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Role of Knowledge Management in the Enhancement of Performance of Universities in Kenya: A Survey of Satellite Campuses in Western Kenya Region

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Abstract:

Kenya has witnessed a rapid expansion of university education denoted by proliferation of many satellite campuses. Dominating discussions concerning growth and expansion of university education has been an overriding concern for the establishment and sustenance of relevant quality university education. This necessitated the need for this study to find out the role Knowledge Management play to ensure performance is enhanced guided by the following objectives; to establish the role played by academic libraries in enhancing performance, to determine the role of in-service training on performance. role played by workshops, seminars and conferences on performance and finally to establish how research contributes to performance. Exploratory design, random and purposeful sampling techniques were used to select the respondents for the study. Questionnaires, interviews and observation were used to collect data and then was analyzed both quantitatively and qualitatively methods. The findings of the study indicated that knowledge management has a rich potential for enhancing performance The study recommends that the government should increase the subsidies given to satellite campuses to cater for the operational costs and the campus management to provide academic libraries in the campuses, embrace in service training, workshops, seminars and conferences more often. They should support research activities and ensure people are exposed to how best knowledge can be managed.

1. Background to the Study

Knowledge Management is a newly emerging interdisciplinary model, which is concerned with knowledge in an organization as its focus. Knowledge management is a Human Resource strategy which is concerned with creating of new knowledge, acquiring new skills, storing and sharing the wisdom, understanding and expertise accumulated in an organization and its individuals about its process, techniques and operations. For this reason it has become a key resource and a direct competitive advantage of organizations selling ideas and relations (Armstrong, 2009).

A research done in China reveals that there is ambiguity and misconception of what Knowledge Management (KM) is and there is lack of knowledge of how it contributes to the business growth and development. This means that knowledge management is still an elusive concept to many organizations (Khosrowpour, 2004). To this effect it is imperative to elucidate the confusion and fill the gap between theoretical possibilities and practicalities such that organization can be able to grasp the value of knowledge to devise effective knowledge management strategies (Awad & Ghaziri, 2007). He notes further that there is a gap between knowledge possession and utilization. The gap exists when individuals utilize various forms of knowledge that they possess in different activities and actions to accomplish particular goals. As well the extent of knowledge utilization is not equivalent to the extent of knowledge possession. The present study was geared towards unraveling the knowledge on how knowledge management activities are contributing to performance.

A research that was done in Latin America (Cranfield & Taylor, 2004) shows that graduate education remains underdeveloped. Rapid expansion and diversification of higher education sector has caused significant variation in the quality of higher education services in the region. This means that many universities struggle with outdated teaching and lack of equipment. As a result, most countries do not produce enough PhDs to fill the vacancy at tertiary institutions created by retiring professors. The study was to find out the situation in the Kenyan university satellite campuses.

Effective Knowledge Management is an increasingly important source of competitive advantage, and a key to the success of contemporary organizations, bolstering the collective expertise of its employees and partners. The application and use of Information Communication Technology (ICT) to support Knowledge Management in higher education is currently an emerging

challenge and requires a new conceptual approach and research agenda to address new challenges. ICT uses in Knowledge Management offers the potential for greatly enhanced access to knowledge combined with the challenge on how to manage the access (Hawkins, 2000).

Other Studies done in African universities (Tatnall, Kereteletswe, & Visscher, 2009) reveal that there is a gap for African researchers to host their content on-line. It is also noted from this study that although internet is a good way of accelerating dissemination of knowledge, many hundreds of worthy and peer reviewed scholarly journals published from Africa cannot host their content in internet because of the limitations of resources. Hence valuable information has not reached people who need it. The studies further indicate that institutions do not have resources and may not have the patience and interest to sponsor research. This leads to limited sharing of knowledge even within the African institutions. Such incident explains the existence of a scarcity of knowledge in Africa. Consequently, universities in African countries do not play a greater role in the global online scholarly environment. They further testify that universities are factories where knowledge is created and skilled workers manufactured. Therefore knowledge production can be seen through the successful production of theses and dissertations before degree awards in universities, ability to write research reports and varying local and international donor support to research activities. Most of the information African universities use is produced elsewhere and is not original. This therefore contributes to a lack of higher quality and ground breaking knowledge being delivered in African universities.

