (Edquist et al. 2001; Ettlie and Reza 1992; Womack et al. 1990). Technological process innovation and organizational process innovation are two separate but linked activities that fall under the umbrella of process innovation according to Edquist et al. (2001). New components utilized in the manufacturing process, such as IT equipment, industrial robots, processing machines, and intermediary items, are known as technological process innovations. Organizational process innovations are new ways to organize business activities and have no technological elements but rather function via the co-ordination of human resources and work practices, as occurs, for example, in just-in-time production, total quality management or lean production.

CHAPTER ONE
INTRODUCTION

This chapter provides general explanations of what researcher will discuss in this research the chapter includes background of the study, problem statement, research objectives, research hypothesises, significance of the study and limitations of the study.

1. Background of the study

1.1.1 Knowledge management

Empirical research posits the process of locating, producing, gathering, organizing, storing, disseminating, and efficiently using knowledge and information within a community or organization is known as knowledge management (KM). It involves managing knowledge resources such as people's expertise, intellectual property, and databases to facilitate learning, collaboration, and innovation as reported by Girard& Girard(2015). The goal of Knowledge Management (KM) is to allow organizations to make improved utilize of their knowledge resources by safeguarding that knowledge is properly captured and shared and by facilitating the creation of new knowledge through collaboration and knowledge-creation activities.

Fernanda & Salwa (2018) in their paper, 'literature review of knowledge management: History, concept, and process', described knowledge management as the management of intellectual property owned by members of the organization that can be used for reaching competitive advantage for the organization. The study highlights the importance of knowledge management in an organization's ability to compete effectively with other organizations in the similar space of operation.

Firestone& McElroy (2005) in their study "Defining knowledge management: Knowledge management or not knowledge management? That is the question", reasoned that only organizations with good structured strategy, tightly controlled criteria and clear definitions of knowledge and information, will constitute true knowledge management. Knowledge management results in better quality solutions and decisions by enhancing knowledge processing within an organization.

According to Deloitte's global human capital trends study, knowledge management is one of the top three issues influencing company success. However, only 9% of surveyed organizations feel ready to address it. The transfer of knowledge has become even more essential as COVID-

19 scattered staff among homes and different work sites. The appeal of knowledge management has expanded beyond the original support audience with 44% of responses coming from customer success and 13% from professional services**.** This is in agreement with (Jackson, Shen,Nikolic, & Xia2020) in their study Managerial factors that influence the success of knowledge management systems: A systematic literature review.

1.1.2 Organizational Innovativeness

Organizational innovativeness is a concept that has been studied extensively in literature. According to North & Kumta (2018), an innovative organization is defined as one that is intelligent and creative, capable of learning effectively, and creating new knowledge. Organizational innovation emphasizes ideas that are knowledge-based and behavior are transformative. It looks at how new ideas and behaviors are depicted in a given organization and they serve to positively impact the organization.

According Damanpour(2017),The study of innovation in commercial and governmental organizations is known as organizational innovation. These investigations are multifaceted, complex, and context specific. They look at the internal and external factors that drive innovation, the methods used by businesses to carry out the process, and the ways that innovation alters the behavior and results of organizations.

Lam (2011) defined innovative organizations as intelligent and creative entities that are capable of learning effectively and creating new knowledge. They are characterized by ability to adopt to new changes and have capacity to generate new ideas. Lam discussed that these innovations are intricate ideas that have an advantage over ideas like technology, creativity and change. It encompasses organizational activities and mechanisms for the creation (generation) and application (adoption) of new technological or non-technological ideas and practices across their value chain.

Demircioglu, (2016). Organizational Innovation in: Farazmand, A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance defines organizational innovation as an idea, a new product, a new method, a new service, a new process, a new technology, or a new strategy adopted by an organization, the introduction of something new to an organization. The study focused on organizational innovation as an essential aspect for an organization to succeed. It helps an organization to adapt to the changing environment and thrive in today’s comparative land scape.

Globally according to Global Innovation Index by Dašić, Dašić, Antanasković, &Pavićević, (2020) on Statistical analysis and modeling of global innovation index (GII) of Serbia. In New Technologies, Development and Application III 6 (pp. 515-521). Springer International Publishing. (GII), A well-known yearly report that evaluates innovation performance conducted a survey on the innovation indices of over 132 economies, emphasizing the advantages and disadvantages of innovation. About 80 indicators made up the GII, which included evaluations of each economy's infrastructure, political climate, educational system, and capacity for knowledge generation. Benchmarking progress against economies in the same income group and keeping an eye on organizational performance were made easier by the many measures provided by the GII.

The Global Innovation Index by Oturakci,(2023).Keeping an eye on global innovation trends amidst an uncertain economic landscape resulted in a report that ranked the world's most innovative economies of the year, narrowing the field to the top 100 science and technology innovation clusters out of 132 economies. For the twelfth consecutive year, Switzerland was named the world's most innovative economy in 2022. The US, Sweden, the UK, and the Netherlands were the next most inventive economies. China is getting close to the top 10, while India and Turkey make their maiden appearances in the top 40.

1.1.3 Organizational performance

Organizational performance denotes to the degree to which an organization realizes its purposes and finalizes its daily functions. It's a wide field that addresses what an organization can and does in its interactions with different constituencies. Bettati& Beckenbauer (2023). Ten major transitions that organizations confront today are outlined in their report "The State of Organizations 2023," along with suggestions for how to address them. Finding the ideal mix between in-person and remote work is one of those changes. Others include a persistent mismatch in the job market and a decrease in the mental health of workers. Others, like growing competence and developing effective leadership, are ongoing organizational challenges that have proven to be more perplexing in the current climate and hence more crucial to get right.

Richards, S. (2023) in his article people and organizational performance, provides intuitions on the deviations that matter most for the challenges and opportunities ahead. The article

discusses how middle managers can drive the success of organizations, but first they need the skills to succeed. The article also discusses the ten most significant shifts facing organizations today i.e., increasing speed, strengthening resilience, the new balance of in-person and remote work, making way for applied AI, closing the capability chasm, making meaningful progress on diversity, equity, and inclusion among others. these shifts have greatly affected the way organisations perform. The organizations that have worked on the shifts have emerged more resilient and productive and in the end they perform better.

Tahir, S. (2020) did a study about organizational performance: what it is and how to measure and improve it. The finding of the report summarized the existing evidence about the financial, social, psychological, and operational aspects of organizational performance that needs to be highlighted in order to arrive at a comprehensive definition and introduce interventions for improvement.

Literature reviews have defined organization performance as how well an organization is doing and how much of its daily tasks and set objectives it successfully completes. It's a process that involves evaluating and improving an organization's wellbeing by identifying the areas of opportunity for improvement and providing insights regarding current employees' capabilities and skills. Measuring an organization's performance involves comparing its actual outputs or results with the intended ones.

Researchers have considered that the definition of organizational performance should take into account all events that take place in different units and the different interests of those involved where they have listed some factors affecting organizational performance to include stress, organizational design, and task environment. Organizational Performance should be reviewed regularly since it serves two purposes: an accurate and actionable evaluation of performance, and then development of that person's skills in line with job tasks.

1.2 problem statement

In these 21st century, many organization's expectations are to operate at their optimal best (Ślusarczyk 2018; Thames and Schaefer 2019) due to: One, the advancement in knowledge management, a discipline that involves collecting, storing, distributing and using knowledge within the organization to operate effectively and efficiently by managing People, Process,

Technology, Strategies well. Carneiro (2000) indicated in his paper that knowledge management is a key factor in the organization's performance in that it deals with different resources that can aid decision makers in many ways. The study agreed with (Keen, 1991). Two, Technological advancement is at its best a sure indicator for better organizational operations and performance. Economists widely agree that technological advancement is a major driver to economic growth and a potential to enhance productivity which in general affects organizational performance (Broughel& Thierer 2019).

In reality, many organizations are pushing to cut for themselves a market share in the global competitive environment. Due to the nature of their small-scale sizes, many of them are faced with technologicalissues, ambiguity, complexity and challenging situations in business processes which requires the organizations to change in the same effect with the situations but many a times they are not able to cope with the changes due to intensive economic pressure and competitive environment(Acs and Preston 1997; Dobrovič et al. 2018).Research have found that an organization's competitive advantage and core competency are crucial for providing valuable products or services to customers, thereby giving the organization a better competitive advantage position in the market (Lee & Jong, 2022).On this backdrop organizations are trying to probe on different ways to enhance their core competencies with a view of gaining competitive advantage. Camison, and Lopez, (2018) in their study indicated that when the environment is very intensive and competitive, organizations are forced to be innovative and advance themselves technologically in order to keep themselves up to dated and knowledgeable about the organizational environment in which they are operating.

