

Knowledge Management Processes, Innovative behaviour and Job Performance among Civil
Servants in Uganda: A Case of the Ministry of Public Service and Ministry of Health.

Ahimbisibwe Lebron

2017/HD03/146U

A Dissertation Submitted to the School of Psychology in Partial Fulfilment of the
Requirements for the Award of a Master's Degree in Organisational Psychology
of Makerere University

January 2023

Declaration

I, Ahimbisibwe Lebron, declare that this dissertation titled "*Knowledge Management Processes, Innovative Behaviour and Job Performance among Civil Servants in Uganda: A Case of the Ministry of Public Service and Ministry of Health*" is my work apart from the acknowledged sources. It has never been submitted to any University for a degree or diploma award.

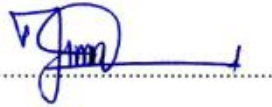
Signature.....

Date.....16 / 01 / 2023.....

Ahimbisibwe Lebron

Approval

This dissertation titled "*Knowledge Management Processes, Innovative Behaviour and Job Performance among Civil Servants in Uganda: A Case of the Ministry of Public Service and Ministry of Health*" has been submitted as partial fulfilment of the requirements for the award of the Master's degree in Organizational Psychology of Makerere University with my approval as the University supervisor.



Dr Leon Matagi

School of Psychology, Makerere University.

Date: 16/01/2023

Dedication

I dedicate this dissertation to my wife Winny and my children; Joe, James and Jessy.

Acknowledgement

I would like to thank the Almighty God who has been my provider, and protector and has seen me throughout my life and University education. I would like to extend my gratitude and special thanks to my wife Winny and my children; Joe, James and Jessy for the moral, spiritual and social support and comfort accorded to me.

I would like to extend my gratitude to my supervisor Dr Matagi Leon for the unwavering advice and guidance he gave me to complete my research project at the University.

I would like to thank my lecturers; Prof. Peter Baguma, Assoc. Prof. Grace Kibanja, Assoc. Prof. Kikooma Julius, Dr. Baluku Martin, Dr Nansubuga Florence and Dr. Nantamu Simon for the academic support they have rendered to me to complete my university academics.

I would like to thank the administration of the Ministry of Public Service for the financial support rendered to me.

Table of Contents

| | |
|---|------|
| Declaration..... | i |
| Approval | ii |
| Dedication | ii |
| Acknowledgement | iv |
| Table of Contents..... | v |
| List of Tables | viii |
| List of Figures | ix |
| Abstract..... | x |
| Chapter One:Introduction | 1 |
| Background..... | 1 |
| Statement of the Problem..... | 3 |
| Purpose..... | 4 |
| Objectives | 4 |
| Scope..... | 5 |
| Significance..... | 6 |
| Conceptual Framework..... | 7 |
| Theoretical Perspective | 8 |
| Chapter Two: Literature Review | 10 |
| Knowledge Management Processes and Innovative Behaviour | 10 |
| Knowledge Management Processes and Job Performance | 15 |
| Innovative Behaviour and Job Performance | 18 |

| | |
|---|----|
| The Mediating Effect Innovative Behaviour on the relationship between knowledge Management processes and Job Performance..... | 20 |
| Hypotheses | 22 |
| Chapter Three: Methodology | 23 |
| Introduction..... | 23 |
| Research Design..... | 23 |
| Study Population | 23 |
| Sampling | 24 |
| Data Collection Instruments | 25 |
| Measures | 25 |
| Quality Control | 26 |
| i. Reliability..... | 26 |
| ii. Validity | 26 |
| Data Management | 26 |
| Research Procedure..... | 27 |
| Data Analysis Techniques..... | 27 |
| Ethical Considerations | 28 |
| Chapter Four: Results | 29 |
| Introduction..... | 29 |
| Background Data | 29 |
| Levels of Knowledge management processes | 30 |
| Innovative Behaviour..... | 31 |

| | |
|--|----|
| Job Performance..... | 33 |
| Knowledge Management Processes and Innovative Behaviour | 34 |
| Knowledge Management Processes and Job Performance | 35 |
| Innovative behaviour and Job Performance..... | 36 |
| The Mediating Role of Innovative Behaviour | 37 |
| Chapter Five: Discussion, Conclusions and Recommendations..... | 40 |
| Introduction..... | 40 |
| Discussion of the Results | 40 |
| Knowledge Management Processes and Innovative Behaviour | 40 |
| Knowledge Management Processes and Job performance | 44 |
| Innovative Behaviour and Job Performance | 49 |
| Mediational Role of Innovative Behaviours | 52 |
| Conclusions..... | 54 |
| Recommendations..... | 55 |
| Areas for Further Research | 56 |
| References..... | 57 |
| Appendix 1: Questionnaire | 79 |
| Appendix : Introductory Letter | 84 |

List of Tables

| | |
|---|----|
| Table 1: Sample size and selection for the study | 25 |
| Table 2: Background data of respondents..... | 29 |
| Table 3: Levels of Knowledge Management Processes | 30 |
| Table 4: Levels of Innovative Behaviour..... | 32 |
| Table 5: Job Performance | 33 |
| Table 6: Correlations results for Knowledge Management Processes and Innovative Behaviour..... | 34 |
| Table 7: Correlations Results for Knowledge Management Processes and Job Performance | 35 |
| Table 8: Correlation Results for Innovative behaviour and Job Performance..... | 36 |
| Table 9: Mediation Analysis | 37 |

List of Figures

| | |
|--|----|
| Figure 1: Relating knowledge management processes, innovative behaviour and job performanc..... | 7 |
| Figure 2: Mediation Results of Innovative Behaviour..... | 38 |

Abstract

The study investigated the relationship between knowledge management processes, innovative behaviour and job performance among civil servants in Uganda. A correlational survey research design was used to establish the relationships that exist between knowledge management processes, innovative behaviour and job performance among the technical staff of the Ministry of Public Service and the Ministry of Health. The study used a sample of 237 respondents who were selected using stratified random sampling method. Data was collected using structured self-administered physical questionnaire and later quantitatively analysed using Statistical Package for Social Scientists (IBM SPSS version25) software. The mediating effect of innovative behaviour was measured using PROCESS embedded in SPSS. The findings show that there is a significant relationship between overall knowledge management processes and overall innovative behaviour, overall knowledge management processes and overall job performance and overall innovative behaviour and overall job performance. The findings also show that innovative behaviour partially meditates the relationship between knowledge management processes and job performance. Therefore, it can be concluded that knowledge management processes are significantly related to job performance and innovative behaviour partially mediate the relationship between the two. Government through the accounting officers and managers of Ministries, Departments, Agencies and Local Governments should provide a conducive environment for the creation/acquisition, sharing and application of knowledge to stimulate the innovative behaviour of civil servants and this will ultimately enhance job performance and transform service delivery to the citizens.

Chapter One

Introduction

Background

Organizations around the world are striving to match employee characteristics with organisational interests such as enhanced Job performance. Job performance can be promoted through proper management of knowledge that allows employees to be more innovative. Knowledge management is focused on organizing and providing important knowledge, wherever and whenever needed (Fernandez & Sabherwal, 2010). According to Chien (2004), a successful organization requires employees who are willing to go above and beyond the call of duty and provide performance that exceeds expectations. In order to produce enhanced job performance today, knowledge is relied upon as an important asset to improve performance, especially staff performance (Hasudungan et al., 2020).

Employees' innovative behaviour has been described by different scholars such as Janssen et al. (2004) and Shin et al. (2017) as the generation, promotion, and implementation of new ideas in products and processes. Without innovation, few organizations can survive and thrive in the competitive environment in which we live (Anderson et al., 2014).

Modern organizations consider well-managed knowledge as a pertinent factor of production alongside other factors, a propeller for economic growth, a catalyst for the enhancement of production and advancement of technology. Knowledge also generates innovation and then facilitates its transformation into processes and products (Maruf & Zhou, 2015, as cited in Abualoush, Obeidat, Tarhini, & Al-Badi, 2018). Scholars and practitioners are increasingly gaining interest in innovative behaviour in the public sector (Osborne & Brown, 2011; Walker, 2014) since innovative behaviour can contribute to improving the quality of public services as well as to enhancing the problem-solving capacity of governmental organizations in dealing with societal challenges (Damanpour & Schneider, 2009).

Knowledge management can be described as the categorical and systematic organisation of knowledge and its accompanying processes of creation, organisation, diffusion and application. It involves several processes: acquisition, dissemination, and the utility of available knowledge (Darroch, 2003). Kuhn and Marisck (2010) reveal that innovation is about the transformation of an idea into a new service or product that satisfies the expectations and needs of customers.

Job performance can be described as the ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness, cost, and speed (Sultan, 2012).

Organisations whose employees have a constant flow of knowledge amongst themselves will have enhanced interpretation of that knowledge which promotes innovative behaviour (Kamasak & Bulutlar, 2010). Similarly, Kibedi (2013) shows that there is a strong relationship between knowledge management and the innovative behaviour of civil servants in Uganda. An organisation can enhance employee job performance by promoting innovation, which enables employees to generate creative ideas that ultimately create value for the organisation, hence increasing the organization's overall performance (Smith, 2005).

Most parastatals in Uganda are less innovative in service delivery (Muhairwe, 2010) yet employee innovative behaviour is key to job performance. Muhairwe indicates that most corporate managers are preoccupied with their institutions' mandates and consequently have limited initiative to create value for the clients. The Third National Development Plan (NDPIII) indicates that public service is characterised by lack of a framework for innovation, possible penalties to some civil servants who attempt to innovate but fail to attain the desired results and the fact that Uganda`s capacity for research, innovation and entrepreneurship for sustaining social-economic transformation is constrained by brain drain where the knowledgeable and enterprising workers go broad for better pay.

Accessibility to knowledge in Uganda is largely restricted by several factors such as unequal education opportunities, language barrier, physical distance to sources of knowledge especially in rural settings and financial hurdles that obstruct access to information, modern technology as well as knowledge services in form of training, consulting and coaching (Brandner & Abbo, 2019).

The NDP III also cites poor job performance among civil servants and links this to low pay and disjointed human resource planning that denies civil servants continuous access to knowledge. This is shown to lead to the self-selection of poor performers in the public sector.

The civil service in Uganda needs to entrench the best knowledge management processes to stimulate the innovative capabilities of civil servants as this will translate into enhanced job performance. This can be achieved through the advancement of Knowledge management research from a Ugandan operational point of view that will shed light on how Knowledge management can be translated into better employee job performance, directly or indirectly through an increase in innovation. This is a key step in the transformation of the way services are delivered through means that create value for the citizenry.