From the above discussion, it can be noted that there is need for bridging the knowledge gap for African researchers through open access publishing which will help the knowledge created through research and other efforts in Africa to be effectively distributed to the wider society. This will avoid storing knowledge in record office or closed in library collections.

Over the last few years Kenya has experienced a rapid expansion in university education. This is partly due to the dramatic pace of increasing enrolment because of an abolition of A-level in the year 1992 and because of opening of public universities to privately sponsored students under the parallel degree program (Mwiria, 2010). According to a 2004 report on reforming higher education in Kenya, the rapid expansion of University education in the country was a spontaneous response to the increasing demand for higher education necessitated by the increasing flow of students from schools. For this reason the constituent colleges in Kenya have increased up to even small market centres or towns. He further posits that because the expansion was not accompanied by a commensurate increase in government funding, the result has been a steady decline in quality and questionable relevance of the knowledge delivered. The legislation governing universities dictates that each university has its own act. This has led to different methods of accreditation and program certification. Although it was later agreed that universities be subjected to assessment, the legislation has grown over the years in the university education which has created problems. Such problems include; chronic resources deficits for program expansion and research and staff development, absence of mechanisms for determining and assessing the universal quality standards, lack of decision making autonomy and lack of a clear mechanism for the opening of satellite public university campuses. He further observes that it is not clear whether major strides have been made in the area of quality enhancement. The aim of the study was to examine whether there are any programs put in place by the universities to ensure that the experts are exposed to activities that will help curb the problems of expansion and how to enhance learning and performance so that quality and relevance are catered for.

Mwiringi (2012) report proposed that radical changes need to be made in the education system if it changes from 8-4-4 to 2-6-3-3-3 system. The aim of the new system is to provide opportunities for life-long learning and achievement. The present system has four years in university while the aspired one will have three years in university. Some of the major changes are as follows; first the universities will be forced to drop certificate and diploma colleges, the new legislation to empower the Commission for Higher Education (CHE) to take charge of admissions and quality assurance. It will take over from Joint Admissions Board. Thirdly, university lecturers are recommended to go for training on teaching techniques to be equipped with the right skills. He further attests that there is a call to change the 8-4-4 system because it has failed to meet its intended objective of addressing the need for technical skills to fast-track industrialization. This means that the Kenyan higher institution of learning is inadequate to meet needs of a developing nation. He continues to say that presently there is proliferation of universities all over the country including in village market Centre's, claiming that they are less expensive to administer. This kind of scene has diminished and abused the role of middle level colleges thus lowering Kenya academic scene to a mess. This study will contribute knowledge by giving strategies of how best knowledge might be managed in these satellite campuses to ensure academic performance is enhanced.

2. Statement of the Problem

The spiraling demand for university education has made universities to adapt innovative programmes to meet the industrial need. The university being a market place for the interrogation of ideas must continue to strive to provide access to Kenyans seeking university education (CHE, 2010). This explains why in the recent past, Kenya has witnessed a rapid expansion of university education denoted by proliferation of satellite campuses as one of the innovative programmes that will bring university education to many people. On the same note, in line with vision 2030 in Kenya, higher education is supposed to be brought closer to people (Mwiria, 2010). It is on this basis that universities are striving to open many university campuses all over Kenya even up to the small market centers or towns (Mwiria 2010) and indeed they have achieved this goal. University education is important in terms of attainment of academic and life skills (Bahrain, 2010).

Dominating discussions concerning growth and expansion of university education has been an overriding concern for the establishment and sustenance of relevant quality university education. Throughout the world the quality and relevance of university education are brought into sharp focus. Quality dictates that university education be characterized by its international dimension, exchange of knowledge, interactive networking, mobility of staff and students and research projects among many aspects. Mwiria posits that because the expansion was not accompanied by a commensurate increase in government funding, the result has been a steady decline in quality and questionable relevance of the knowledge delivered. Therefore in this regard it is the

responsibility of every university to take care of knowledge management ensuring that the personnel concerned are exposed to how best it can be improved. It is high time universities are called upon to re-engineer themselves in order to remain relevant and competitive in the mutating of higher education landscape. Knowledge Management is the basis for quality and relevance. The present study therefore sought to unravel the role of knowledge management in enhancing performance, to investigate the extent to which the university management has incorporated it, their major challenges and whether knowledge management which is crucial to performance is given the attention it deserves in the Satellite Campuses in Kenya.