It's on this basis the study is seeking to investigate whether those organisations that have advance themselves through adopting the knowledge management approaches and incorporated organizational and technological innovativeness in their operating strategies have been able to experience the much-expected organisational transformational performance.

1.3 Research Objectives

The purpose of this study is to investigate the influence of knowledge management practices on organizational performance through the mediating variable of organizational innovativeness. The study aims to explore the relationship between knowledge management, organizational innovativeness and organizational performance. The study will seek to show how

organizational innovativeness impacts the association between knowledge management and organizational performance.

1.3.1 General objective

To investigate the influence of knowledge management practiceson organisational performance through the mediating variable of organizational innovativeness.

1.3.2 Specific objectives

- To measure the effect of knowledge management practices, on organizational performance among corporate organizations Puntland in Somalia.
- To test the hypothesis that knowledge management practices as positive effect on organizational innovativeness.
- To examine the mediating role of organisational innovativeness in the relationship between knowledge management and organizational performance.
- To compare the effect of knowledge management practices and organizational innovativeness on organizational performance.

1.4 Research hypothesis

1. H0:The knowledge management practices have positive and significant impact on organizational performance.

2. H1: The knowledge management practices have no positive and significant impact on organizational performance.

3. H0: Organizational innovativeness has influence and significancy on organizational performance.

4. H1: Organizational innovativeness has no influence and significancy on organizational performance.

5.H0: Organizational innovativeness has mediating influence on the relationship between knowledge management practices and organizational performance.

6.H1: Organizational innovativeness has no mediating influence on the relationship between knowledge management practices and organizational performance.

1.5 Significance of the study

The findings from the study will be significant to the economy as it will highlight the importance of knowledge management practices in promoting innovation and intellectual capital, this can lead to enhanced organizational performance, which is vital for firms to remain competitive in dynamic business environments.

To policymakers in the various organizations may find these findings significant in modifying the existing policy tools that may guide the organizations knowledge management and innovation policies to spar organizational performance.

Additionally, academicians and researchers may find the findings useful in adding more new empirical evidence and making value addition to scholarly work contribution that broadens the understanding of the effectiveness of the mediating role of Organizational innovativeness on the relationship between knowledge management practices and Organization performance.

This study contributes to the field of Knowledge Management by empirically investigating the impact of Knowledge Management practices on various organizational performance aspects through the mediating role of organizational innovativeness.

1.6 Limitation of the study

The study expected to face a number of limitations, to begin with respondents may hesitant in providing the required information in fear of victimization and bridging company rule on privacy. However, the researcher will mitigate this by providing relevant document that allow the research to carry out the study. The approval letter from the university that explains the study purpose will be provided explaining that the research is purely for academic purposes and that their information will be treated with a lot of confidentiality. The study will employ a questionnaire for data collection. Thus, the researcher may fail to have control over the information given that the data will be filled by the respondents independently. However, this will be mitigated by proper sorting of the questionaries to ensure only well filled will be considered for analysis purposes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers empirical investigations and provides a summary of relevant literature and research on the study variables. The concept of the relationship between knowledge management and Organization performance through the mediating role of Organizational innovativeness is explored. The conceptual framework, assumptions, and knowledge gaps that the study aims to address are also presented in this chapter.

2.2 Theorical review

This section represents the theoretical framework and the theories that the study will be anchored on. The current study will be guided by three theories that is Goal setting theory, Neoclassical theory, and the Morden theory.

2.2.1 Goal setting theory

Goal-setting theory is a motivational and employees engagement tactic theory which states that its importance to set specific and measurable goals in an organization that can improve productivity than setting unclear and complex goals that delay productivity. The theory was developed by Edwin A. Locke in 1968. In his article, “Toward a Theory of Task Motivation and Incentive.” Edwin emphasizes that, setting clear and challenging goals leads to higher levels of motivation and performance. The theory suggests that goals should be specific, measurable, achievable, relevant, and time-bound (SMART). In addition, the goals should be clear, challenging, committal with a good feedback system and less complex. (Locke & Latham, 2019),in their paper development of goal setting theory, have discussed the importance of goal setting for significantly improving the performance of individuals and teams. The study also provides a comprehensive review of the development of goal setting over the past 50 years.

The goal-setting theory has been applied in various fields such as education, sports, and business. It has been found to be effective in improving employee performance and engagement in the workplace, The theory provides clear guidelines on how to set and achieve goals in an effective way and Goal setting improves employee performance by increasing efforts and overall

motivation making his theory useful in this study as it generally impacts on organizational performance.

However, the theory suffers some limitations, in that if there are difficult goals that management and the company are trying to accomplish, performance may fall due to incompatible actions, also More complex and difficult goals may lead to risky behavior in an attempt to accomplish the goals in a timely manner (Locke & Latham, 2019).

2.2.2 Neo-Classical Theory

Neoclassical theory developed by Elton Mayo state that neoclassical is a broad term that refers to different approaches in economics and management that focus on supply and demand, production costs, utility maximization, and income distribution. According to this theory, the organization is a social system, and its performance is affected by human actions. Neoclassical theory emerged in around 1900 to compete with the earlier theories of classical economics. This theory was developed to fill up the gaps and deficiencies in the classical theory. It is concerned with human relations movement. The classical theory laid focuses on physiological and mechanical variables and considered these as the primary determinants of an organization's effectiveness (organizational performance). But when the efficiency of the organization was actually checked, it was found out that despite the positive aspect of these variables, positive response in work behaviour was not aroused. Thus, researchers tried to identify the reasons for the human behaviour at work. As a result, a Neo-classical theory was developed, with a primary emphasis on the individuals inside the organization. The neo-classical scholars used classical theory as the basis for their study and modified some of the principles for the study.

The theory is relevant to the study in that in terms of organizational performance, the neoclassical theory states that the personal, emotional, and social aspects of work are stronger motivators than better pay. The theory recognizes that workers are not just automatons, but individuals with personal, emotional, and social needs and if these virtues of the workers are well taken care of, then the performance the organization will be efficient and effective.

2.2.3 Modern Theory of Management

Organized in the early (1950s) by Henri Fayol and Frederick W. Taylor, the theory states that it is an integration of valuable concepts of the classical models with the social and behavioural sciences. This theory posits that an organization is a system that changes with the change in its environment, both internal and external. This theory recognizes that today's organizations face rapid change and added complexities, with technology serving as both a potential cause and solution for these factors. The modern management theory believes that employees work for numerous reasons, including to achieve satisfaction, happiness and desired lifestyles, and by Inco-operating this theory into the organization's management, the organization stands out to enjoy increased productivity by using mathematical and statistical methods to assess performance within an organization, aided decision-making processes by providing managers with insights into the factors they need to examine and use to evaluate their organization or department, and improve their employee satisfaction by understanding employees' behaviours and needs.

The contemporary theory is distinct from previous sets of organizational theories in that it views the organization as an open system. This indicates that in order for an organization to survive and expand in the market, it must constantly engage with its surroundings. Several elements, including input, transformation, process, output, feedback, and environment, exist since the business uses an open system. Consequently, this theory is not the same as the classical theory, which views the organization as a closed system. The organization is said to be adaptable in nature since it adapts to the changing environment because it is viewed as an open system whose survival and growth are dictated by changes in the environment. Multilevel and multidimensional characteristics of the organization are also covered by the theory. This means it covers both the micro and macro environment of the organization. The macro environment is external to the organization, while the microenvironment is internal to the organization.

Some critics have criticized the Morden theory in that It does not represent a unified body of knowledge. There is nothing new in this theory because it is based on past empirical studies and it is based on behavioural, social and mathematical theories which are management theories in themselves.

The theory will support two objectives of this study i.e., To examine the mediating role of organisational innovativeness in the relationship between knowledge management and organizational performance and to compare the effect of knowledge management practices and organizational innovativeness on organizational performance.

2.4 Knowledge management practises and its contribution to organizational performance

Organizational performance measurement is a vital part of monitoring an organization's progress. It involves comparing an organization's actual outputs or results with the intended ones.

According to Hussain, Javaid & Khan (2018). Examined the relationship between learning capabilities and organizational performance: The mediating role of organizational innovativeness.

Iqbal, Marimon, Sahibzada, & Hussain (2018). Conducted a study on from knowledge management to organizational performance: Modelling the mediating role of innovation and intellectual capital in higher education. In their paper they examined the direct relationship between knowledge management processes and organizational performance. Additionally, it proposes to investigate the mediating role of intellectual capital and innovation in the relationship between knowledge management processes and performance of universities. Employing partial least squares structural equation modeling technique (PLS-SEM) as research design, found out that knowledge management enablers significantly affect the knowledge management processes at the same time knowledge management process influences organizational performance directly and indirectly through innovations. The study contributes to existing literature by simultaneously investigating the mediating role of intellectual capacity (IC) and innovations in the underlying relationship between knowledge management (KM) and organizational performance.