Statement of the Problem

The public service is characterised by low innovative behaviour among civil servants which the NDPIII attributes to lack of a framework for innovation, possible penalties to some civil servants who attempt to innovate but fail to attain the desired results and brain drain. The Knowledge Management processes are also not well designed and implemented in most public institutions, for instance, accessibility to knowledge in most of the organizations in Uganda is constrained by such factors as lack of self-confidence, lack of empowerment, and financial bottlenecks that obstruct access to information, modern technology, and knowledge services in form of training and coaching (Resilient Africa Network, 2013; West, 2020). These barriers

prevent employees from accessing useful information yet knowledge is essential to innovation in service delivery and this has partially or completely affected job performance. The low levels of innovative behaviour and poorly designed knowledge processes have resulted into increased low job performance cases in the public service. Low job performance is characterized by poor service delivery with frequent reports of corruption, provision of substandard services and denying some consumers the relevant services (Lutwama, 2011). Managers and researchers should not only focus on promoting the development of new and useful ideas or the promotion of innovative practices but also pay attention to what reduces some of the costs of innovation. If the low job performance is not timely addressed, the citizens will continue to experience inadequate, costly and delayed service delivery.

Purpose

To examine the relationship between Knowledge Management Processes, Innovative Behaviour and Job Performance among civil servants in Uganda.

Objectives

The study was guided by the following objectives.

1. To assess the relationship between knowledge management processes (knowledge creation and acquisition, sharing and application) and innovative behaviour.
2. To examine the relationship between knowledge management processes and job performance.
3. To find out the relationship between innovative behaviour and job performance.
4. To establish whether innovative behaviour mediate the relationship between knowledge management processes and job performance.

Scope

This scope has been stated in terms of geographical, conceptual and time scope.

The study was conducted at the Ministry of Public Service and Ministry of Health. These two, are some of the biggest Ministries in Uganda. The Ministry of Public Service is located on Nakasero Hill Road while the Ministry of Health is located at Plot 6 Lourdel Road in Kampala city. The choice of these ministries is based on the fact that most public organisations in Uganda seem less innovative (Muhairwe, 2010) yet innovative work behaviour is key to job performance. The Ministry of Public Service is specifically responsible for developing, managing, and supervising the implementation of human resource policies, management systems, procedures and structures for the Public Service.

Conceptually, the study focused on three of the processes related to knowledge management; these are creation, sharing and application of knowledge as constructs of knowledge management. Masa'deh (2013) presents knowledge management as a process covering knowledge creation, knowledge retrieval and consistent sharing, its utilization to achieve the goals. Shin et al. (2017) define innovative work behaviour as the generation, promotion and realization of novel ideas in products, services and processes. Innovative behaviour was measured by the three dimensions of idea generation, idea promotion, and idea implementation. Job performance refers to how employees behave in the workplace and how well they perform the work for which they are committed (Donohoe, 2019). It was conceptualized as basic job performance, advanced job performance and intrinsic job performance.

The data was collected in July 2022 since this is a period after which most civil servants in public service have evaluated themselves and determined how well they performed during the financial year including performance on the variables covered in this study.

Significance

The Minister of Public service could use the findings from this study as an argument to negotiate with and convince stakeholders about the goodness of designing and implementing good knowledge management projects and programs for achieving effectiveness, efficiency and profitability in the Uganda civil service.

Also, the findings of the research study could be used by the Permanent Secretaries of the Ministry of Public Service and Ministry of Health and Chief administrative officers in Local governments to ensure timely and efficient knowledge management for the employees which will support their innovative behaviour and improve the overall performance of Uganda Public Service.

The human resource managers of Government Ministries, Departments and Agencies (MDAs) could appreciate the fact that idea generation alone is necessary but not sufficient for innovation and consequently help employees to implement ideas to foster innovation.

The system administrators and the librarians of MDAs could use the findings to design and develop better knowledge management systems that facilitate easy accessibility, sharing and use of knowledge for enhanced employee innovative behaviour and job performance.

Furthermore, the findings of this study may be used by the Librarian of Makerere University to help researchers and students who will be interested in finding out information on how job performance in Public Service can be increased through proper knowledge management and increased innovative work behaviour to complete their research projects and studies.

Conceptual Framework

The conceptual framework below shows the influence of knowledge management processes on innovative behaviour and employee job performance.

Figure 1

Relating Knowledge Management Processes, Innovative Behaviour and Job Performance.

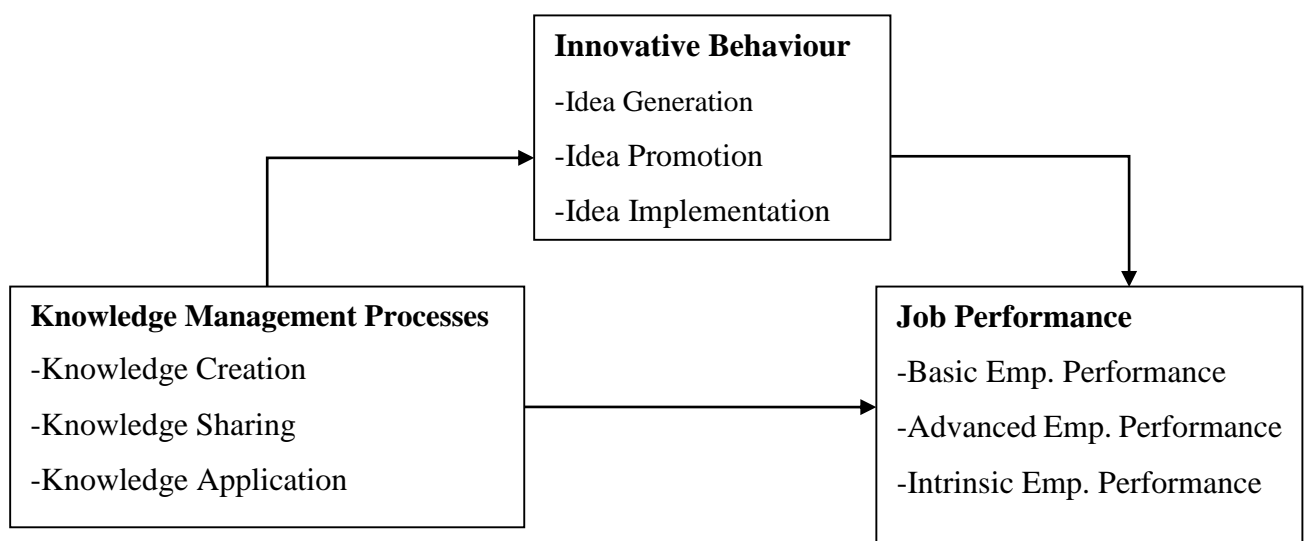


Figure 1 illustrates that knowledge management based on knowledge creation, knowledge sharing and knowledge application is an independent variable (IV) whereas innovative behaviour based on idea generation, idea promotion and idea implementation is a mediator, and job performance based on basic employee job performance, advanced employee job performance and intrinsic employee job performance is a dependent variable.

Ugwu and Ekere (2018) state that knowledge management processes play an integral role in the innovation process, especially in services. The more the employees are involved in the creation, sharing and application of knowledge, the more they exhibit innovative behaviour in the delivery of services to the citizens.

Innovative behaviour significantly influences job performance as innovative employees tend to be enterprising as they discover faster and more efficient ways of doing work hence enhanced job performance as illustrated by arrow three (2) in figure 1 above. Tajali and colleagues (2014) while investigating the relationship between knowledge management with employee job performance and innovative behaviour discovered a significant positive relationship between innovative behaviour and employee job performance.

Knowledge management processes and job performance are positively correlated. As the global economy becomes more knowledge-based in nature, there is a pressing need for all kinds of organisations to manage knowledge more effectively and efficiently, thereby enabling them to gain value (Burstein et al., 2002) in form of better services to the clients. The relationship between knowledge management processes and job performance is mediated by the levels of innovative work behaviour among employees.

Theoretical Perspective

Socialisation, Externalisation, Combination and Internalisation Model (SECI)

The Socialisation, Externalisation, Combination and Internalisation model (Nonaka, 1994) is the most appreciated conceptual framework for comprehending the processes of knowledge generation in any organization. The framework (Nonaka, 1994; Nonaka & Takeuchi, 1995) sees the knowledge creation process as being dynamic involving continuous discourse between tacit and explicit knowledge which favours the generation of new knowledge and its sharing at different levels in an organisation. SECI model emphasizes all-inclusive processes that generate a new quality of knowledge through knowledge conversion from one type to another. The SECI model represents Socialization-Externalization-Combination-Internalization conversion modes generated by the process of swapping from one type of knowledge to another (Nonaka, 1994). It starts with the Socialisation mode where tacit knowledge is exchanged

between individuals via shared experiences in daily social interactions. Since tacit knowledge is difficult to formalize and often time and space-specific, it can only be acquired by directly sharing work experiences for instance through observing colleagues at work. Externalisation mode relates to the conversion of tacit knowledge to explicit knowledge. This can be in the form of images, written documents, as well as recorded work e.g., a journalist. The Combination mode focuses on merging, editing, or processing tacit knowledge to form more systematic tacit knowledge. The model concludes with the internalisation mode that allows individuals to absorb explicit knowledge enabling them to enrich their tacit knowledge base.

Nonaka (1994) in the SIEC model explains that knowledge management processes of exchange and combination result in innovative behaviour. This is also consistent with the knowledge exchange and recombination model (Galunic & Rodan, 1998). It should however be noted that not all created knowledge constitutes innovation, only the new knowledge applied to goods and services and creates value for the customer becomes an innovation. Despite its popularity, the theory is also criticized for only presenting subjective evidence rather than empirical evidence (Bratianu, 2010). Due to the tacit knowledge component, the theory is also believed to be too hard to measure.

The relevancy of this theory is that it explains how knowledge is created, shared and applied through the processes of socialisation, internalisation, externalisation and combination. It is the knowledge created and exchanged by employees that empowers them to be innovative. The theory is applicable to this study concerning the relationships between knowledge processes and innovative behaviour which are the main variables.

Chapter Two

Literature Review

This chapter reviews the literature concerning the relationships between Knowledge Management Processes and Innovative behaviour, Knowledge Management Processes and Job Performance, Innovative Behaviour and Job Performance and the Mediating Effect of Innovative Behaviour on the relationship between knowledge Management processes and Job Performance.