3. General Objective

To establish the role knowledge management play in the enhancement of performance.

4. Specific Objectives of the Study

- To establish the role played by academic libraries in enhancing performance.
- To determine the role of in-service training, in enhancing performance.
- To find out the role played by workshops, seminars and conferences in enhancing performance.
- To assess the role played by research in enhancing performance.

5. Research Questions

- What is the role of academic libraries in enhancing performance?
- What role does in service training play in enhancing performance in satellite campuses in Western Kenya?
- What role are workshops, seminars and conferences playing in enhancing performance?
- What is the role of research on performance of the institution?

6. Justification of the Study

The study made a significant contribution regarding knowledge management in university campuses in western Kenya. Secondly, its findings were of valuable significance to the vice chancellors and directors who are policy makers and lectures who are implementers. Thirdly, by extension it exposes the students who are the consumers to what they are expected to do to ensure performance is enhanced. The satellite campuses were chosen for the study because the mechanisms could be established in the main universities.

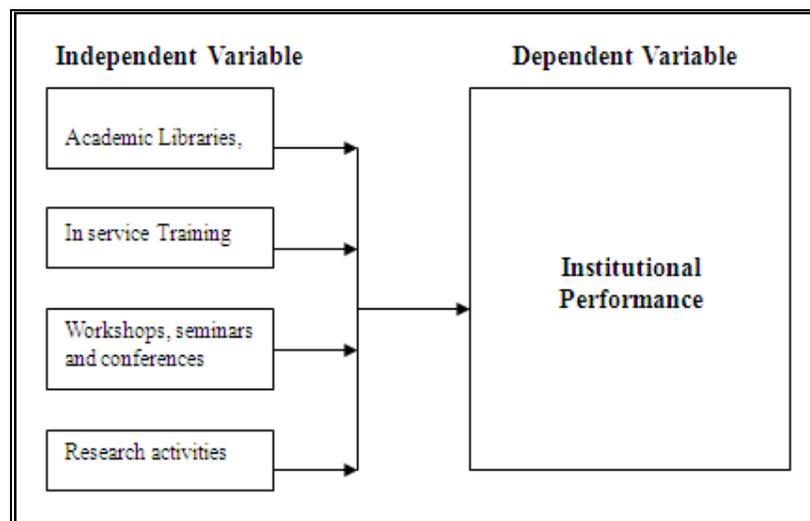


Figure 2.1 Conceptual framework

7. Methodology

7.1. Research Design

Exploratory research design was used to investigate the role knowledge management in terms of its activities in satellite campuses, the extent to which these activities were practiced and the prospects of improving them in order to enhance learning and performance. The method was good as it tries to minimize both alpha error and beta error. As well, the design allows gathering of data from a large number of cases at a particular time hence cross-sectional (Kerlinger, 1983).

7.2. Target Population

The target population was the directors, lecturers, students and librarians in the satellite campuses in eleven counties in western Kenya. This was because they are involved in the day to day operations of the campuses. In every county there are big towns and the head quarters for this matter made the basis where satellite campuses are located. There are at least five satellite campuses in

every county hence making a total of 55 campuses in 11 counties. Each campus has a population of at least 250 people. To that effect the target population was 13500 people.

7.3. Sample Size and Sampling Procedures

The satellite campuses are scattered over a large geographical area in as far as the selected towns are concerned and the population is very large. There are two different types of sampling procedures--*probability* and *non-probability*. Probability sampling methods ensure that there is a possibility for each person in a sample population to be selected, whereas non-probability methods target specific individuals. In this case the researcher employed both probability and Non-probability Procedure. This population is more than 10,000 people and according to Mugenda and Mugenda (2003) social science research applies the following formula to determine the sample size.

$$n = \frac{z^2 pq}{d^2}$$

Where n = the desired sample size if the target population is greater than 10,000

z= the standard normal deviation at the required confidence level

p= proportion in the target population estimated to have characteristics being measured

q= 1-p

d= the level of statistical significance set if the estimate of the proportion of the target population assumed to have the characteristics of interest is not provided, then 50% should be used.