According to Namdarian, Sajedinejad&Bahanesteh, (2020). In their study "The impact of knowledge management on organizational performance: a structural equation modeling study" conducted a literature review to assess the role of knowledge management on organizational performance using a well-structured questionnaire which was distributed to 200 participants in five commercial companies, chosen through multi-stage stratified sampling. The data obtained

were analyzed using structural equation modeling (SEM) and Lisrel 8.8. The results revealed a significant and positive relationship between KM and OP

In Pakistan, Ahmed& Shoaib (2015), did research on the Impact of knowledge management practices on organizational performance: an empirical study of banking sector. The aim of the study was to recognize the influence of knowledge management practices like Knowledge acquisition, knowledge conversion, knowledge application and knowledge protection on organizational performance. The data for the study was collected using survey methodology questionnaire issued to 256 banking sectors in Pakistan. Analysis of the data was done using SPSS software. Results from the study showed that knowledge management activities like knowledge acquisition, knowledge conversion, knowledge application and knowledge protection resulted in provision of quality services to customers, high customer satisfaction, efficiency in resource utilization, more profits and general enhanced organizational performance.

Valmohammadi& Ahmadi(2015), examined the impact of knwoledge mananagement practises on organizational prformance: a balanced score card approach. The aim of the paper was to present a completetacticconcerning evaluation of knowledge management (KM) practices on organizational performance. The effects of seven critical success factors (CSFs), namely leadership role, organizational culture, KM strategy, processes and activities, training and education, information technology, and motivation and rewarding system, on organizational performance in the framework of four perspectives of balance scored card (BSC) approach. The study employeed a structered queastionnaire to colllect the primary data, and used factor analysis mothodology to analyze the data.the finding of the study showed apositive and meaningful impact on overall organizational peformance.The impact was significant only regarding growth and learning dimension and on the other dimensions it was insignificant.This study was important in that it contributes to the field of KM by empirically investigating the impact of KM practices on various measures of organizational performance in order to prove the suitability of a comprehensive approach like balance scored card (BSC).

Meher& Mishra(2019). Assessed the influence of knowledge management practices on organizational performance: an ISM approach. The research aimed at identifying the contribution of knowledge management (KM) enablers for the organizational performance.the study employed systematic literature review methodology to identify KM enablers that drive

organizational performance.Interpretive-structural modelling develop and used to analyze the data. The result of the study revelead that Organizational learning, clients' review and organizational culture are the important variables for the implementation of Knowledge Management practices. Moreover, both knowledge sharing and knowledge integration are responsible for employee empowerment and indirectly they accelerate the essence of employee commitment and organizational performance.

2.4 Knowledge management practicesandits effect on organizational innovativeness.

Škudienė,Augutytė-Kvedaravičienė, &Gabrielaitytė,(2021). Did research on knowledge management and perceived organizational innovativeness in global organizations. The paper examined the relationship between knowledge management and perceived organizational innovativeness in global companies operating in Central European countries. The study used a quantitative approach with data gathered by questionnaire from global companies functioning in IT service (94) and in money transfer service (109). The findings from the study revealed that knowledge management is significantly associated with perceived organizational innovativeness in the global organizations' context. The same views ware shared by (Slavković, & Babić, 2013), that knowledge management generally has a positive effect on organizational performance, also that knowledge management is positively related to the different dimensions of organizational innovation such as process innovation and administrative innovation, but mediating effect of process innovativeness is partially experienced.

Chen, Huang, & Hsiao (2010). In their study "Knowledge management and innovativeness: The role of organizational climate and structure" analyzed the influence of organizational climate and structure on knowledge management and organization innovativeness. The research used a questionnaire approach to collect data for the study and was analyzed using regression analysis. The finding showed that knowledge management is positively related to organizational innovativeness. Further the effect of knowledge management on innovativeness is positively moderated by supportive climate and decentralized, integrated, and less formalized structure.

In Iranian,Mardani, Nikoosokhan, &Doustar, (2018). While researching on the relationship between knowledge management and innovation performance with the aim of understanding the consequences of Knowledge Management (KM) activities on firm's

innovation and performance, found out that knowledge creation, knowledge integration, and knowledge application facilitate innovation and performance in organizations. The primary data used was collected by the use of a questionnaire and analyzed using Structural Equation Model (SEM) results by Partial Least Square (PLS) method. The study is instrumental in helping academics and managers in designing KM programs to achieve higher innovation, effectiveness, efficiency, and profitability.

According to Mohamad, Ramayah & Lo (2020). In their study, Sustainable knowledge management and firm innovativeness: The contingent role of innovative culture, researched on the moderating effect of innovative culture on the relationship between knowledge management and firm innovativeness in Malaysia, a survey questionnaire was used to collect the primary data used for the study. The study employed a model called path modelling and then bootstrapping. and was analyzed using WarpPLS (version 7.0). The results of the study revealed a positive and a significant relationship between knowledge management and firm innovation.

In Nigeria, Bubou & Amadi-Echendu, (2018),did a study on the relationship between knowledge management practices and innovativeness: Insights from petroleum firms. The study attempted to fill that gap by investigating the impact ofendogenous factors, particularly the impact of knowledge management practices (KMP) on the technological innovativeness of petroleum firms in Nigeria. The data collection for the study was conducted through a questionnaire. The study employed both exploratory and explanatory research methodologies. Data gathered was analyzed using IBM SPSS version 22. Correlation analysis was used to examine the nature of the relationships between the technological innovativeness of the firms and the knowledge management practices (KMP) of the firms sampled. The result of the study showed a consistent relationship between knowledge management practices and innovativeness in that under-taking the relevant knowledge management practices (KMP) will enhance the technological innovativeness of petroleum firms operating in Nigeria.

2.5 Organizational Innovativeness and organizational performance

Studies have quantified that innovativeness has been measured as a critical element in defining organizational performance **(**Calantone et al., 2002; Lee and Tsai, 2005; Hughes and Morgan, 2007) and also play a vital role in refining the profitability and growth of modern business firms (Wuyts et al., 2004; Tajeddini, 2009).

Aboramadan & Zaidoune (2020). Conducted a study “Organizational culture, innovation and performance”, with the purpose of examining the links between organizational culture, innovation and banks’ performance in Palestine. The primary data for the study was collected using a questionnaire and ware analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings of the study show that organizational culture and marketing innovation have a positive impact on banks’ performance. However, marketing performance was found to mediate partially on the relationship between organizational culture and banks’ performance. The study agreed with (Al-Swidi& Mahmood 2011), that Organizational culture shapes the relationship between entrepreneurial orientation and the Organizational performance of Banks. The study is regarded important to bank managers who want to create an organizational culture, which fosters both innovation and performance.

Uzkurt&Eminoğlu (2013) Turkey’s scholars, did a study on the role of innovation in the relationship between organizational culture and firm performance: A study of the banking sector in Turkey. Examining innovation's mediation function in the relationship between organizational culture and firm performance was the goal of the study. An online survey was used to gather study data. Regression modeling was used to examine the data, and the results showed that innovativeness and organizational culture directly and favorably affect business performance. However, when organizational innovations are present, the impact of organizational culture on business performance was found to be negligible. The study was very useful in that it provided very insightful information insights for organizations, particularly in the banking industry, seeking to be competitive and responsive to environmental changes successfully.

Pratibha1, Saxena. &Arora (2022) conducted a study ‘Exploring the link between Innovativeness and Organizational Performance’ with the Purpose of examining the impact of innovativeness on organizational performance. The data for the study was collected primarily using a well structure questionnaire and was analyzed using Partial Least Square Structural Equation Modeling 3.0 (PLS-SEM) and Statistical Package for Social Sciences (SPSS). The findings revealed that product, process and marketing innovativeness have a significant and positive impact on organizational performance.

Summary of literature and knowledge gaps.