Knowledge Management Processes and Innovative Behaviour

Nonaka (1994) in the socialization, internalization, externalization and combination (SIEC) model explains that knowledge management processes of exchange and combination result in innovative behaviour. This is also consistent with the knowledge exchange and recombination model (Galunic & Rodan, 1998). It should however be noted that not all created knowledge constitutes innovation, only the new knowledge applied to goods and services and creates value for the customer becomes an innovation.

Several studies have confirmed that the ` process significantly influences the enhancement of innovative behaviour both at the individual level (Anser et al., 2020; Kim & Park, 2017; Rao Jada et al., 2019) and at the organizational level (Zhao et al., 2020). When knowledge is shared with employees, the knowledge base of employees is increased and this in return increases the chance for the emergence of innovative ideas. Knowledge sharing allows employees to develop critical thinking skills required for the transformation of ideas into innovation (Abukhait et al., 2019). Liua and Phillips (2011) stress that the implementation of ideas usually requires cooperation and the knowledge, skills and perspectives of various employees than a single person, which results in a synergy effect.

The ultimate aim of innovative behaviour is to produce knowledge that facilitates the discovery and implementation of solutions to problems in society (Herkma, 2003). Similarly, innovative behaviour is seen as practice and process through which knowledge is captured, acquired, managed and diffused to create new knowledge that supports the production and deliverance of peculiar services products and structures (Gloat & Terziovski, 2004). Authors have investigated the effect of knowledge management on service innovation in academic libraries (Islam et al., 2017; Ugwu & Ekere, 2018). These Authors determined that knowledge management processes especially knowledge creation/capture and application/use play an integral role in the innovativeness of services in academic libraries. The authors suggest that libraries with effective infrastructure for knowledge creation and application provide innovative services to the user communities. Islam et al., conversely, reveal that other knowledge management processes such as knowledge sharing or transfer have an insignificant impact on innovative behaviour. They state that for knowledge sharing to cause innovation, the shared knowledge must be utilised in the process of idea implementation.

The acquisition of knowledge whether externally or internally equips employees with the ability to generate new knowledge which they later translate into creative ideas (Chen & Huang, 2009). The generated knowledge increases the knowledge stock and reduces uncertainty within an organisation and once this knowledge is well applied and exploited, it permits employees to generate innovative results (Huang & Li, 2009; Nonaka & Takeuchi, 1995).

An organization can harness potential capacity for innovative behaviour through the promotion of a knowledge sharing culture between and among individual employees and units (Aboelmaged, 2014). The implication here is that as more knowledge is shared between and amongst individuals and then across departments, the chance that innovative behaviour will rise increases. In addition, an organisation whose employees have a constant flow of knowledge

amongst themselves, have enhanced interpretation of that knowledge which promotes innovative behaviour (Kamasak & Bulutlar, 2010). Che and Colleagues (2019) investigated the relationship between knowledge sourcing (tacit and explicit knowledge) and employee innovative behaviour that is the perspectives of idea generation and idea implementation. They found out that knowledge sourcing directly fosters employees' ability to have new experiences, knowledge and opinions that strengthen their innovative behaviour, such as new ideas generation and idea indirectly, the study revealed that idea generation is mediated by the employee's task efficacy for successful idea implementation.

Camelo-Ordaz et al. (2011) indicate that knowledge sharing involves making knowledge in the possession of an individual disposable to other members of the organization which directly influences product innovation, and innovative behaviour (Saenz et al., 2012) and radical innovation (Maes & Sels, 2014). Soto-Acosta et al. (2014) also found out that sharing knowledge through internet platforms has a positive relationship with innovative behaviour (as cited in Costa & Monteiro, 2016). When knowledge is effectively managed in an organisation, it plays a significant role in the design and development of new changes such as the innovation in processes and products. The authors found a positive relationship between the two (Tan & Nasurdin, 2010).

Managers of public organisations can encourage independence, risk-taking and knowledge sharing to facilitate the innovative behaviour of individuals and this is hoped to help organisations survive the harsh circumstances of budget cuts (De Vries et al., 2016 as cited in Mieke, Decramer, George, Verschuere & Waeyenberg, 2019). Plessis (2007) characterized innovation as the construction of new knowledge which enhances new business returns, and transforms the structure and processes of the organisation in a way that they can supply the market with valuable products and services. Plessis adds that knowledge management plays an invaluable role in innovation through diverse means like facilitating collaboration, assisting in

tacit knowledge conversion into explicit knowledge, identifying knowledge gaps and ensuring that knowledge is available and accessible (Plessis, 2007).

Acquisition of knowledge externally is shown to enhance the process of internal knowledge acquisition and this is attributed to the lack of internal resources (Maes & Sels, 2014). An organisation then ought to utilize its internal knowledge capabilities to support innovative behaviour (Xu et al., 2010). Durst and Edvardsson (2012) showed that the benefits of knowledge management adoption are not maximumly exploited by organizations in developing countries Uganda inclusive. Muhairwe (2010) found out that parastatals in Uganda are less innovative in service delivery. Information transparency-the extent to which members in an organisation know each other's past performance so that they know who knows what (exact location of the needed expertise) (Richter et al., 2012, as cited in Che et al., 2019) moderates the relationship between knowledge sourcing (tacit and implicit) and employee innovative behaviour. Innovative behaviour specifically idea generation and implementation is strongly impacted by knowledge sourcing at high levels of Information transparency and the reverse is true (Che et al., 2019).

Islam et al. (2017) discovered an indirect relationship between knowledge sharing and service innovation in academic libraries. The findings reveal that it is not until the shared knowledge has been utilized by the receivers, that it can be translated into innovations in the services offered to clients. The authors further indicate that the processes of knowledge management have to be logically followed to have fruitful outcomes. Similarly, knowledge management processes have also been revealed to exert their influence on innovative behaviour through other knowledge management processes. The processes of knowledge creation and knowledge application however critical to innovative behaviour may be contingent upon other processes like sharing acquisition, and codification to have a positive influence on the outcomes of innovation (Andreeva & Kianto, 2011; Zhou & Li, 2012). Xu et al. (2010)

mentioned that knowledge creation is only critical for innovative behaviour when the created knowledge is used and applied. Other authors present knowledge and innovative behaviour as playing only moderation and mediational roles. For example, YliRenko et al. (2001) found out that the process of knowledge creation only mediated the relationship between social capital and the development of new products (as cited in Quintane et al., 2011)

Authors have also found that the relationship between knowledge management processes and innovative behaviour is mediated by other variables within an organisation. For example, dynamic learning capabilities (Alegre et al., 2011 as cited in Costa & Monteiro, 2016) and absorptive capacity (Liao et al., 2010) fully mediate the relationship. Team Member Exchange and Leader-Member Exchange only play a partial mediational role between knowledge sharing and innovative behaviour (Hu et al., 2012). On the other hand, Masa and Testa (2004) add that knowledge management acts as a pathway through which benchmarking influences innovative behaviour. They show that benchmarking helps organisations to gain tacit and explicit knowledge which can be integrated to cause innovation.

In short, this section shows that knowledge management processes positively and significantly influence innovative behaviour. But most importantly, it shows that this relationship is not always a direct one hence knowledge management processes may only provide a conducive environment for innovative behaviour to take place. This relationship has been established largely in the manufacturing sector of developed countries. This study attempts to see whether the same relationship exists in the public service sector in the developing world Uganda in particular.

Knowledge Management Processes and Job Performance

Alyoubi et al. (2018) reported that knowledge management processes (knowledge creation, knowledge acquisition and knowledge sharing) and knowledge management approaches (social networks, personalization and codification) have a positive and statistically significant impact on employee work performance. Similarly, Kalashi et al. (2020) reported that the application of skills for information and communication technology on the components of knowledge management processes (knowledge application, knowledge record and sustainability, knowledge acquisition and knowledge transfer) enhanced the effectiveness of creativity indicators that significantly improved the entire system for employees' performance.

Zhu et al. (2018) while examining the impact of Knowledge sharing on the knowledge givers and recipients in Taiwan, found out that employees who share knowledge with colleagues had their knowledge deepened (knowledge depth) and widened (knowledge breadth) and this significantly improved their performance ratings. However, knowledge receivers did not obtain as many benefits as the knowledge givers did. The reason for this could be that process of knowledge sharing encourages the receiver to be more passive than the more active giver. These findings demystify the fear that the givers lose their internal competitive advantage when they share their knowledge with others (Renzl, 2008) and so tend to hoard knowledge (Daveport & Prusak, 1998).

Knowledge management is considered one of the main pillars an organization seeks to apply and one of the best ways they go through to enhance employee job performance, by rehabilitating, educating and training the workforce. Knowledge management organizations also are looking for collecting, storing, spreading over all administrative levels and developing the information to invest in having new knowledge and using the currently possessed

knowledge with the maximum capacity and efficiency to reach excellence in performance (Shih & Tsai, 2016).

Ahn and Chang (2004) associate process knowledge with the activities done at each of the stages in the value chain ranging from incoming logistics to customer care. Whereas product knowledge is directly related to the provision of products or delivery of services. Day (1994) on the other hand, presents process knowledge as a kind of glue that brings and holds the assets of the organization together resulting in enhanced performance. Gholami et al. (2013) demonstrated that knowledge management processes have a positive and significant influence on employee job performance. The study findings indicate that when knowledge management is improved, there is a proportional increase in employee productivity, performance, and creativity the overall improvement of the organization (as cited in Abualoush et al., 2018).

Li and colleagues (2020), argue that knowledge management processes have a positive and significant effect on dynamic capabilities as well as entrepreneurial and organizational performance. According to Kang et al. (2008), perceived trustworthiness among individuals in knowledge sharing has a positive impact on both knowledge sharing and individual work performance. Managing knowledge well is also essential to maintaining an organization's competitiveness (Tadesse, 2020).

Plawtow (2012) presents knowledge sharing as a construct that directly influences employee job performance in an organisation. Knowledge sharing creates opportunities for maximizing effectiveness, maintaining intellectual capital as well as enhancing productivity. He further notes that this increased performance continues even after the individual employee has left the organisation (as cited in Aksoy et al., 2016).

According to Hill (2019) negative employee performance has the potential to harm organizations at all levels. Hill advises that it's vital that managers of organisations to devise a strategy for improving underperforming staff. One way through which organizations can

improve the performance of their employees is to think of knowledge management strategies and ways to keep their employees updated and consistent. Valamis Team (2022) shows that through effective knowledge management, organizations can disseminate information and enhance the expertise held by individuals or groups to improve the efficiency of their practices.