Therefore with the proportion of the target population being 0.50, the z-statistic is 1.96. Consequently the sample size will be;

$$n = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2}$$
$$= 384$$

7.4. Questionnaires

The study was carried out using an investigative questionnaire to review the scope of Knowledge Management activities; the level of incorporation of the Knowledge Management activities, the effect of incorporating those activities and suggestions of how best it can be improved. The questionnaire was based on key areas of interest in Knowledge Management including: the role of various Knowledge Management activities in university campuses on performance, the extent to which they have been incorporated in various campuses and the possible ways that knowledge can be improved to enhance performance and the added value that Knowledge Management brings into the organization to improve existing performance. The questionnaires that were of structured questions which adopted a likert scale and open ended ones. They were served to each stratum as required.

7.5. Interviews

This involved face to face communication. It was administered to directors, librarians and lab technicians to obtain in depth information regarding their opinion on the challenges affecting knowledge management in their respective satellite campuses as well as giving proposals on the best strategies to be put in place to enhance performance and ensure quality is achieved.

7.6. Observation

It was more useful to find out the availability of books, space, computers and visible issues that help in managing knowledge in the campuses

7.7. Reliability of the Research Instrument

The instruments were administered to the same group of subjects after a period of two weeks and the results compared. The correlation coefficient between the two separate administrations of the questionnaire was 0.65 (using the SPSS) which indicated that the research instrument were reliable.

7.8. Validity of Research Instrument

Validity was tested by giving out the questionnaire to be used to the supervisors whose recommendations were incorporated in the final questionnaire.

8. Results and Findings

8.1. Knowledge Management Related Activities

The study sought to find out the KM activities used in satellite campuses to enhance performance. The analyses of the responses were given as follows;

KM Activities	Frequency			Percentages		
	Yes	No	Total	Yes	No	Total
Provision of academic libraries	341	43	384	88.8%	11.2%	100
In-service training workshop and seminars	299	85	384	75.9%	24.1%	100
Research	207	177	384	53.9%	46.1%	100
Conferences	307	77	384	79.9%	20.1%	100
ICT Integration	272	112	384	70.8%	29.2%	100

Table 1: KM Activities

From the above table it can be noted that 88.8% of the respondents agreed that provision of academic libraries enhance performance. Also 75.9% agreed that if people are exposed to in service training, workshops and seminars their performance can be enhanced. Research, conferences and ICT integration were also supported by 53.9%,79.9% and 70.8%of the respondents respectively. Other activities that were identified include; proper attendance of lessons (31%) and provision of qualified teaching staff (64%).

8.2. Provision of Academic libraries in Satellite Campuses' Operations

Alongside inquiry on the role provision of academic libraries play in enhancing performance, the respondents were further asked to indicate how it had been incorporated in various satellite campuses and findings tabulated below.

	Frequencies						Totals			Percentages		
	MS	S	N	D	MD	T	S	N	D	S	N	D
Q1	5	171	66	10	132	384	177	66	142	45.8%	17.2%	37.0%
Q2	5	65	172	130	12	384	70	172	142	18.5%	44.5%	37.0%
Q3	0	24	135	219	6	384	24	135	225	6.2%	35.2%	58.6%
Q4	13	52	118	177	24	384	65	118	201	17.0%	30.7%	52.3%
Q5	8	43	157	166	10	384	51	157	176	13.3%	40.9%	45.8%
Q6	0	11	194	175	4	384	11	194	179	2.9%	50.5%	46.6%
Q7	89	209	85	1	0	384	298	85	1	77.6%	22.1%	0.3%
Q8	0	9	117	246	12	384	9	117	258	2.3%	30.5%	67.2%
Q9	13	42	151	154	24	384	55	151	178	14.3%	39.3%	46.4%
Q10	0	1	187	191	5	384	1	187	196	0.3%	48.7%	51.0%
Q11	5	72	141	134	32	384	77	141	166	20.1%	36.7%	43.2%

Table 2: Response rate on provision of academic libraries

Key

- Q1: The campus has an operational library
- Q2: All people know of the availability of the library
- Q3: The library has enough space for all books and materials
- Q4: There are adequate, relevant and current books and materials for every course offered
- Q5: Books are available in good time when required
- Q6: Some books are borrowed from other universities and even institutions for use
- Q7: Books and other reference materials are borrowed for at most one day
- Q8: All people are adequately oriented on the use and operation of the library.
- Q9: Availability of records of all library books and materials
- Q10: The campus store decades of information
- Q11: There is digital content in libraries

From the responses it can be seen that cumulatively 45.8% of the respondents indicated that there is an operational library in most of the campuses. However it was also significant to note that another 37.0 % of the respondents were dissatisfied altogether that there was a place set aside for the library. This implied that although there was an indication that most of the campuses had set aside a building or a room called a library, there are others as well which had not.