Table 1.summary of literature and knowledge gaps

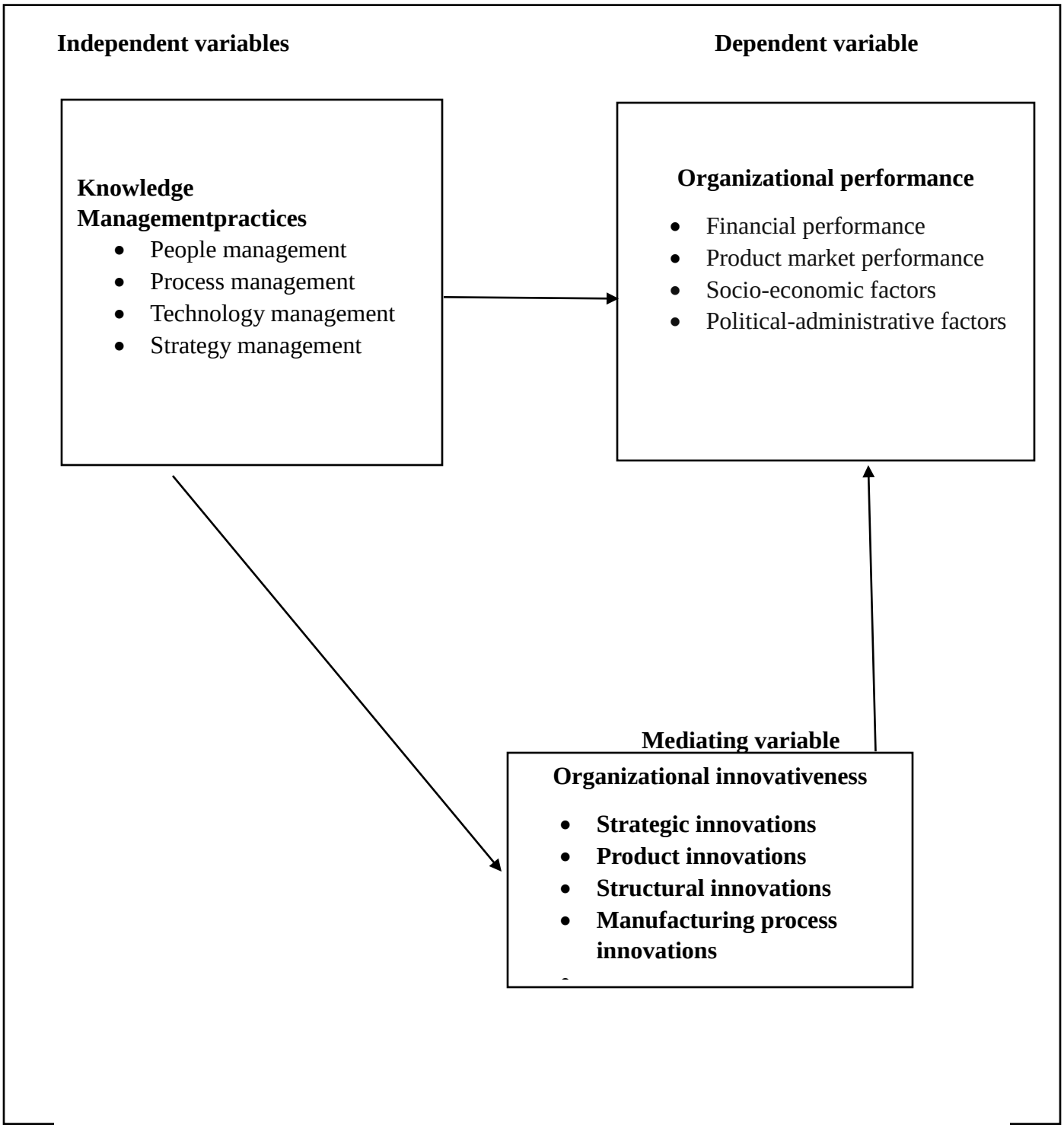
Author/Year	**Study Focus**	**Methodology**	**Findings**	**Knowledge Gaps**
Iqbal, Marimon, Sahibzada, & Hussain(2018)	surveythe direct relationship between knowledge management processes and organizational performance. Additionally, investigated the mediating role of intellectual capital and innovation in the relationship between knowledge management processes and performance of universities.	Partial least squares structural equation modeling technique	knowledge management enablers significantly affect the knowledge management processes at the same time knowledge management process influences organizational performance directly and indirectly through innovations.	The study was largely quantitative and did not consider qualitative aspects of the study, hence giving room for further studies.
Namdarian, Sajedinejad&Bahanesteh, (2020)	The study investigates the role of knowledge management (KM) in commercial companies.	The data obtained were analyzed using structural equation modeling (SEM) and Lisrel 8.8.	Theresults revealed a significant and positive relationship between KM and OP	The study was not anchored on any knowledge management theories.
Ahmed& Shoaib (2015)	Impact of knowledge management practices on organizational performance: an empirical study of banking sector.	Analysis of the data was done using SPSS software.	Results from the study showed that knowledge management activities enhanced organizational performance.	The study as both contextual and conceptual gaps.
Škudienė,Augutytė-Kvedaravičienė,	knowledge management and perceived	The study used a quantitative	The findings form the study	The study was mostly based

&Gabrielaitytė,(2021).	organizational innovativeness in global organizations	approach	revealed that knowledge management is significantly associated with perceived organizational innovativeness	on quantitative approach ignoring qualitative approaches.
Mardani, Nikoosokhan, &Doustar, (2018)				
Uzkurt&Eminoğlu (2013)	The role of innovation in the relationship between organizational culture and firm performance: A study of the banking sector in Turkey	The data was analyzed using regression model and	The findings revealed that Organizational culture and innovativeness have a direct and positive effect on the firm performance	The study was only on the banking sector. The current study will cover a wider scope of organizations.
Aboramadan&Zaidoune (2020).	Organizational culture, innovation and performance	The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).	The findings of the study show that organizational culture and marketing innovation have a positive impact on banks' performance	The study featured only marketing and technology innovation. But the current study will include: strategic, product and structural innovations
Pratibha1, Saxena. &Arora (2022)	Exploring the link between Innovativeness and Organizational Performance	The data for the study was collected primary using a well structure questionnaire and was analyzed using Partial Least Square Structural Equation Modeling 3.0 (PLS-SEM) and Statistical Package for Social Sciences (SPSS)	The findings revealed that product, process and marketing innovativeness have a significant and positive impact on organizational performance.	The scope was only limited to IT companies in the north India region only.
Meher & Mishra (2019)	Assessing the influence of	Interpretive-	the study	The

	knowledge management practices on organizational performance: An ISM approach	structural modelling was used	revelead that Organizational learning, clients' review and organizational culture are the important variables for the implementation of Knowledge Management practices.	respondents are limited to HR professionals of IT firms and software developers

2.7 Conceptualframework

Figure 1.conceptual framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The blueprint, framework, or method utilized to produce solutions to research challenges is known as research design.(Cooper, 2003). Barton, (2001) shares similar views and defines research design as the structure of the research, the 'glue' that holds all the elements in a research project together. Research design therefore forms the structure of research. This research study adopts random sampling research design. According to Rahi, (2017), in his study Research design and methods, Random sampling is a sampling method that encompasses selecting a subset of participants from a larger population at random. In this method, each member of the population has an equal chance of being selected.

3.2 Data Collection

For analysis, primary data was gathered. The survey comprises four areas, namely general information, knowledge management, organizational innovativeness, and organizational performance (appendix I). The questions are both closed-ended and open-ended. The owners, middle managers, and senior managers of the 100 micro, small, and medium-sized businesses in Puntland, Somalia, were given the questionnaires. Responses were recorded using a digital voice recorder in conjunction with a face-to-face interview. Three well-trained research assistants assisted the researcher in distributing the questionnaire.

3.2.1 Population and Sampling

The target population of study will cover the owners, senior managers and middle level managers of micro, small and medium organizations operating in Puntland Somalia.A list comprising of 100 organizations licensed to operate in Puntland Somalia as at October,2023 will form the population for the study. Gathering sufficient statistics for my population proved to be challenging due to various factors.

A simple random sampling technique was used. In this method, each member of the population had equal chances of being selected. To ensure validity of the findings, every individual selected actually participated in the study.

3.2.2 Data Sources

The study employed primary data sets. Primary data was collected using a well-structured questionnaire. The questionnaire was formulated in a five Likert scale (scale of 1 to 5) covering closed ended questions related to the study variables. Where 5- Strongly Agree (SA), 4- Agree (A), 3- Neutral (N), 2- Disagree (D), 1- Strongly Disagree (SD). And data will be analyzed using SPPS software3.2.3. Gold et al. (2001),

3.2.2.1 Validity

Validity brings about the degree to which a research study measures and processes what it intends to research and analyze about. According to Healed & Twycross (2015), Validity is defined as the extent to which a concept is accurately measured in a quantitative study.

To check validity the researcher distributed the questionnaire to supervisor and the team of experts who incorporated their opinion on the suitability of the tool by revising and reframing of the statements before collecting of the data was done.

3.2.2.2 Reliability

The study reliability was evaluated using Cronbach Alpha statistic. According to Purwanto &Sudargini (2021) Cronbach Alpha above 0.5 will indication that the collected data using the research tool is reliable. The date had a Cronbach Alpha of 0.856 making the date more reliable.

3.3 Data Analysis

Data was analyzed using descriptive statistics and milt regression analysis. This study applied Andrew f. Haye's regression analysis to examine the mediation effect of organizational innovativeness. Data obtained was processed using the SPSS software (version 3.2.3).