In a case study about knowledge management and quality management integration into a framework and operational model for sustained excellence, Lyons et al. (2008) show that, in communities of practice, practitioners, peers and other individuals in an organisation voluntarily and passionately share knowledge and learn from one another. The practitioners who are custodians of corporate knowledge socialize with other members helping to learn, validate and apply lessons in the execution of their activities and as result high performance is reached and sustained at an individual, team and organisational level.

Intra-organisational knowledge sharing is correlated to employee performance through intra-organisational unethical behaviour such as abusing confidential information, misappropriating assets, fabricating product quality, breaching customer privacy etc. An increase in ethical behaviour causes dissatisfaction, demotivation, lost morale, increased absenteeism etc. among the employees which eventually suffocates their performance by decreasing the significant positive impact generated by knowledge sharing (Aksoy et al., 2016).

Abualoush et al. (2018) indicate that the positive impact of knowledge management processes on employee job performance is mediated by employee empowerment. However, despite this indirect relationship, the authors indicated that knowledge management processes become effective assets in amplifying employee job performance by exploiting the energies of employees of the employee in sharing knowledge with others. They further state that employee empowerment increases employees' commitment as employees become more responsible and activate their innovative abilities in the organisation.

Looking at the interrelationships between Knowledge management and employee job performance among the employees of pharmaceutical industries in Jordan, Abualoush et al. (2018) found out knowledge management processes do not positively and significantly influence employee job performance. They state that this was not because management was not paying attention to the importance of knowledge but rather management had focused on other factors that foster performance. It can therefore be concluded that the implementation of knowledge management helps an organisation to achieve high-performance levels for its employees, especially in the current knowledge-driven environment. This study will apply these findings to the public service delivery system of Uganda since most of the reviewed studies were conducted in the manufacturing sector outside.

Innovative Behaviour and Job Performance

The ultimate need for innovation in an organisation is to improve customer satisfaction, increase market and gain a competitive advantage. This can be achieved by empowering employees to use the best of their abilities and skills resulting in the generation of new ideas that enhance employee job performance (Mohammad et al., 2018). Organisations that motivate their employees to generate and implement new ideas have been shown to have improved performance as well as improved service quality (Afsar et al., 2019).

Studies have shown that employee job performance is highly influenced by innovative behaviour (Sadikoglu & Zaim, 2010). The findings indicate that as employees generate ideas for new services and products, competitiveness increases. There is also increased efficiency and effectiveness in work management (Walker et al., 2011), improved quality performance (Sadikoglu & Zehir, 2016) as well as increased job attendance (Tinofirei, 2011). Innovative employees are more likely to expend more energy to achieve high results by generating new ideas which may translate into new services/products and processes. Tajali et al. (2014)

investigated the relationship between knowledge management processes and employees' performance and discovered a significant positive relationship between innovative behaviour and job performance. Rostami and Branch (2011) indicated that having employees who are passionate about innovation is an opportunity for increasing productivity.

In the current business and management era, an innovative organisation achieves increased market share, customer satisfaction, and competitive advantage through the development of employees. This can be achieved through empowering and stimulating employees to surrender their skills and abilities for the benefit of the organisation as well as the generation of new ideas that promote job performance (Alawamleh et al., 2018). Authors have investigated the relationship between types of innovation and employee performance; marketing innovation (Awan & Aisha, 2015) and four types of innovation i.e., product, process, technological and organisational at the Tenaga National Berhad (Osman et al., 2016). The results revealed a strong positive relationship between innovation and employee performance in a way that an increase in any of the four innovation types, had a significant enhancement on employee performance. Innovation is presented as a "Must Have" for organisations. Technological and organisational innovations had the highest influence on employee job performance followed by product and process innovations.

Conversely, employee performance is significantly correlated with innovation performance. High-performing employees stay motivated, and committed and then generate new innovative ideas for services, products or both, enhanced quality satisfaction of customers as well as operational performance. The authors also indicate that employee performance serves as a partial mediator between total quality management and innovation (Sadikoglu & Zehir, 2010).

While investigating the influence of closed and open innovation on employee performance, Alawamleh et al. (2018) and Mohammad et al. (2018) confirmed that open innovation influences performance at both employee and organisational levels. The respondents showed faith that open innovation increased employee effectiveness and efficiency and that it can promote leadership that might transform the overall performance of employees if they are willing to adopt new ideas. The influence of closed innovation on employee performance was however associated with increased costs. Similarly, a study carried out among South Korean manufacturing firms revealed that employees who used the open innovation approach performed much better than those the relied on the closed innovation approach (Bae & Chang, 2012).

Umashankar indicates that internal innovation facilitates employees to improve their motivation and competencies as they become creative at generating solutions to problems. He also notes that product innovation such as designing new tools in an organisation helps employees to change the ways they execute their tasks (Umashankar et al., 2011 as cited in Osman, Shariff & Lajin, 2016).

It can therefore be argued that, innovative behaviour seems to have a significant impact on job performance as innovative employees discover new and fast ways of executing their duties which enhances their efficiency and effectiveness. This study intended to determine if these findings apply to the public sector of a developing country like Uganda.

The Mediating Effect Innovative Behaviour on the relationship between knowledge Management processes and Job Performance

There is scanty research on the mediating effect of innovative behaviour on the relationship between knowledge management and job performance. (Alrubaiee et al., 2015; Nawab et al., 2015). The existing studies have examined mediating the role of innovative behaviour on the

relationships between knowledge management processes and other variables, like knowledge management and organisational resilience (Mafabi et al., 2012).

A few available studies that looked at the mediating effect of innovation on the relationship between knowledge management and performance have been for either business, corporate or organisational performance. For instance, Byukusenge and Munene (2017) assessed the mediating effect of innovation on the relationship between knowledge management and business performance. The findings indicate that innovation fully mediates the relationship between knowledge management and business performance of small medium enterprises. They also reveal that proper management of knowledge through staff capacity building, experience sharing and exposition to real world, promotes innovation, consequently enhancing performance.

Nonaka (2007) and Warrier (2009) stress that effective management of knowledge through the processes of acquisition, sharing and application supports management in decision making. This in turn enhances the performance of the business as well as increasing the capacity for innovation in an organisation. Relying on the Knowledge-based theory (KBT) of the firm, Leal-Rodríguez et al. (2013) maintain that effective knowledge management supports an organisation to create unique capabilities that enhance business performance through innovation. KBT emphasizes that the competitive advantage of a firm originates from the organization's intangible assets such as tacit knowledge, explicit knowledge as well as the ability to apply knowledge resources effectively (Lam, 2000). Nawab et al. (2015) also indicate that innovation is the pathway through which knowledge management processes impact business performance.

Schiuma et al. (2012) also found out the indirect effect of knowledge management on business performance in a way knowledge management supported by information technology

supports innovation generation which ultimately enhances the performance of small medium enterprises in the technology sector. There seems to be very limited studies about the mediational role of innovative behaviour especially in Uganda. Therefore, the desire to explore the role of innovative behaviour on the relationship between knowledge management processes and job performance is one of the primary motivations for this study.

Hypotheses

To guide the study, the following hypotheses were tested.

1. Knowledge Management Processes are not significantly related to Innovative Behaviour.
2. Knowledge Management Processes are not significantly related to Job Performance.
3. Innovative Behaviour is not significantly related to Job Performance.
4. Innovative Behaviour does not significantly mediate the relationship between Knowledge Management Processes and Job Performance.

Chapter Three

Methodology

Introduction

This chapter discusses the study design, population, sample size and sampling techniques. It further examines the instruments to be used, quality control, data management and analysis, and data collection techniques. Finally, it discusses the anticipated problems.

Research Design

A correlational survey research design was used in the study to establish the relationships that exist between knowledge management processes, innovative behaviour and job performance among technical staff of the Ministry of Public Service and Ministry of Health. Researchers use correlational research design to measure two or more variables to investigate the extent to which variables are related (Seeram, 2019). Seeram further explains that the survey research design is the use of a survey, administered either in written form or orally, to quantify, describe, or characterize an individual or a group. A survey is a series of questions or statements, called items, used in a questionnaire or an interview to measure the self-reports or responses of respondents. All these describe what this study sought to do.

Study Population

The population included 580 technical staff of the Ministry of Public Service and Ministry of Health. That is; 250 employees for the Ministry of Public Service (Ministry of Public Service Staff List June, 2021) and 330 employees for the Ministry of Health (Ministry of Health Staff List October, 2021). This comprised both males and females from all the Departments, Divisions and Units. According to Hu (2014), a study population is a group of individuals

selected according to inclusion and exclusion criteria related to the variable being studied. This is a population from which the sample population is chosen randomly or intentionally.

Sampling

A sample of 237 technical and support staff working at the Ministry of Public Service and Ministry of Health was used. The technical staff provided the necessary information to facilitate the study. The sample size of this research was calculated using Yamane (1973) formula with a 95% confidence level.

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

$$n = \frac{580}{1 + 580(0.05)^2}$$

$$n = 237$$

Where:

n = sample size required

N = number of people in the population

e = acceptable error (%)

The researcher thus used a sample of 237 employees.

The respondents were selected using stratified random sampling. The staff were divided into Managerial staff (Directors, Heads of Department, Principal, Senior and Officer which formed the stratum. From each stratum respondents were picked using convenience random sampling from the staff that was available (Mugenda & Mugenda, 2003).

Table 1*Sample Size and Selection for the Study*

| Category of Respondents | Population | Sample | Sampling Technique |
|--------------------------------|-------------------|---------------|---------------------------|
| 1 Managerial (Directors, HoDs) | 31 | 14 | Stratified |
| 2 Principal, Senior, Officer | 410 | 167 | Stratified |
| 3 Support Staff | 139 | 56 | Stratified |
| Total | 580 | 237 | |

Source: Derived using Yamane (1973) formula with a 95% confidence level and structural establishments for the Ministry of Public Service and Ministry of Health.

Data Collection Instruments

The study employed a structured self-administered physical questionnaire. The questionnaire was structured into four sections and required the respondent to indicate the degree of agreement with each statement by ticking one of the alternatives. Section A required the respondents to fill in information about themselves that is, personal data. Section B then required respondents to answer questions on knowledge management processes; Section C asked items about employee innovative behaviour and Section D asked items about job performance.