8.3. Role of Workshops, Seminars and Conferences

The respondents outlined a number of ways that conferences benefit both the students and lecturers in the process of enhancing performance. They were presented in the table below.

Role	Frequency	Percentage
Forum for exchange of ideas, insights and perfection	301	78.3%
Exposure to new trends in various fields	240	62.6%
Adequate publication and presentation skills	294	76.6%
Ability to take enlarged tasks and responsibilities	176	45.9%
Accessibility of Publications and journals	218	56.7%
Nurturing Innovation and Talents	206	53.6%
International Recognition	290	75.5%

Table 3: Role of Workshops, Seminars, Conferences

From the table in the findings shows that 78.3% of the respondents supported those conferences play a big role in enhancing performance from other people’s knowledge. As well the international conferences are intended to showcase the products and services offered in universities academic programmes and other innovations in their institutions. People who attend enjoy illuminating and edifying experiences. If people who attend take full advantage of this window of opportunity, it enables one to make informed choices and decisions of whatever one endeavors to do in the future. The students get opportunity to be done for “after action reviews” by their lecturers after their presentations hence it facilitates gaining of insights and perfection in their fields of research.

The findings above reveal that 62.6% of the respondents said that attendance to conferences exposes both lecturers and students to skills and techniques of doing intensive studies in various disciplines. It also helps them to get updated information in the most recent ways of effective teaching and learning. At the same time conferences aid participants to get materials for further study and hence this sharpens them to become experts in their own disciplines, which results to enhanced performance.

8.4. Incorporation of Workshops, Seminars and Conferences

Inquiry was done a cross the satellite campuses to determine if the role of international conferences workshops and seminars has been given an upper hand in enhancing performance .This could be done by practicing it in their operations. The major areas of concern were; if the mother university holds international conferences, workshops and seminars frequently, secondly if the conference publications of conferences reach the university within one year, secondly, if a good number of students and lecturers participate adequately in the conferences and finally if the conference proceedings are video recorded (in CDs or DVDs and kept in the libraries) for reference purposes and accessed to lectures and students regularly. As regards to hosting of international conferences by mother Universities, from the above findings of the roles of conferences it is evident that, the more frequent conferences are held the more helpful they are to the lecturers and students in disseminating and sharing knowledge. The main point of interest in this section was to establish how often they are held. The responses are presented in the table below;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in 2 years	86	21.7	22.4	22.4
	Once in 1 year	18	4.5	4.7	27.1
	Rarely	121	30.6	31.5	58.6
	Don’t know	159	40.2	41.4	100.0
	Total	384	97.0	100.0	
Missing	System	12	3.0		
Total		396	100.0		

Table 4: Frequency of mother universities hosting international conferences

From the table above, it can be inferred that just 4.7% of the respondents are satisfied that the mother university hosts international conferences annually. The responses to other areas of concerns were tabulated as follows;

	Frequencies					Total			Percentages		
	MS	S	N	D	MD	S	N	D	S	N	D
Q1	5	17	166	175	21	22	166	196	5.7%	43.2%	51.1%
Q2	21	58	151	104	50	79	151	154	20.6%	39.3%	40.1%

Table 5: Response rate on the extent of incorporation of conferences

Key

- Q1: Availability of materials of Workshops and Seminars as well as Publications and videos of Conference Proceedings in libraries
- Q2: Adequate Participation of Students and Lectures

- MS-Most satisfied S-Satisfied N-Neutral D-dissatisfied MD-Most dissatisfied

There was need further to investigate if the students capture knowledge from the few conferences that can be held in various universities. Therefore the respondents were asked to indicate if they benefit frequently from the publications and videos of proceedings of conferences held especially if they don't attend. On the same note they were also to indicate whether they access materials that have been used in workshops and seminars in their libraries.