3.3.1 Data Preprocessing

To measure the study variables, three multi-item scales/ constructs were used to operationalize the variables of the conceptual model. The study borrows from the already existing studies as proposed scales. To measure Knowledge Management Processes the study followed leads from the scale as discussed a number of authors like: Gold et al. (2001), in is study "Knowledge management: An organizational capabilities perspective"; Darroch (2003), "Developing a measure of knowledge management behaviors and practices", and Hunt, D. P.

(2003). The concept of knowledge and how to measure it.The Knowledge Management practices measure will comprise of four dimensions:(People management, Process management, Technology management and Strategic management). and assessed with 20 items each measured on Likert scale of 1 to5. Where 5- Strongly Agree (SA), 4- Agree (A), 3- Neutral (N), 2- Disagree (D), 1- Strongly Disagree (SD). And data will be analyzed using SPPS software. Organizational Innovativeness is composed of four dimensions: Strategic innovations, Product innovations, Structural innovations, Manufacturing process innovations all assed by 12 items. Each item was also scored on five -point Likert scale with anchors of 1 = „strongly disagree" and 5= strongly agree. Organizational Performance is composed of four dimensions: Financial performance, Product market performance, Socio-economic factors, Political- administration factors ascended on 8 items measured on Likert scale of 1 to5 1 = „strongly disagree" and 5= strongly agree.

3.3.2 Statistical Techniques

The study was analyzed the individual influence of different knowledge management practices on organizational performance through the mediating role of organizational innovativeness between each knowledge management practice and organizational performance. Multiple regression analysis was used to analyze the data collected by the questionnaire.

A multiple linear regression will be conducted where:

i. Knowledge management practices will be regressed against organizational performance.
ii. Organizational innovativeness against organizational performance
iii. Organizational innovations as a mediating variable against knowledge management practices and organizational performance

Andrew F. Haye's process in SPSS was used for the regression process,

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

The chapter delivers the outcome of data analysis and findings in line with the objectives of the study. A 5-point Likert-type scale was used to score each statement based on how much the respondents agreed or disagreed with it.

4.2 Response Rate

Approximately ninety-three of the hundred questionnaires that were given to the sampled respondents were correctly completed and returned. This indicated a 93% success percentage for the entire response. (Mugenda & Mugenda, 2003; Babbie, 2015) Return rates of 50% are acceptable for analysis and publication, 60% are good, and 70% are very good. The readily available nature of the organizations from which the data was gathered accounts for the high response rate of 93%. There were just 7 companies, or 7.0 percent, that did not reply to the surveys. The results are displayed in Table 2.

Table 2. Response rate

Response	**Total**	**Percent**
Returned	**93**	**93%**
Unreturned	**7**	**7%**
Total	**100**	**100%**

4.3 Demographic Characteristics

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
AGE	Below 25 years	9	9.7	9.7	9.7
	25 to 34 years	21	22.6	22.6	32.3
	35 to 44 years	41	44.1	44.1	76.3
	Over 44 years	22	23.7	23.7	100.0
	Total	93	100.0	100.0	
Academic level	PhD level	16	17.2	17.2	17.2
	Master's degree level	20	21.5	21.5	38.7
	Bachelor's level	24	25.8	25.8	64.5
	Diploma level	27	29.0	29.0	93.5
	Certificate level	6	6.5	6.5	100.0

	Total	93	100.0	100.0	
Working Experience	Below 4 years	5	5.4	5.4	5.4
	4 to 6 years	24	25.8	25.8	31.2
	7 to 10 years	31	33.3	33.3	64.5
	Above 10 years	33	35.5	35.5	100.0
	Total	93	100.0	100.0	
Industry	Service industry	3	3.2	3.2	3.2
	Manufacturing and processing industry	8	8.6	8.6	11.8
	construction industry	29	31.2	31.2	43.0
	Mining industry	31	33.3	33.3	76.3
	5.00	22	23.7	23.7	100.0
	Total	93	100.0	100.0	

The demographic characteristics of the data showed that the majority of the respondents were aged between 35 to 44 years old represented by 44.1% of the respondents while the least number of respondents were below 25 years of age represented by 9.7% of the respondents. The highest level of education of the correspondents was diploma level at a frequency of 27. With experience of above 10 years working on the same company, an organization dealing in mining industry.

4.4 Descriptive Statistics

Descriptive statistics comprising means, standard deviations and coefficient of variation of the knowledge management practices, organizational innovativeness and organizational performance were analyzed to ascertain the reliability and viability of the variables.

KNOWLEDGE MANAGEMENT PRACTISES

The study sought to test the influence of knowledge management practices on the performance of the organizations on scale of 1-5, where the values were as follows 5- Strongly agree, 4- Agree, 3- Neutral, 2- Disagree and 1- Strongly disagree. Implying that responses above 3 had significant influence on the performance while those below 3 had insignificant influence on the organizational performance.

Table 3. Mean of knowledge management practices.

	Mean	STD
Knowledge management Average	**3.61**	**0.29**

The Knowledge management practices included factors: people management, process management, Technology management and Strategy management.

With the aim to measure the influence of people management as a contributing element of Knowledge management practices five assertations were formulated and analyzed. As demonstrated in table 7 above, it was disclosed that respondents agreed to a larger extend on the statement that: Can you attribute organizational performance with effective use of people management practices such as training, motivating and directing employees to optimize workplace productivity and promote professional growth (mean = 3.80,STD =1.24). It was also established to some modulate extent that effective communication channels between the employee and the management are used in sending feedback and sharing concerns between them.

On Process management factors, the respondents agreed most to statement that: Do you agree with the statement that process management are factors that help organizations align their processes with their vision and values, to improve their business processes and achieve their strategic goals (mean = 4.48, STD= 0.89) and agreed least on the statement that: The decisions made during the processes, are they simple or complex to understand and the apply (mean = 2.89, STD =1.31). Implying that most decision-making processes are very complex and not easily applicable.

In regard to technology management a practice of knowledge management, most of the respondents to a little extent concurred that on the statement: How is the Technology evaluation, selection and acquisition process of your organization (mean = 3.29 STD= 1.48). and highly agreed on the statement that organizations explore new technologies to enhance their efficiency, effectiveness and innovativeness. (mean = 3.37 STD =1.58).

Considering Strategy management factor, respondents responded significantly to the statement that: How strategic are the organizations in planning and executing their goals and objectives in order to gain competitive advantage, improve performance, and adapt to changing

environment (mean =3.80, STD =1.24) and insignificantly to account that: How good is the environmental scanning or industry and organizational analyses strategies of your organization.

In average respondents responded neutrally to the statements on knowledge monument practices (mean =3.61, STD =0.28).

ORGANIZATIONAL INNOVATIVENESS

Table 4. Mean on Organizational innovativeness.

	Mean	**STD**
Organizational innovativeness average	**3.65**	**0.44**

For the case of Organizational innovativeness, four factors were considered each with five formulated statements to determine the extent to which organizations are affected by their application in business. They included: Strategic innovations hare a large number of responded agreed that organization have business model to provide deep understanding of the organization's goals, market dynamics, customer needs as present by (mean 3.80, STD 1.24). agreed lowery on the statement that: Do the organizations create, align, and implement the novel ideas and innovations (risk taking and experimenting, cross functional collaboration resource allocation) with the overall strategic goals and vision of an organization to create value for the organization and its stakeholders(mean=3.26 STD = 1.73).

Coming to Product innovations: little response was given to the statement: How is the organization's Market orientation (mean = 3.26, STD = 1.37) and mostly on: Do the organizations recognize product innovation such as creativity, market research, technological expertise, and effective project management as key drivers to business growth and success by ensuring that the businesses stay relevant, meet customer needs and create sustainable value (mean =3.80, STD =0.93)

A reasonable number of respondents (mean = 3.29, STD = 1.48) agreed that there is a standardized operational system in place to save operational costs and complexities, and a significant number of respondents believed that: Are the organizations focusing on organizing the company's assets both tangible and intangible uniquely in order to create value and

accelerate organizational performance (mean =4.00 STD =0.88),all being statement on Structural innovations, a factor of knowledge management practice.

On the case of Manufacturing process innovations, respondent agreed greatly to: How is the return on investment of the manufacturing process innovations adopted by your organization (mean =4.48, STD= 0.89) and least to How are the methods of designing innovative product and process concepts in your organization (mean =3.56, STD =1.05) as shown by table 8 above.

ORGANIZATIONAL PERFORMANCE

Table 5. Mean on Organizational Performance

	Mean	**STD**
Organizational performance	**3.69**	**0.46**

Organizational performance considered four factors: Financial performance, Product market performance, Socio-economic factors and Political-administrative factors each with four statements formulated to check their effect on organizational performance.

Generally, respondents agreed to some extent on the statements regarding to organizational performance (mean 3.69, STD 0.46).