Measures

The variables of this research were measured using multi-item scales used by other previous researchers. Measures of knowledge acquisition and knowledge application were adopted from Gold et al. (2001), while knowledge sharing measures were adopted from Hooff and Hendrix (2004), (as cited in Teixeira & Oliveira., 2018). To measure innovative behaviour, items were

adopted from Scott and Bruce (1994) and validated by Jansen (2003) and Wang and Zhu (2012). The employees were asked how often they engage in the innovative behaviours listed. Employee job performance scale developed by Ocal (2011) was used to measure job performance in the study. This scale enables employees to self-evaluate their performance (Aksoy, Ayranci & Gozukara 2016).

Quality Control

i. Reliability

The researcher ensured reliability and validity by adopting standardized questionnaires whose validity and reliability is already established. Reliability is the degree to which measures are free from error and therefore yield consistent results (i.e., the consistency of a measurement procedure) (Lakshmi & Mohideen, 2013). The Cronbach-Alpha reliability coefficient is 0.89 for knowledge acquisition and knowledge application (Gold et al., 2001), 0.92 for knowledge sharing (Hooff & Hendrix, 2004), 0.93 for innovative behaviour, Scott and Bruce (1994), 0.77 for intrinsic employee job performance, 0.68 for advanced employee job performance and 0.79 for basic employee job performance (Aksoy, et al., 2016).

ii. Validity

Validity was ensured by checking questionnaires from the literature where the items to be answered are valid and reliable before being given to the respondents. Validity is the extent to which a test measures what it claims to measure.

Data Management

The researcher used variables of age, sex, marital status, level of education and time spent in the ministry which explained the demographic data of respondents in section A whereby; Age,

20-30years=1, 31-40 years=2, 41-50 years =3, 51 years and above =4; sex, male=1, female=2; marital status, married =1, single =2, divorced =3, widowed =4, level of education, degree=1, masters=2, PhD=3, time spent in the ministry: less than 5 years= 1, 5-10 years =2, 10 and above years=3. Items for knowledge management processes (section B) were measured along a five point Likert scale where 1= Strongly disagree, 2=Disagree, 3=Not sure/Un decided, 4=Agree, 5= Strongly Agree. The items for innovative behaviour (Section C) and items for job performance (section D) were measured on a six point Likert scale where 1= Never, 2=Rarely, 3= Sometimes, 4= Frequent, 5= Frequently, 6= Always.

Research Procedure

The researcher got an introductory letter from the Supervisor (School of Psychology) to introduce the researcher to the Commissioner Human Resource Administration, Ministry of Public Service and Commissioner Human Resource Administration Ministry of Health. This verified that the researcher is a post-graduate student of Makerere University doing Master's in Organizational psychology degree.

Data Analysis Techniques

The researcher quantitatively analysed data using Statistical Package for Social Scientists (IBM SPSS version25) software. The researcher coded data, entered into SPSS and analysed it to generate descriptive statistics (tables of frequencies, percentages, mean and standard deviation). Pearson's Product Moment Correlation Coefficient tool for SPSS was used to analyse the relationships between knowledge management processes, innovative behaviour and employee job performance among the technical staff of the Ministry of Public Service and Ministry of Health.

To test the mediating effect of innovative behaviour between knowledge management processes and employee job performance, Hayes (2013) PROCESS macro model 4 embedded in SPSS was used for analysis. Results from relationships were significant at $p < .05$ level of significance.

Ethical Considerations

Research ethics is imperative in our daily research activities and requires that researchers should protect the dignity of their subjects and publish well the information that is researched (Fouk & Matzorou, 2011). Therefore, the researcher maintained ethics throughout the whole process of carrying out the study by ensuring that the researcher's behaviour was appropriate in relation to the rights of those who could have been affected by the research process and the findings. The researcher ensured that all materials adopted from other sources were acknowledged. The researcher also sought the consent of the respondents before data collection. All the respondents were briefed on why they have been selected to participate in the study. Thus, consent was sought before accessing data from respondents.

The researcher guaranteed the respondents of confidentiality by informing them that their responses will remain anonymous. In accordance with Savin-Baden and Major (2010) to realize confidentiality, the researcher should be honest and respectful to the informants of the study. During data analysis, the respondents were associated with data using descriptive statistics and a coding system that did not reveal their identities.

The researcher maintained honesty by strictly analysing the data collected without including personal opinions because dishonesty, deceitful and untrustworthy makes research lose value (Steneck, 2011). In so doing, deception was avoided as findings were presented as provided by respondents in their original form. Similarly, cases of plagiarism were strictly avoided in the study. All references used were acknowledged in the list of references.

Chapter Four

Results

Introduction

This chapter discusses the background data of the respondents, field findings, data analysis, and interpretation basing on the objectives of the study.

Background Data

Respondents were asked to indicate their background characteristics with respect to their age, sex, marital status, level of education and time spent in the ministry and the results are presented in Table 2 below.

Table 2

Background Data of Respondents

| Variable | Levels | Number (N) | Valid Percentage (%) |
|-----------------------------------|-------------------|------------|----------------------|
| Sex | Male | 123 | 51.9 |
| | Female | 114 | 48.1 |
| Age | 20-30years | 85 | 35.9 |
| | 31-40years | 99 | 41.8 |
| | 41-50years | 31 | 13.1 |
| | 51years and above | 22 | 9.3 |
| Marital Status | Married | 145 | 61.2 |
| | Single | 80 | 33.8 |
| | Divorced | 3 | 1.3 |
| | Widowed | 9 | 3.8 |
| Level of Education | Degree | 174 | 73.4 |
| | Masters | 57 | 24.1 |
| | PhD | 6 | 2.5 |
| Time spent in the Ministry | Less than 5 years | 109 | 46.0 |
| | 5-10years | 89 | 37.6 |
| | 10 and above | 39 | 16.5 |

Source: Field data (2022)

From the table above, majority of the respondents were males (51.9%) aged between 31-40years (41.8%), married (61.2%), with a bachelors degree (73.4%) and had spent less than five years in the ministry (46.0%).

Levels of Knowledge management processes

Respondents were required to indicate their levels of knowledge management processes.

The results are presented in Table 3 below.

Table 3

Levels of Knowledge Management Processes

| Knowledge Creation/Acquisition Items | Disagree | | Not sure | | Agree | |
|--|-----------------|------|-----------------|------|--------------|------|
| | N | % | N | % | N | % |
| 1. I use information from past projects to improve my future performance | 12 | 5.1 | 9 | 3.8 | 216 | 91.2 |
| 2. I participate in teams for identifying best practices | 8 | 10.5 | 21 | 8.9 | 208 | 87.7 |
| 3. I easily find information needed in my work from sources outside my organisation | 43 | 18.1 | 39 | 16.5 | 155 | 65.4 |
| 4. I obtain information from collaboration partners outside my organisation | 23 | 9.7 | 36 | 15.2 | 178 | 75.1 |
| 5. I continually gather information that is relevant to my operations and activities | 7 | 2.9 | 15 | 6.3 | 215 | 90.7 |
| Knowledge Sharing Items | | | | | | |
| 6. I am willing to share my knowledge or know-how gained by doing my work | 6 | 2.6 | 7 | 3.0 | 224 | 94.5 |
| 7. I am willing to share my knowledge or know-how gained through training | 3 | 1.3 | 11 | 4.6 | 223 | 94.1 |
| 8. I am willing to share my insights and intuition gained by doing work | 5 | 2.1 | 28 | 11.8 | 204 | 86.1 |
| 9. I am willing to share my data regularly with my co-workers | 13 | 5.4 | 27 | 11.4 | 197 | 83.2 |
| 10. I always provide/share my manuals (or methodologies/models) with my teammates | 13 | 5.5 | 39 | 16.5 | 185 | 78 |
| 11. I share my work reports and /or official documents with my teammates | 23 | 9.7 | 33 | 13.9 | 181 | 76.4 |

| Knowledge Application Items | | | | | | |
|------------------------------------|--|----|-----|----|------|------|
| 12. | I apply the knowledge acquired from errors | 18 | 7.6 | 24 | 10.1 | 82.3 |
| 13. | I use knowledge to solve new problems | 3 | 1.2 | 15 | 6.3 | 92.4 |
| 14. | I manage to identify knowledge suitable for the solution of problems and challenges | 1 | .4 | 22 | 9.3 | 90.3 |
| 15. | I use knowledge to improve my performance | 4 | 1.6 | 13 | 5.5 | 92.8 |
| 16. | I have the skills to apply knowledge capable of producing competitive advantage over the competitors | 4 | 1.7 | 21 | 8.9 | 89.5 |
| 17. | I manage to apply knowledge to meet critical needs to become more competitive | 2 | 0.8 | 32 | 13.5 | 85.6 |
| 18. | I manage to combine different knowledge in order to solve problems | 5 | 2.1 | 15 | 6.3 | 91.5 |

Source: Field data (2022)

Findings from the table above, indicate that the majority of the respondents (94.5%) are willing to share knowledge gained by doing their work, (94.1%) are willing to share knowledge gained through training, (92.8%) use knowledge to improve their performance, (92.4%) use knowledge to solve new problems, (91.5%) manage to combine different knowledge in order to solve problems, (91.2%) use information from past projects to improve their future performance, (90.7%) continually gather information that is relevant to their operations and activities, (90.3%) manage to identify knowledge suitable for the solution of problems and challenges. These results show that there is a steady increase in the levels of knowledge management processes among civil servants in Uganda.

Innovative Behaviour

Respondents were required to indicate their levels of innovative behaviour and the results are presented in Table 4 below.