From the findings above, it can be noted that only 5.7% of the respondents are satisfied with the availability of such materials in their libraries. This indicates that videos and publications of proceedings of the conferences are rarely brought down to the university campuses for the lecturers and students to view and acquire the knowledge that is disseminated during the presentations of these conference research findings. From the findings, it can also be seen that majority of the respondents (39.3%) were neutral whereas 40.1% were dissatisfied with their degree of participation. Therefore, it is evident that the higher percentage of the respondents declares that there is less incorporation of conferences as an activity of knowledge management to enhance performance.

9. Research and Performance

The respondents were asked to indicate the role research activity play and they gave the following responses. Note that the frequency column represents the number of respondents who identified the role out of the total 384 respondents.

Role	Frequency	Percentage
Attaining globalization in effective learning and teaching	200	66.7%
Discovery and solutions of current problems	277	72.1%
Sharing of information and enhancing competition	115	30%

Table 6: Role of Research

From the table above it can be noted that 66.7% of the respondents revealed that research helps in attaining globalization in effective learning and teaching. It enables university education to become the centerpiece of a new era of global change, cooperation and cultural exchange. When researches are posted to internet for others to read, it forms a basis for sharing of ideas globally which makes the knowledge attained to be uniform hence standard. Thirty percent of the respondents revealed that information sharing enhances performance of people creates completion among participants. Research provides individuals with opportunity to be well equipped with all knowledge that researchers are meant to know through study. This also creates a basis for competing favorably.

Research is a process of doing diligent examination of a certain phenomenon to discover material facts about it. This is done through collection and analysis of data. It is in this regard that researches also help to uncover current problems during the process and try to find the best and recent strategies to solve those current problems. The world is continually changing and new discoveries ought to be done in order to stay competitive. From the findings of various researches they are able to adapt to the new changes. In the research findings 53.9% of the respondents agreed that research plays an important role in enhancing this kind of performance. The people concerned can be able to live up to the rising expectations. In this case the members find full knowledge to compete favorably in the continually changing world. Those people who disseminate knowledge should be well versed in all areas i.e. they ought to have a broad knowhow in various areas that need assistance.

9.1. How Research is carried out in campuses

From the above findings of the role of research, it was inferred that research plays an important role in ensuring that performance is enhanced. To find out what is on the ground in various campuses there was need to make inquiries on whether the various campuses are trying to incorporate research in their operations to enhance performance. The main point of interest in this section was first, whether research is morally and financially supported in order to enhance performance. Secondly, if the lecturers and students know the university website and they use it to post their researches without any problem. The findings of the various areas of concern are discussed below.

	Frequencies					Total			Percentages		
	MS	S	N	D	MD	S	N	D	S	N	D
Q1	0	14	139	161	70	14	139	231	3.6%	36.2%	60.2%
Q2	11	58	169	116	30	69	169	146	18.0%	44.0%	38.0%

Table 7: Extent to which Research has been practiced

Key

- Q1: Moral and Financial Support
- Q2: All lecturers and students know of the university website and post their researches without any problem
- MS-most satisfied S-Satisfied N-Neutral D-dissatisfied MD-Most dissatisfied

In Q1 the study sought to establish how adequately research has been supported morally and financially. Therefore the respondents were asked to give their opinion on this support and this was based on likert scale question “researches are adequately supported morally and financially”. From the above table it can be inferred that only 3.6 % of the respondents were satisfied with the support. This shows that this activity has not been embraced to a greater extent.

Alongside inquiry on the support given to research, it was eminent to inquire on how well the people know about their website or that of their mother university because it may contain information that aid research. It was also important to inquire if they experience any problem in posting their researches for others to read and consequently themselves to benefit from others. The responses to question 2 “all lecturers and students know of the university website and post their researches without any problem indicate that cumulatively only 18.0 % of the respondents were satisfied that they have the knowledge of the website. This denotes that it has been minutely utilized and a lot of information is hidden yet.

In conclusion, the findings presented above illustrate that the satellite campuses are lacking the incorporation of Research. Although the respondents gave diverse opinions on how research has been involved, there is consensus that the satellite campuses are not maximally supporting Research activity. As well many are not very much conversant about how to utilize this tool in order to enhance their performance while in the university

9.2. Academic Libraries

A number of recommendations were made as strategies to ensure performance is enhanced. First there should be establishment of libraries to store the books however few they are so that they can be placed in a central place for students and lecturers to access them. Secondly, the small libraries in some campuses should be expanded to accommodate many students who will want to do their researches and other studies. At the same time it assists in keeping all books and reference materials that will be required. Third, the wide spreading of offices within towns should be minimized by obtaining one larger place for establishment of the campuses. This will also curb the problem of inability to locate the libraries by both the students and the lecturers. This is agreeing with (Choy, 2008) suggestion that they help individuals to “obtain reliable information to increase their knowledge in all the spheres of their lives from the recorded information storehouse of mankind.”