On Financial performance respondents agreed most on the statement: the production and productivity performance of their organizations (mean = 3.80 STD = 1.24). and least on the liquidity performance of the organization (mean = 3.55, STD =1.30).

On the other hand, respondents were subjected to statements regarding Product market performance, a large proposition agreed to the statement that they can justify their products to be reputable in the market (Mean = 3.80, STD =1.24). at the same time a small proportion of respondents agreed that: Are the customers satisfied with the organization's products in the market (Mean = 3.26, STD =1.37).

Additionally, respondents were requested to respond to statement regarding Socio-economic factors, a larger proportion agreed to the statement that the organizations encourage access to health care and nutrition for its employees (Mean =4.00 STD =0.88). and a small

proportion of the respondents did agree on: How is the Occupational status and job insecurity of the employees in the organization (Mean = 3.55, STD = 1.30).

The respondents agreed to a moderate extent that: How do you agree with the clarity of performance evaluation system in the organization. (Mean =3.26, STD = 1.37). while it was mostly agreed that organizations comply well with the laws, governance regulations, and policies that affect its operations and activities (Mean = 4.48, STD =0.89).

4.5. Hypothesis Testing

Assumptions for Simple Linear Regression Analysis

The model was first put through tests of several assumptions in the study before any hypotheses were tested. Normality, linearity, and heteroscedasticity are among the presumptions.

4.5.1 Test for Normality

To determine if organizational innovativeness was normally distributed, the Shapiro-Wilk test for normality was used. The data did not originate from a population that was not regularly distributed, according to the null hypothesis. Thus, the alternative theory is that the data came from a population that was regularly distributed. Table 15 below displays the test statistics.

Table 6.Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
organizational innovativeness	.090	93	.061	.977	93	.093

a. Lilliefors Significance Correction

The outcome demonstrates that the organizational innovativeness p-value is higher than 0.05. As a result, at the 5% level of significance, we were unable to reject the null hypothesis that the variable was normally distributed. As a result, given that the data satisfied the presumptive requirements for the use of basic linear regression analysis, regression could be performed on the data.

4.5.2 Test for Linearity

An analysis for linearity was conducted to determine whether the variables were linearly linked. There isn't a linear relationship, which was the test's null hypothesis. Table 16 below displays the test statistic for the linear link between organizational success and innovativeness.

Table 7:Test for Linearity

			Sum of Squares	df	Mean Square	F	Sig.
Organizational performance * organizational innovativeness	Between Groups	(Combined)	19.125	56	.342	18.365	.000
		Linearity	17.744	1	17.744	954.131	.000
		Deviation from Linearity	1.382	55	.025	1.351	.170
	Within Groups		.669	36	.019		
	Total		19.795	92			

There is significant linearity between knowledge management practices and Organizational performance (0.000). and no significant Deviation from Linearity because the P value (0.170) is greater than the P value of (0.05). in this case we assume that organizational innovativeness and Organizational performance have a linear relationship.

4.5.3 Test for Linearity

An analysis for linearity was conducted to determine whether the variables were linearly linked. There isn't a linear relationship, which was the test's null hypothesis. Table 11 below displays the test statistic for the linear relationship between organizational performance (the dependent variable) and knowledge management techniques.

Table 8. Test for Linearity

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Organizational performance * Knowledge management practices	Between Groups	(Combined)	14.641	23	.637	8.522	.000
		Linearity	12.918	1	12.918	172.931	.000
		Deviation from Linearity	1.723	22	.078	1.049	.422
	Within Groups		5.154	69	.075		
	Total		19.795	92			

There is significant linearity between knowledge management practices and Organizational performance (0.000). and no significant Deviation from Linearity because the p value (0.422) is greater than the P value of (0.05). in this case we assume that knowledge management practices and Organizational performance have a linear relationship.

4.5.4 Test for Heteroscedasticity

The term "heteroscedasticity" describes how the error terms change among all of the research observations. For heteroscedasticity, the study employed the Breusch Pagan test, also referred to as the Cook-Weisberg test. Table below show a P value 0.140 which is greater than P value of (0.05) which implies that heteroscedasticity is absent.

Table 9. Breusch-Pagan test for heteroscedasticity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.019	1	.019	2.219	.140[b]
	Residual	.769	91	.008		
	Total	.788	92			

a. Dependent Variable: Residual squared

b. Predictors: (Constant), Knowledge management practices

4.6. REGRESSION ANALYSIS

4.6.1 Simple Linear Regression Analysis

The analysis aims to demonstrate how knowledge management techniques impact organizational performance. A basic linear regression model was used to investigate the link based on a hypothesis.

The relationship between knowledge management practices and organizational performance

H1: The knowledge management practices have no positive and significant impact on organizational performance.

4.6.1.1 Model Summary

In this section, a simple regression analysis was conducted to test the influence among predictor variables. The model summary is presented in the Table 13 below.

Table 10. Model Summary

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	.808[a]	.653	.649	.27491	.653	170.922	1	91	.000

a. Predictors: (Constant), Knowledge management practices

The model fit was assessed using the coefficient of determination in the study. The percentage of the dependent variable's variation that may be separately or jointly explained by the independent variable is known as the modified R2, or coefficient of determinations. With an average adjusted coefficient of determination (R2) of 0.653, the model suggested that modifications to knowledge management procedures account for 65.3% of the variances in organizational performance. Thus, the study finds that there is no bias in the estimations and that the proposed model could be estimated.

4.6.1.2 Regression Analysis of Variance

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in Table 14.

Table 11. Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.918	1	12.918	170.922	.000[b]
	Residual	6.877	91	.076		
	Total	19.795	92			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Knowledge management practices

The study determined that the regression model had a significance level of 0.00% based on the ANOVA statistics. This means that the data was suitable for drawing conclusions about the population parameters because the p-value, or significance value, was less than 5%. The computed value was higher than the critical value (F=170.92, P value=0.000), demonstrating the substantial impact of knowledge management techniques on organizational performance. The model was significant because the significance value was less than 0.05.

4.6 Multiple Linear Regression Analysis

Multi linear regression analysis was carried out to check the relationship between organizational innovativeness and organizational performance using the hypothesis;

H2: Organizational innovativeness has no influence and significancy on organizational performance.

4.6.1 Model Summary

In this section, a simple regression analysis was conducted to test the influence among predictor variable. The model summary is presented in the Table 18 below.

Table 12. Model Summary

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	.947[a]	.896	.895	.15014	.896	787.108	1	91	.000

a. Predictors: (Constant), organizational innovativeness

Coefficient of determination was utilized in the study to assess how well the model fit. The percentage of the dependent variable's variation that may be separately or jointly explained by the independent variable is known as the modified R2, or coefficient of determinations. With an average adjusted coefficient of determination (R2) of 0.896, the model suggested that modifications to knowledge management procedures account for 89.6% of the variances in organizational innovativeness. Thus, the investigation comes to the conclusion that estimations are fit and that the proposed model could be estimated.

4.6.1.2 Regression Analysis of Variance (ANOVA)

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in Table below.

Table 13. Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.744	1	17.744	787.108	.000[b]
	Residual	2.051	91	.023		
	Total	19.795	92			

a. Dependent Variable: Knowledge management

b. Predictors: (Constant), organizational innovativeness

The study determined that the regression model had a significance level of 0.00% based on the ANOVA statistics. This means that the data was suitable for drawing conclusions about the population parameters because the p-value, or significance value, was less than 5%. The determined value (F=787.1, p value=0.000) was higher than the critical value, indicating a strong impact of knowledge management techniques on organizational innovativeness. The model was significant because the significance value was less than 0.05.

4.6.1.3. Regression Coefficients

Table20.regresion coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.043	.131		.331	.741

	organizational innovativeness	.998	.036	.947	28.055	.000

a. Dependent Variable: Organizational performance

From the regression coefficient on table 20 above, the organizational performance regression coefficient is (0.043). but with the increase in the use of organizational innovativeness, increases the organization performance by coefficient of 0.998. meaning that whenever an organization engages in innovativeness in its operations, the resulting effects will be an increase in organizational performance.

4.7 Testing for Mediation

Mediation analysis is a statistical method used to investigate the relationship between an independent variable and a dependent variable, and the role of a third variable (mediator) in this relationship. The mediator variable is thought to explain the relationship between the independent and dependent variables.