Table 4*Levels of Innovative Behaviour*

| Idea Generation Items | Never | | Sometimes | | Always | |
|---|--------------|-----|------------------|------|---------------|------|
| | N | % | N | % | N | % |
| 1. Look for opportunities to improve an existing process (or technology, product, service or work relationship) | 0 | 0 | 102 | 43 | 135 | 57 |
| 2. Recognize opportunities to make a positive difference in your work, department, organization, or with customers | 2 | .8 | 96 | 40.6 | 139 | 58.7 |
| 3. Pay attention to non-routine issues in your work, department, organization or the marketplace | 13 | 5.5 | 133 | 56.2 | 91 | 38.4 |
| 4. Generate ideas or solutions to address problems | 1 | .4 | 114 | 48 | 122 | 51.5 |
| 5. Define problems more broadly in order to gain greater insight into them | 0 | 0 | 131 | 55.3 | 106 | 44.7 |
| 6. Experiment with new ideas and solutions | 0 | 0 | 132 | 55.7 | 105 | 44.3 |
| 7. Test-out ideas or solutions to address unmet needs | 0 | 0 | 145 | 62.2 | 92 | 38.8 |
| 8. Evaluate the strengths and weaknesses of new ideas | 0 | 0 | 119 | 50.2 | 118 | 49.8 |
| Idea Promotion Items | | | | | | |
| 9. Try to persuade others of the importance of a new idea or solution | 4 | 1.7 | 117 | 49.3 | 116 | 48.9 |
| 10. Push ideas forward so that they have a chance to become implemented | 1 | .4 | 118 | 49.8 | 118 | 49.8 |
| 11. Take the risk to support new ideas | 6 | 2.5 | 152 | 64.1 | 79 | 33.4 |
| Idea Implementation Items | | | | | | |
| 12. I implement changes that seem to be beneficial | 4 | 1.7 | 32 | 13.5 | 138 | 58.3 |
| 13. Search and eliminate problems of new approaches when applying them to an existing process, technology, product or service | 2 | .8 | 131 | 55.2 | 104 | 43.9 |
| 14. Incorporate new ideas for improving an existing process, technology, product or service into daily routines | 1 | .4 | 110 | 46.4 | 126 | 53.2 |
| 15. I follow up-to-date information and developments related to my profession | 1 | .4 | 140 | 59.1 | 167 | 70.5 |
| 16. BJP2-I carry out my tasks in compliance with the code of conduct and standards | 0 | 0 | 52 | 21.9 | 185 | 78.1 |

Source: Field data (2022)

Findings from the table above indicate that majority of the respondents (78.1%) carry out their tasks in compliance with the code of conduct and standards, (70.5%) follow up-to-date

information and developments related to their profession, (64.1%) take the risk to support ideas, (62.2%) test-out solutions to address unmet needs, and (58.7%) recognize opportunities to make a positive difference in their work, department, organization, or with customers. The results indicate a fair increase in the levels of work innovative behaviour among civil servants in Uganda.

Job Performance

Respondents were required to indicate their levels of job performance and the results are presented in the table below.

Table 5

Job Performance

| Basic Job Performance Items | Never | | Sometimes | | Always | |
|--|-------|-----|-----------|------|--------|------|
| | N | % | N | % | N | % |
| 1. I follow up-to-date information and developments related to my profession | 0 | 0 | 70 | 29.5 | 167 | 70.5 |
| 2. I carry out my tasks in compliance with the code of conduct and standards | 0 | 0 | 43 | 25.5 | 185 | 78.1 |
| 3. I am stable and consistent in my relations within the workplace | 0 | 0 | 67 | 28.3 | 170 | 71.7 |
| 4. I show respect and understanding towards my colleagues | 0 | 0 | 46 | 19.4 | 191 | 80.6 |
| 5. I am open to criticisms and evaluations about my work and performance | 0 | 0 | 76 | 32.1 | 161 | 68 |
| 6. I follow technological advancements related to my work | 1 | .4 | 64 | 27.1 | 172 | 72.6 |
| Advanced Job Performance Items | | | | | | |
| 7. I can easily adapt to group work if necessary | 2 | .8 | 68 | 28.7 | 167 | 70.4 |
| 8. I provide solutions to problems in a quick and successful manner | 3 | 1.3 | 78 | 32.9 | 156 | 65.9 |
| 9. I successfully use my personal skills at work | 3 | 1.3 | 67 | 28.3 | 167 | 70.4 |
| Intrinsic Job Performance Items | | | | | | |
| 10. I support the aim and goals of my organization | 0 | 0 | 37 | 15.6 | 200 | 84.4 |
| 11. I carefully represent my organization at any place | 0 | 0 | 57 | 24.1 | 180 | 75.9 |
| 12. I have responsibility for my organization | 0 | 0 | 57 | 24.1 | 180 | 75.9 |
| 13. I am loyal to my organization | 1 | .4 | 57 | 24 | 179 | 75.5 |
| 14. I constantly develop myself through self-evaluation | 0 | 0 | 43 | 18.1 | 194 | 81.8 |

Source: Field data (2022)

Findings from the table above indicate that the majority of the respondents (84.4%) support the aim and the goals of their organization, (81.8%) constantly develop themselves through self-evaluation, (80.6%) show respect and understanding towards their colleagues, (78.1%) carry out their tasks in compliance with the code of conduct and standards, (75.9%) carefully represent their organization at any place, (75.9%) have responsibility for their organization, while 75.5%) are loyal to their organization. The results show that most civil servants in Uganda have improved job performance in their organisations.

Knowledge Management Processes and Innovative Behaviour

To establish the relationship between knowledge management processes (knowledge creation, knowledge sharing, knowledge application) and innovative behaviour, Pearson's Correlation Coefficient (r) was run and the results are presented in the table below.

Table 6

Correlations Results for Knowledge Management Processes and Innovative Behaviour

| Variables | Correlations | | | | | | |
|---|--------------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1. Knowledge Creation/Application | | | | | | | |
| 2. Knowledge Sharing | .24** | | | | | | |
| 3. Knowledge Application | .28** | .42** | | | | | |
| 4. Overall Knowledge Management Processes | .67** | .78** | .76** | | | | |
| 5. Idea Generation | .33** | .20** | .44** | .43** | | | |
| 6. Idea Promotion | .20** | .25** | .27** | .33** | .53** | | |
| 7. Idea Implementation | .25** | .12 | .29** | .29** | .53** | .55** | |
| 8. Overall Innovative Behaviour | .33** | .23** | .42** | .43** | .91* | .76** | .84** |

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

* . Correlation is significant at the 0.05 level (2-tailed).

From the table above, the overall knowledge management processes were found to be positively and significantly related to overall innovative behaviour ($r=.43$, $\rho<0.01$). Similarly, overall knowledge management processes were also positively and significantly related to innovative behaviour components of idea generation ($r=.43$, $\rho<0.01$) and idea promotion ($r=.33$, $\rho<0.01$) and idea implementation ($r=.29$, $\rho<0.01$).

Knowledge Management Processes and Job Performance

To find out the relationship between Knowledge management processes ((knowledge creation, knowledge sharing, knowledge application) and job performance (Basic job performance, advanced job performance, intrinsic job performance) among civil servants, Pearson's Correlation Coefficient (r) was run and results presented in the table below.

Table 7

Correlations Results for Knowledge Management Processes and Job Performance

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|-------|-------|-------|-------|-------|-------|-------|
| 1. Knowledge Creation/Application | | | | | | | |
| 2. Knowledge Sharing | .24** | | | | | | |
| 3. Knowledge Application | .29** | .42** | | | | | |
| 4. Overall Knowledge Management Processes | .67** | .78** | .76** | | | | |
| 5. Basic Job Performance | .16* | .33** | .31** | .37** | | | |
| 6. Advanced Job Performance | .07 | .30** | .26** | .29** | .47** | | |
| 7. Intrinsic Job Performance | .17** | .34** | .29** | .37** | .50** | .44** | |
| 8. Overall Job Performance | .18** | .40** | .36** | .43** | .86** | .73** | .81** |

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

* . Correlation is significant at the 0.05 level (2-tailed).

Results from the table above indicate that overall knowledge management processes (knowledge creation, knowledge sharing, knowledge application) are positively and significantly related to overall job performance ($r=.43$, $\rho<0.01$). Similarly, overall knowledge

management processes were positively and significantly related to the job performance components of basic job performance ($r=.37$, $\rho<0.01$), advanced job performance ($r=.29$, $\rho<0.01$) and intrinsic job performance ($r=.37$, $\rho<0.01$).

Innovative behaviour and Job Performance

To establish the relationship between innovative behaviour (idea generation, idea promotion, idea implementation) and job performance (Basic job performance, advanced job performance, intrinsic job performance) among civil servants, Pearson's Correlation Coefficient (r) was run and results are presented in the table below.

Table 8

Correlation Results for Innovative behaviour and Job Performance

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|
| 1. Idea Generation | | | | | | | |
| 2. Idea Promotion | .53** | | | | | | |
| 3. Idea Implementation | .59** | .55** | | | | | |
| 4. Overall Innovative Behaviour | .91** | .77** | .81** | | | | |
| 5. Basic Job Performance | .37** | .36** | .27** | .40** | | | |
| 6. Advanced Job Performance | .33** | .39** | .33** | .41** | .47** | | |
| 7. Intrinsic Job Performance | .30** | .24** | .29** | .33** | .50** | .44** | |
| 8. Overall Job Performance | .41** | .41** | .36** | .47** | .86** | .73** | .81** |

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

* . Correlation is significant at the 0.05 level (2-tailed).

Findings from table 8 above indicate that there is a positive and statistically significant relationship between overall innovative behaviour (idea generation, idea promotion, idea implementation) and overall job performance ($r=.47$, $\rho<0.01$). Similarly, overall innovative behaviour is positively and significantly to the job performance components of basic job

performance ($r=.40$, $\rho<0.01$), advanced job performance ($r=.41$, $\rho<0.01$), intrinsic job performance ($r=.33$, $\rho<0.01$).

The Mediating Role of Innovative Behaviour

The study assessed the mediating role of innovative behaviour on the relationship between knowledge management processes and job performance. Hayes (2013) PROCESS macro model 4 embedded in SPSS was used for analysis. The mediation analysis summary is presented in the Table below.

Table 9

Mediation Analysis

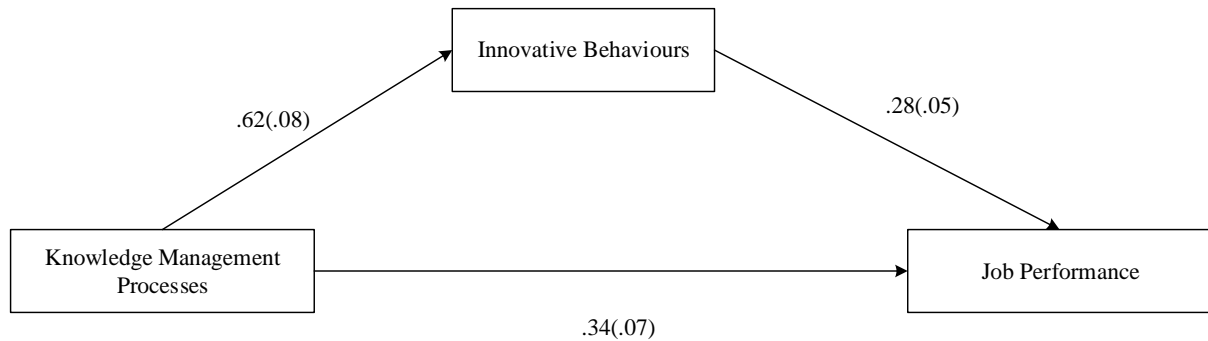
| Relationship | Total Effect | Direct Effect | Indirect Effect | Confidence interval | | <i>t</i> -statistics | Conclusion |
|---|--------------|---------------|-----------------|---------------------|-------------|----------------------|-------------------|
| | | | | Lower Bound | Upper Bound | | |
| Knowledge Management Processes>Innovative Behaviour>Job Performance | 0.51(0.000) | 0.33 | .18(.000) | .37 | 0.65 | 7.28 | Partial Mediation |

The results revealed a significant indirect effect of knowledge management processes on job performance ($b= 0.27$, $t = 7.28$), supporting the hypothesis that innovative behaviour mediates the relationship knowledge management processes and job performance. Furthermore, the direct effect of knowledge management processes on job performance in presence of the mediator was also found significant ($b = 0.33$, $p < 0.001$). Hence, innovative behaviour partially mediated the relationship between knowledge management processes and job performance.