Fourthly, the libraries should be well equipped in terms of relevant books for every unit offered. This can be achieved from the fees paid by the students and also the government to subsidize a little. Fifth, there should be replacement of old books with the current books or additional of them. In case of lack of current books it was recommended that the university to make arrangements to borrow other books from other institutions or the campuses to purchase them. This will assist students to cope with the changing world.

Sixth, there should be digital content in the libraries. This means that the books in the mother universities, to be automated and be availed in their respective campuses to save on the time wasted on looking for information. This will also help to save money the inconveniences spent and incurred in cyber cafes in the process of doing research and assignments. Alongside the above advantages it will help students to get their privacy in their researches. Seventh, the ICT should be applied in the library in recording of books for easy accessibility of all the books in the library. Eighth, other respondents also proposed that the libraries ought to be operational up to nine o'clock in the night so that those students with evening classes can get an opportunity to borrow books and do studies after job. The campuses that hold their classes in the evening can also opt to keep their libraries open during the day to enable their student to access them before they attend their classes in the evening. Nine, thorough orientation should be done to students on admissions to these campuses to enable them to know all that pertains to the functions and operations of the campus to curb the problem of confusion.

With inadequate provision of libraries as the findings showed, it implies that information will be unreliable hence a decrease in the knowledge of the library users. A lot of time is wasted in moving from one place to another in search of books when doing assignments and research, from one cyber to another for the same, there is improper utilization of resources because relevant books must be photocopied against the law and money is paid in cyber cafes for browsing, there is exhaustion in terms of energy and in the process of looking for knowledge. This situation does not allow for in depth reading for conferences and workshops among others. There is inadequate preparation for courses. People lack competence because they are ill equipped with knowledge.

9.3. In-Service Training

In service training play a major role because of its ability to improve individual's professional and intellectual growth, competence apart from broadening his perception and exposing one constantly to new things through sharing among other roles. However, the research findings showed that it had not been practiced.

10. Summary of the Research Findings

University education provides an avenue in which the Kenya 2030 vision and its aspirations may find realization. However, implementation of this vision accompanied with the demand for university education has aroused a concern on quality and relevance which are the key components of performance. The kind of attachment exhibited by the rapid expansion of the university education has a crucial role to play in the quest for more sustainable way of managing its knowledge.

The research findings showed that the above major KM activities (provision of academic libraries, in-service training, workshops, seminars and conferences and research) are important in enhancing performance if they are maximally utilized. However, it was noted that these activities have not been adequately incorporated in the operations of various satellite campuses in the western Kenya region.

The findings indicated that almost half of the campuses had libraries and the records but they didn't have the basic requirements to make them academic. It was also noted that the in-service training workshops and seminars were not sponsored, they were rarely

organized and information about them did not reach participants in good time for them to attend and even their respective materials were not available in the libraries for others to read. Research findings showed that researchers were dismally supported morally and financially, the students are unaware of their websites and consequently not posting their researches to internet. Conferences were rarely hosted by the mother universities, and some of the students even are usually not aware of the time of their occurrence because the information does not reach the participants in time, they are also not supported financially and all the materials and videos of the conferences are not available in the libraries for others and finally there is inadequate participation of students and lecturers.

11. Recommendations

The satellite because of their fast establishment ought to embrace establishing libraries and digital ones with OPAC software in order to connect themselves to many libraries worldwide. This will help them to stay competitive. Secondly they should embrace capacity building to all lecturers in order to help them to be in touch with what is happening in the fast moving world, through attendance to workshops, seminars, exhibitions and conferences. The various lecturers need to stay focused by always being engaged in service training and research. This will allow continuous learning to take place which will update and equip both students and the lecturers updated and ready to meet industrial needs of this country. Finally the government should devote some resources to satellite campuses per se to subsidize their establishment.

Further studies can be done on the challenges facing satellite campuses in Kenya and the way forward. To assess the effect of knowledge management strategies on service delivery in profit making organizations

12. References

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