The purpose of the test here was to highlight the mediating effect of organizational innovativeness on the relationship between knowledge management practices and organizational performance in Puntland Somalia. A hypothesis was proposed, and a multiple linear regression model was used to assess the relationship.*H3: Organizational innovativeness has no mediating influence on the relationship between knowledge management practices and organizational performance.*

In testing for mediation, the study followed the three steps by Kenny and baron 1986.

a. Checking the relationship between knowledge management practices and organizational performance. (KMP and OP)
b. The analysis of the relationship between Organization innovativeness and organizational performance. (OI and OP).

c. Analysis of the mediating influence of organizational innovativeness on the relationship between knowledge management practices and organizational performance. ((KMP*IO) and OP)

4.7.1 Steps One: direct relationship

The mediation analysis process was carried out through the three stages:

1. Regressing of knowledge management practices on organizational performance

Model summary

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	.808[a]	.653	.649	.27491	.653	170.922	1	91	.000

a. Predictors: (Constant), Knowledge management practices

The study was assessed using coefficient of determination to evaluate the model fit. The adjusted R^2, also called the coefficient of determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variable. The model had an average adjusted coefficient of determination (R^2) of 0.653 which implied that 65.3% of the variations in organizational performance are explained by changes in knowledge management practices. This indicated that the effect was significant since the P value was (0.000) measured at a significant level of less than or equal to 0.005. The study thus concludes that estimation of the proposed model could proceed.

4.7.2 Steps two: Introduction of the mediation term

Regressing analysis on organizational innovativeness on organizational performance.

Model summary

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	.947[a]	.896	.895	.15014	.896	787.108	1	91	.000

a. Predictors: (Constant), organizational innovativeness

While testing the relationship between organizational innovativeness on organizational performance, the influence was significant (P value = 0.000), measured at a significant level of less or equal to 0.005. The model had an average adjusted coefficient of determination (R^2) of 0.896 which implied that 89.6% of the variations in organizational performance are explained by changes in organizational innovativeness. This prompted to move to the introduction of the interaction term step.

4.7.3 Step three; Introduction of the interaction term.

Regression analysis on the interaction between the mediating effect of organizational innovativeness on the relationship between knowledge management practices and organizational performance yield the results as shown in the model summary in the table below.

Model Summary

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	.927[a]	.858	.855	.17642	.858	273.007	2	90	.000

a. Predictors: (Constant), interaction term (KMP*OI), Knowledge management practices

The model had an average adjusted coefficient of determination (R^2) of 0.855 which implied that 85.5% of the variations in organizational performance are explained by changes in knowledge management practices and the use of the mediating variable organizational innovativeness. The study thus rejects the null hypothesis that: Organizational innovativeness has no mediating influence on the relationship between knowledge management practices and organizational performance. The mediating effect was highly significant as indicated by the adjusted coefficient of determination at 85.5%

Mediation **Analysis of Variance (**ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.994	2	8.497	273.007	.000[b]
	Residual	2.801	90	.031		
	Total	19.795	92			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), interaction term(KMP*OI), Knowledge management practices

As the value of significance (p-value) was less than 5%, an indication that organizational innovativeness has a mediating influence on the relationship between knowledge management practices and organizational performance, the regression analysis from the ANOVA statistics showed that the regression model had a significance level of 0.00%, indicating that the data was ideal for drawing conclusions on the population parameters.

Mediation Coefficient analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.492	.322		4.630	.000
	Knowledge management practices	.035	.134	.022	.263	.793
	interaction term(KMP*OI)	.177	.015	.946	11.444	.000

a. Dependent Variable: Organizational performance

From the regression coefficients in mediation coefficients analysis above indicates the organizational performance regression coefficient of (1.492). the coefficient increased by 0.035 with the use of knowledge management practices and increased further by 0.177, with the integration of organizational innovativeness and knowledge management practices on organizational performance. meaning that organization innovativeness has a significant influence and the resulting effects is an increase in organizational performance.

CONCLUSION AND RECCOMENDATIONS

Introduction

This chapter reviews the research that has been cried out, a summary of the major findings of the study, discussion on theory and practice and recommendations.

The main objective of this study was to investigate the influence of knowledge management practices on organizational performance through the mediating variable of organizational innovativeness. The study aimed at exploring the relationship between knowledge management, organizational innovativeness, and organizational performance. The study sought to show how organizational innovativeness impacts the association between knowledge management and organizational performance. The first objective sought to measure the effect of knowledge management practices, on organizational performance among corporate organizations Puntland in Somalia. The second was to test the hypothesis that knowledge management practices have no positive effect on organizational innovativeness. And the last examined the mediating role of organisational innovativeness in the relationship between knowledge management and organizational performance.

The study demonstrated significant correlations among the study variables. knowledge management practices (measured in terms of People management, Process management, Technology management and Strategy management) and organizational performance (measured in terms of financial performance, Product market performance, Socio-economic factors, Political-administrative factors) were significantly correlated. This showed that there is a relationship between knowledge management practices, on organizational performance. The results demonstrated that knowledge management practices are a strong component for organizational performance. The finding of this study agrees with those of Andrej,Breznik, & Natek (2023), In the study; Managing knowledge to improve performance: Which found out a direct relationship between Managing knowledge practices and improved performance. The

study further established that organizational innovativeness was positively correlated with organizational performance. The study by Aboramadan et al. (2020) shows that organizational culture and marketing innovation have a positive impact on banks' performance, a clear indication of the existing relationship between organizational innovativeness and organizational performance. The mediating effect of organizational innovativeness on organizational performance relationship was significantly supported in this study. The mediating effect was tested as there is a significant direct association between knowledge management and organizational performance.

Knowledge management practices, and Organizational performance

The first objective of this study was meant to establish the influence of knowledge management practices, on organizational performance among corporate organizations in Puntland in Somalia.

This objective was achieved by testing hypothesisH1: The knowledge management practices have significant impact on organizational performance. The study used People management, Process management, Technology management and Strategy management as independent variables and financial performance, Product market performance, Socio-economic factors, Political-administrative factors as dependent variables. A regression analysis was done in order to determine the strength and direction of the relationship between the variable's organizational performance and knowledge management practices. The results showed that the two variables were highly interrelated and statistically significant. The implication is that organizational performance is subtle to knowledge management practices as it contributes to organizational performance through proper people management, well process coordination and strategy management and implementation processes. Hasan, N. (2016), found a direct relationship between knowledge management practices and organizational performance. This agrees well with current study.

Knowledge management practices are important because they help organizations maximize their potential by taking advantage of well people management skills that brings out effective use of people management practices such as training, motivating and directing employees to optimize workplace productivity and promote professional growth and also increase the technology management practices enhance efficiency, effectiveness and innovativeness.

knowledge management practices and organizational innovativeness.

The second objective of the study was to test the hypothesis that knowledge management practices as a positive effect on organizational innovativeness. This objective was achieved by testing hypothesis H2: Organizational innovativeness has no influence and significancy on organizational performance.

The regression analysis findings revealed that knowledge management practices have a significant effect on organization innovativeness. The implication is that organizational performance is sensitive to organizational innovativeness through strategic innovations, product innovations and structural innovations. By being innovative in terms of the strategies that an organization can employe in producing its products can have far much reaching effects on its overall performance. Findings from other studies suggest that knowledge management is positively related to firm innovativeness, one such study is the study by Chen, Huang, & Hsiao (2010).

Knowledge management practices, Organizational innovativeness and organizational performance.

The third objective of the study was to examine the mediating role of organisational innovativeness in the relationship between knowledge management and organizational performance. This objective was achieved by testing hypothesisH3: Organizational

innovativeness has no mediating influence on the relationship between knowledge management practices and organizational performance.

The result from the regression analysis done showed that there was significant improvement in organizational performance through the mediating role of organizational innovativeness. This implies that the more organizations in Puntland Somalia engage more in organizational innovativeness, the batter their performance will be.

Recommendations and conclusion of the study

The study culminated therefore that knowledge management practices are important in determining organizational performance. Organizations that have put in the practice of knowledge management have benefitted a lot in terms of organizational performance, this is very evident from the findings of this study. The study agrees with a research by Namdarian et al. (2020) who found out that knowledge management has significant and positive impact on organizational performance. He used dimensions such as financial performance, quality of good service, innovations and customer Laval satisfaction. Also, organizational innovativeness is significantly important in influencing the performance of organizations the study found out that structural innovations, product innovation, strategic innovations and manufacturing innovations have significant positive impact on organizational performance. Thirdly, the study concludes that the mediating influence of organizational innovativeness on knowledge management creates a more positive impact on organizational performance.

The study agrees with that of Peko& Sundaram(2021, October), who found out that organizations that use Knowledge management practices, which are frequently depended on information technology (IT), can have a robust shift in firm performance such as improving internal communication, staff engagement, problem-solving, financial performance, team performance, innovation, and business strategy.

Implications of the Study

This study sought to establish the direct effect of knowledge management practices on organizational performance as well as the mediating effects of organizational innovativeness factors in relation with knowledge management practices on organizational performance in Puntland Somalia. The study for instance rejected the conjecture that knowledge management practices had no significant influence on organizational performance. The hypothesis that organizational innovativeness had no mediating effect on the relationship between knowledge management practices and organizational performance was rejected. The study conclusions undoubtedly have implications for theory, practice and methodology and future research.