Results are further presented in Figure 2 below;

Figure 2

Mediation Results of Innovative Behaviour



The model summary information shows that the multiple correlation coefficient (R) is .43 and $R^2 = .18$, this indicates that Knowledge management processes explain 18% of the variance in innovative behaviour. Given $F = 53.24$ and is statistically significant ($p = .000$), implying that management processes statistically significantly predict innovative behaviour. To know whether the mediator (innovative behaviour) reduces the relationship between management processes and employee job performance, the unstandardized b coefficients were used ($b = .62$, $t = 7.30$, $p = .000$) showing that knowledge management processes statistically significantly predict innovative behaviour.

The second model summary information shows that the multiple correlation coefficient (R) is .52 and $R^2 = .28$, this indicates that the combination of knowledge management processes and innovative behaviour explains approximately 28% of the variance in employee Job performance. The $F = 45.31$ and is statistically significant ($p = .000$) with $b = .28$, $t = 5.55$, $p = .000$ indicate that innovative behaviour statistically significantly predicts employee job performance with knowledge management processes in the model.

The third model summary indicates that the multiple correlation coefficient (R) is .43 and $R^2 = .18$, this indicates that the knowledge management process explains approximately 18% of the variance in employee job performance. The $F = 53.04$ and is statistically significant ($p < .001$). The model information shows that knowledge management processes statistically predict job performance ($b = .51, t = 7.28, p < .001$). The unstandardized beta value when only knowledge management processes are added in the model is .51. When the mediator of innovative behaviour is added, the beta reduced to .28. Therefore, innovative behaviour had partial effect mediating the relationship between knowledge management processes and employee job performance.

Chapter Five

Discussion, Conclusions and Recommendations

Introduction

This chapter discusses the findings from Chapter Four which described the status of knowledge management processes, innovative behaviour and job performance and also examined the relationships between knowledge management processes, innovative behaviour and job performance among civil servants in Uganda. It also presents the conclusions and recommendations.

Discussion of the Results

Knowledge Management Processes and Innovative Behaviour

The first hypothesis (H₁) stated that knowledge management processes are not significantly related to innovative behaviour among civil servants in Uganda.

The findings from this study indicate that there is a positive and statistically significant relationship between knowledge management processes and innovative behaviour. This means that as the levels of knowledge management processes increase, innovative behaviour also increase. If the civil servants engage in knowledge management processes for example through creating, sharing and applying knowledge, there will be high levels of idea generation, idea promotion and idea implementation of employees to the organisation. Employees who create, share and apply knowledge are highly innovative to the organisation meaning that knowledge management processes enhance innovative behaviour.

The findings presented in Table 6 are in agreement with the finding of Nonaka (1994), who in the socialisation, internalisation, externalisation and combination model (SIEC) explains that knowledge management processes of exchange and combination result in innovative behaviour of employees. This is also consistent with the knowledge exchange and recombination model (Galunic & Rodan, 1998). Siadat, Naeijia and Maleki, (2015) also reported that the elements of externalization and internalization strengthen the innovative behaviour in the organization. As members of an organisation interact, the accumulated tacit knowledge is shared from one individual to another which gives birth to new creative ideas. The implementation of the new ideas improves the ways services are delivered to the clients.

The findings of this study demonstrate the closeness between knowledge management processes and employee innovative behaviour which public organisations must harness to improve public sector service delivery. Mardani et al. (2018) reported a significant positive correlation between knowledge management processes, employee innovative behaviour and job performance. Additionally, Che and Colleagues` (2019) investigation into the relationship between employee innovative behaviour, or the perspectives of idea generation and idea implementation, and knowledge sourcing (tacit and explicit knowledge), supports the current findings. They discovered that knowledge sourcing directly encourages employees' capacity for new experiences, knowledge, and opinions that increase their innovative behaviour, such as new idea generation. Similarly, Kibedi (2013) shows that there is a strong relationship between knowledge management and innovation among civil servants in Uganda.

This study has also found that knowledge sharing is significantly correlated to idea generation and idea promotion, but statistically insignificant with idea implementation. These results are in line with those of Kmiecziak (2020) who found that knowledge sharing and idea generation have a statistically significant relationship even if there is no direct correlation

between knowledge sharing behaviour and idea realization. This assertion is in line with some earlier study done in Polish businesses, which discovered no relationship between knowledge sharing and a firm's innovativeness (Kmieciak & Michna, 2018). The significant relationship between knowledge sharing and idea generation and idea promotion may be attributed to the fact that knowledge like the human reproduction processes, knowledge multiplies and give birth to new ideas the more it is exchanged. The continuous exchange of these ideas makes them appreciated by the different members in the organisation. The limitation comes in at the idea implementation stage due limited resources in form of budgets cuts in the public sector. Consequently, not all the ideas generated by knowledge sharing get implemented.

Additionally, to support the current findings, Camelo-Ordaz et al. (2011) state that knowledge sharing entails making an individual's knowledge available to other team members, which has a direct impact on product innovation, innovation capability (Saenz et al., 2012) and radical innovation (Maes & Sels, 2014). Furthermore, Soto-Acosta et al. (2014) found that knowledge sharing on online platforms fosters innovation (as cited in Costa & Monteiro, 2016). When knowledge is effectively managed in an organization, it plays a significant role in the design and development of new changes such as the innovation in processes and products (Tan & Nasurdin, 2010).

Ode and Ayavoo (2020) reported that knowledge management processes contribute to innovation as a hierarchy, with the link through knowledge application having the greatest impact on firm innovation. Costa and Monteiro (2016) argue that firms can experience sustained competitive advantage when they apply knowledge in new and significantly improved products and services, organizational practices, production processes, marketing strategies and innovation.

Findings from this study have also indicated that knowledge application is correlated to innovative behaviour. Knowledge application (KA) is the focus of knowledge management since it makes knowledge more active and pertinent for the generation of firm value (Choi et al., 2010). Organizations that effectively apply important knowledge enhance efficiency, reduce redundancy, decrease the risk of errors, and continuously transfer their organizational expertise into embodied products (Chen & Huang, 2009). The processing of administrative and technological systems as well as the development of new products can all be accelerated by organizations through the application of knowledge. Within an organization, Knowledge application responds to the various types of knowledge that are available and applies previously created and shared knowledge (Chen & Huang, 2009; Shujahat et al., 2019). According to Shujahat et al. (2019), knowledge application is more significant than other processes like knowledge creation or knowledge sharing since knowledge is useless unless it is put to use. According to Sarin and McDermott (2003), knowledge application enables the members of an organization maximize desired results. Though, earlier studies have either ignored knowledge application or have looked at knowledge application as having a direct relationship with innovation performance (Choi et al., 2010). This indicates that if knowledge generation and diffusion are not used to successfully supply goods and services and solve issues, they will not be effective (Jugend et al., 2015). The results also corroborate the findings of other studies findings that knowledge application is a crucial element of product development success and a major enabler of innovation and performance (Hamdoun et al., 2018; Žižakov et al., 2018). The results are in line with earlier research that asserts that an organization's capacity for innovation and competitiveness are increased when knowledge is managed effectively (Donate & Guadamillas, 2011; Donate & Pablo, 2015).

However, the findings of this research are not in line with the findings of Lee and Farh, (2019); Lu et al., (2019) and Perry-Smith & Mannucci, (2017) who reported an insignificant

or even negative relationship between the development of creative ideas and idea implementation. This means that not all the ideas generated by knowledge management processes are implementable and this is attributed to various reasons. For instance, studies have shown that decision-makers exhibit a bias against exceptionally creative ideas or are completely incapable of recognizing them (Mueller et al., 2014; Zhou et al., 2017). Second, due to organizational resource constraints, not all innovative ideas can be put into practice (Baer, 2012; Berg, 2016). It should be noted that realizing the gains of new and improved methods of working, innovative ideas necessitate skilful leadership (Anderson et al., 2014). The implied bias towards novel ideas, is that they require significant organizational resource commitment yet they have high levels of uncertainty. Due to the need for proof before idea implementation, this may prevent top management and other crucial decision makers from accepting and giving the proposal the needed green light (Baer, 2012; Lee & Farh, 2019). Another potential explanation for the lack of significance in the relationship is that top management is unable to completely appreciate the novelty and worth of these innovative ideas. In other words, top management may not give teams' innovative ideas enough attention (Lu et al., 2019).

Therefore, the null hypothesis is rejected and the conclusion is that, there is a positive and significant relationship between knowledge management processes and innovative behaviour among civil servants in Uganda.

Knowledge Management Processes and Job performance

The second hypothesis (H₂) stated that knowledge management processes are not significantly related to job performance among civil servants in Uganda.

The results of my study indicated that overall knowledge management processes were positively and significantly related to overall job performance, and the three job performance

components of basic job performance, advanced job performance and intrinsic job performance. In addition, overall job performance was positively and significantly related to the three components of knowledge management processes (knowledge creation, knowledge sharing, and knowledge application). If employees create, share and apply their knowledge, the job performance of the employees in the organisation is high hence knowledge management processes enhance the job performance of employees.

The findings of this study are synonymous with the findings of Bader Alyoubi et al. (2018) who revealed that knowledge management processes (knowledge creation, knowledge acquisition, knowledge sharing, and knowledge retention) and knowledge management approaches (social networks, personalization and codification) have a positive and statistically significant impact on employee work performance. Similarly, Kalashi et al. (2020) reported that the application of skills for information and communication technology on the components of knowledge management processes (knowledge application, knowledge record and sustainability, knowledge acquisition and knowledge transfer) enhanced the effectiveness of creativity indicators that significantly improved the entire system for employees' performance.