Implications on Policy

The findings of this study have several policy implications on several parts of the government as well as in the public and private sector. These involve, business associations, financial institutions, NGOs, development agencies, in the state of Puntland Somalia. The findings of this study are of tremendous value to these organizations. The findings of the study indicate that most of the determinants had a positive or negative effect on organizational performance. This study supports previous research showing that knowledge management techniques significantly improve overall organizational performance.

The results of this study should help the federal government and state governments enact laws and regulations that enhance businesses' ability to operate in their respective states. establishing an atmosphere that is favorable for these companies to receive credit, for example, and suggesting appropriate and effective operational practices for conducting business. According to the report, in order to remove obstacles to efficient corporate operations, the federal government of Somalia should improve state approaches in partnership with that government.

The study is very important to those businesses that are not ready to embrace innovativeness and application of technology in their operations, in that they can be sure that the application and use of modern technology come with improved organizational performance. At the same time proper application of knowledge management practices in the business will greatly result in better returns on the business.

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APPENDIX QUESTIONNAIRE

QUESTIONNAIRE To investigate the mediating role of Organizational innovativeness on the relationship between knowledge management practices and Organization performance in **Puntland Somalia.**

SECTION I: RESPONDENTS' GENERAL INFORMATION

1) Gender
    a. Male [ ]
    b. Female [ ]
2) Age
    a. Below 25 years [ ]
    b. 25 to 34 years [ ]
    c. 35 to 44 years [ ]
    d. Over 45 years [ ]
3) Academic qualification level: Tick the highest
    a. PhD [ ]
    b. Master's degree [ ]
    c. Bachelor's degree [ ]
    d. Diploma [ ]
    e. Certificate [ ]
4) Years of experience working with you organization
    a. Below 4 years [ ]
    b. 4 to 6 years [ ]
    c. 7 to 10 years [ ]
    d. Above 10 years [ ]
5) Which industry is the organization involved in:
    a. Service industry [ ]
    b. Manufacturing and processing industry [ ]
    c. Construction industry [ ]
    d. Mining industry [ ]

SECTION II: KNOWLEDGE MANAGEMENTPRACTISES ON ORGANIZATIONAL PERFORMANCE (KM)

A. Indicate the level to which you agree with the following statement's, role of knowledge management practices on organizational performance. **5- Strongly Agree (SA), 4- Agree (A), 3- Neutral (N), 2- Disagree (D), 1- Strongly Disagree (SD).**

CODES	Statement	5	4	3	2	1
	People management					
KM 1	Can you attribute organizational performance with effectively use of people management practices such as training, motivating and directing employees to optimize workplace productivity and promote professional growth					
KM2	Is the workforce recruitment for the organization based on the right people with the right talent					
KM3	How can you describe the compensation package of your organization to industry standards and employee expectations					
KM4	How effective are the communication channels between the employee and the management in terms of sending feedback and sharing concerns					
KM5	Does your organization encourage training for its employees in order to enhance their skills, knowledge and performance					
	Process management					
KM6	Do you agree with the statement that process management are factors that help organizations align their processes with their vision and values, to improve their business processes and achieve their strategic goals					
KM7	Are the events of the organizations organized in such a way that they can trigger a process.					
KM8	The decisions made during the processes, are they simple or complex to understand and the apply					
KM9	Do the organization input the necessary resource to perform the required tasks					
KM10	How are the outputs of the processes put in place in relation to the intended purpose					
	Technology management					
KM11	Do the organizations explore new technologies to enhance their efficiency, effectiveness and innovativeness.					
KM12	How is the Technology evaluation, selection, and acquisition process of your organization.					
KM13	Can you attribute the technology management with intellectual property management in you organization					
KM14	Can you term the technology management process of your organization as progressive					
KM15	Do technology management process in your organization comply with the international set standards and quality					
	Strategy management					
KM16	How strategic are the organizations in planning and executing their goals and objectives in order to gain competitive advantage,					

	improve performance, and adapt to changing environment					
KM17	How good is the environmental scanning or industry and organizational analyses strategies of your organization					
KM18	How can you rate the strategy formulation of you organization					
KM19	Is the strategy implementation and execution by your organization above board or below					
KM 20	Strategy management of your organization involves defining the organizations mission, vision and objectives and applying the necessary resources to achieve the goals					

SECTION III: ORGANIZATIONAL INNOVATIVENESS AND ORGANIZATIONAL PERFORMANCE

Indicate the level to which you agree with the following statement's, role of **Organizational Innovativeness on organizational performance**.**5- Strongly Agree (SA), 4- Agree (A), 3- Neutral (N), 2- Disagree (D), 1- Strongly Disagree (SD).**

CODES	Strategic innovations	5	4	3	2	1
OI 1	Do the organizations create, align, and implement the novel ideas and innovations (risk taking and experimenting, cross functional collaboration resource allocation) with the overall strategic goals and vision of an organization to create value for the organization and its stakeholders?					
OI 2	It the organization having a business model to provide deep understanding of the organization's goals, market dynamics, customer needs.					
OI 3	How is the entrepreneurial mindset cultivated within the organization					
OI 4	Are their innovation labs where employees can collaborate, experiment and develop new ideas in a safe organizational environment.					
OI 5	The organization is in position of scanning the external environment for emerging trends, technologies, or customer needs that can be leveraged for strategic innovation.					
	Product innovations					
OI 6	Do the organizations recognize product innovation such as creativity, market research, technological expertise, and effective project management as key drivers to business growth and success by ensuring that the businesses stay relevant, meet customer needs and create sustainable value					
OI 7	How is the organization's Market orientation?					
OI 8	To the product innovations get top management support whenever they are introduced in the organization.					

OI 9	Are their new product development processes put in place by the organization?					
OI 10	Do the organization adopt the latest technology to support product innovations					
OI 11	How diverse is the product innovation process adopted by the organization.					
	Structural innovations					
OI 12	Are the organizations focusing on organizing the company's assets, both tangible and intangible uniquely in order to create value and accelerate organizational performance?					
OI 13	Is there any incentive system put in place by organizations to encourage employees towards better performance					
OI 14	Do the organizations provide needed, continuous, and large-scale training for employees with a devoted space to attain their goals.					
OI 15	There exists a standardized operational procedure to reduce operational cost and complexities					
	Manufacturing process innovations					
OI 16	How good is the organization in using manufacturing innovations such as changes in equipment, technology and methods used at various stages of production to reduce unit production costs, increase product quality and delivery new and sustainable products.					
OI 17	Can you term the manufacturing process innovation as clear in performance status and process flow					
OI 18	How are the methods of designing innovative products and process concepts in your organization?					
OI 19	Implementation of technological innovation in manufacturing processes are curried out effectively.					
OI 20	How is the return on investment of the manufacturing process innovations adopted by your organization					

SECTION IV: ORGANIZATIONAL PERFORMANCE (OP)

Indicate the level to which you agree with the following statement's, on organizational performance, **5- Strongly Agree (SA), 4- Agree (A), 3- Neutral (N), 2- Disagree (D), 1- Strongly Disagree (SD).**

CODES	Statements	5	4	3	2	1
	Financial performance					
OP1	Do you agree on whether the organizations are generating profits, returns on assets, returns on investment, and other financial indicators.					
OP2	How can you rate the production and productivity performance of your organization					
OP3	Is the liquidity performance of the organization good					
OP4	How can you rate the assets, liabilities, equity, expenses, revenue and profitability of the organization					
	Product market performance					
OP5	how well do the organization meet the needs and expectations of its customers (such as product quality), as well as compete with other organizations a market share in the same industry.					
OP6	is the market share of your organization influenced by its product market performance					
OP7	Are the customers satisfied with the organization's products in the market					
OP8	Can you justify your products as reputable in the market					
	Socio-economic factors					
OP9	Are the organization contributing to the social and environmental well-being of its community and society at large, through measures such as corporate citizenship, community outreach, social responsibility, and environmental sustainability					
OP10	How is the Occupational status and job insecurity of the employees in the organization					
OP11	Does the organization encourage access to health care and nutrition of its employees					
OP12	Is the organization contributing to the societies well being through conducting community development activities					
	Political-administrative factors					
OP13	Do the organizations comply well with the laws, governance regulations, and policies that affect its operations and activities					
OP14	How do you agree with the clarity of performance evaluation system in the organization.					
OP15	How is the decision-making process in the organization					
OP16	How good is the organizational culture created by you organization to promote accountability and transparency					

RESUME

Personal Information

Surname, name : AHMED, Kamal Muhyadin

Nationality : Somali

Education

Degree	**Education Unit**	**Graduation Date**
Master	Business Administration	2024
Bachelor	Business Administration	2021
High School	General studies	2016

Work Experience

Year	**Place**	**Title**

Foreign Language

Somali and English

Publications

Hobbies

Reading, football and travelling.