The current findings concur with the findings of (Kianto et al., 2018), who examined the productivity of knowledge workers in five mobile telecom companies in Pakistan found that knowledge management processes components of knowledge creation and knowledge utilization positively impacted the productivity of knowledge worker with the exception of knowledge sharing component that did not have a positive impact on knowledge worker productivity.

The findings of this research are in agreement with the findings of Ahn and Chang (2004) who associate knowledge management process with the activities done at each of the stages in the value chain ranging from incoming logistics to customer care. The authors reveal

that product knowledge is directly related to the provision of products or delivery of services but Day (1994) on the other hand, presents process knowledge as a kind of glue that brings and holds the assets of the organization together resulting in enhanced performance. Gholami et al. (2013) demonstrated that knowledge management processes have a positive and significant influence on employee job performance. The study findings indicate that when knowledge management is improved, there is a proportional increase in employee productivity, performance, and creativity the overall improvement of the organization (as cited in Abualoush et al., 2018, Sahana & Menon, 2018).

The findings of this research are in line with the findings of Li and colleagues (2020), who reported that knowledge management processes have a positive and significant effect on dynamic capabilities as well as entrepreneurial and organizational performance. According to Kang et al. (2008), perceived trustworthiness among individuals in knowledge sharing has a positive impact on both knowledge sharing and individual work performance. Managing knowledge well is also essential to maintaining an organization's competitiveness (Tadesse, 2020). Valamis Team (2022) state that through effective knowledge management, organizations can circulate information and boost the expertise possessed by individuals or groups to improve the efficiency of their practices.

The results of this study also indicated that the component of knowledge creation is positively correlated to two components of job performance (Basic, advanced, and intrinsic performance. These findings are in line with the findings of Sujatha and Krishnaveni (2018), who reported that knowledge creation process is a significant variable affecting the work performance of the employees in South India. The findings by Adubasim and colleagues (2018) showed a favourable significant relationship between knowledge creation and the performance of academic staff at the Abubakar Tafawa Balewa University, Bauchi, supporting the current

findings. The study by Endende et al. (2022) which examined the impact of knowledge creation processes on employee performance in public technical vocational education and training institutions in Kenya, also used regression analysis to reach this conclusion.

Furthermore, this study demonstrated a significant correlation between knowledge sharing and overall job performance. These results are consistent with those of Poleacovschi and Javernick-Will (2020) and Kuruppuge and Gregar (2017), who discovered a strong connection between tacit knowledge sharing and job performance. Researchers agree that sharing knowledge has evolved into a crucial strategy in the information sector for effectively resolving technical issues (Whitelock-Wainwright et al., 2020). Zhu et al. (2018) while examining the impact of Knowledge sharing on the knowledge givers and recipients in Taiwan, found out that employees who share knowledge with colleagues had their knowledge deepened (knowledge depth) and widened (knowledge breadth) and this significantly improved their performance ratings. Additionally, Rafique and Mahmood (2021) discovered a significant relationship between the two variables in their study to ascertain the impact of knowledge sharing at work on the individual work performance of nurses. According to Chien (2015), a successful organization needs workers that are prepared to go above and beyond the typical scope of their jobs and provide performance that exceeds expectations. Knowledge is regarded as a vital resource to increase performance, particularly employee performance, in the modern workplace (Sinaga et al., 2020).

Paré & Tremblay, 2007 indicate that knowledge sharing enables employees to perform multiple tasks and develop a high sense of responsibility in an organisation and this translates into improvements at work. They also state that workers become more self-sufficient and behave more professionally.

Nonaka (2007) stresses that effective management of knowledge through the processes of acquisition, sharing and application supports management in decision making. This in turn enhances the performance of the business as well as increases the capacity for innovation in an organization.

However, the findings of this research are not synonymous with the findings of Jordan, Abualoush et al. (2018) who examined the interrelationships between Knowledge management and employee job performance among the employees of pharmaceutical industries and reported that knowledge management processes do not positively and significantly influence employee job performance. The authors state that the reason for this is not because management was not paying attention to the importance of knowledge but rather management had focused on other factors that foster performance. Singgih et al. (2020) also indicated that knowledge management did not significantly impact employee performance.

The findings of this research also indicate that there is no correlation between the components of knowledge creation and advanced job performance. Nguyen et al. (2016) justify this insignificant relationship by arguing that inculcating knowledge creation does not lead to organizational performance unless it transforms into product innovation.

The current findings are also in disagreement with findings of other authors have also found that the relationship between knowledge management processes and innovative behaviour is mediated by other variables within an organisation. For example, dynamic learning capabilities (Alegre et al., 2011 as cited in Costa & Monteiro, 2016) and absorptive capacity (Liao et al., 2010) fully mediate the relationship. Team Member Exchange and Leader-Member Exchange only play a partial mediational role between knowledge sharing and innovative behaviour (Hu et al., 2012). On the other hand, Masa and Testa (2004) add that knowledge management acts as a pathway through which benchmarking influences innovative

behaviour. They show that benchmarking helps organisations to gain tacit and explicit knowledge which can be integrated to cause innovation.

Therefore, the null hypothesis is rejected and the conclusion is that knowledge management processes are positively and significantly related to job performance among civil servants in Uganda especially in the current knowledge-driven environment.

Innovative Behaviour and Job Performance

The third hypothesis (H₃) stated that innovative behaviour is not significantly related to job performance among civil servants in Uganda.

The results of this study indicate that overall innovative behaviour is significantly related to overall job performance, and the three job performance components of basic job performance, advanced job performance and intrinsic job performance. In addition, overall job performance was positively and significantly related to overall innovative behaviour and the three innovative behaviour components of idea generation, idea promotion and idea implementation. This means that employees who generate novel ideas, promote and implement them register high levels of job performance in their organisations, hence innovative behaviour enhance job performance.

A strong relationship between overall innovative behaviour and overall job performance is an expected finding. Janssen (2010) defines innovative work behaviour as the deliberate creation, introduction and application of original ideas within a work role, group or organization, in order to profit role performance, the group, or the organization (as cited in Karabay, 2021). Karabay indicates that the innovative behaviours of employees (generation and implementation of new ideas, products, and methods) can be a vital asset that allows an organization to succeed in a dynamic business environment. Yuan and Woodman (2010)

reported that employees who see innovativeness as being part of their job requirements are more likely to believe that generating and implementing new ideas will enhance their work performance (as cited in Karabay, 2021). Sule and Ariawaty (2021) reported that innovative behaviour had a positive effect on managerial performance and increases the competitive advantage of an organisation.

The findings of this study are also supported by the findings of Zhang and colleagues' (2018) who reported that employees' innovative behaviours are significantly and positively related to their in-role job performance. The common assumption is that employees' innovative behaviours are always desirable for doing things better and are seen as a key source of an organization's competitive advantage (Anderson et al., 2014; Shin et al., 2017). Employees who exhibit more innovative behaviour are expected to perform at the top of their game at work (Berisha et al., 2020). This can be accomplished by encouraging employees to use their talents and abilities to the fullest, which will lead to the creation of fresh ideas that enhance employee performance (Mohammad et al., 2018). Furthermore, the current study findings are further supported by Harari et al. (2016)'s meta-analysis that revealed a positive relationship between innovative behaviours and task performance. Organizational performance now depends on quickly responding to and overcoming change through employees' innovative behaviour (Choi et al., 2021). Research results have also suggested that innovation in public service improves organizational performance, and innovative behaviour increases employees' job productivity (García-Goñi et al., 2007; Chang & Liu, 2008).

The current findings are synonymous with the findings of Rostami and Branch (2011) who stated that having employees that are enthusiastic about innovation is another way to boost productivity. A survey of manufacturing firms in South Korea found that employees who employed the open innovation approach outperformed those who depended on the closed

innovation approach (Bae & Chang, 2012). Additionally, it was shown that employee performance enhances firm performance indirectly through innovation as employees generate ideas for new products or services to boost the firm's competitiveness (SadiNoglu & Zehir, 2010).

The findings of this study are in line with the findings of Kamran and Ganjinia, (2017) who indicated that an organizational culture that values innovation promotes taking risks and contributes to decision-making. Relatedly, workplace innovation creates environments where employees want to spend their time in order to better the organization and perform their functional jobs (Totterdill, 2015). Totterdill (2015) emphasizes that workplace innovation results in significant and long-lasting benefits in organizational performance as well as in employee engagement and well-being. Organizational innovation, according to Zaid and Affes (2016), influences the performance of the company by enhancing work quality, information sharing, learning capacity, and the application of new knowledge and technology.

Umashankar indicates that internal innovation facilitates employees to improve their motivation and competencies as they become creative at generating solutions to problems. He also notes that product innovation such as designing new tools in an organisation helps employees to change the ways they execute their tasks (Umashankar et al., as cited in Osman, Shariff & Lajin, 2016). While investigating the influence of closed and open employee performance, Alawamleh et al. (2018) and Mohammad et al. (2018) confirmed that open innovation influences performance at both employee and organisational levels. The respondents showed faith that open innovation increased employee effectiveness and efficiency and that it can promote leadership that might transform the overall performance of employees if they are willing to adopt new ideas. The influence of closed innovation on employee performance was however associated with increased costs. Similarly, a study carried out among

South Korean manufacturing firms revealed that employees who used the open innovation approach performed much better than those who relied on the closed innovation approach (Bae & Chang, 2012).

The current findings are also in agreement with other studies which have shown that employee job performance is highly influenced by innovative behaviours (Sadikoglu & Zaim, 2010). The findings indicate that as employees generate ideas for new services and products, competitiveness increases. There is also increased efficiency and effectiveness in work management (Walker et al., 2011), improved quality performance (Sadikoglu & Zehir, 2016) as well as increased job attendance (Tinofirei, 2011). Innovative employees are more likely to expend more energy to achieve high results by generating new ideas which may translate into new services/products and processes. Tajali et al. (2014) investigated the relationship between knowledge management processes and employees' performance and discovered a significant positive relationship between innovative behaviours and job performance. Rostami and Branch (2011) indicated that having employees who are passionate about innovation is an opportunity for increasing productivity.

Therefore, the null hypothesis is rejected and like most previous studies, the findings of my study confirm that innovative behaviours are positively and significantly related to job performance among civil servants in Uganda.

Mediational Role of Innovative Behaviours

Hypothesis four (H4) stated that innovative behaviours do not significantly mediate the relationship between knowledge management processes and job performance among civil servants in Uganda

The findings from current study indicate that innovative behaviours had an effect mediating the relationship between knowledge management processes and job performance. This implies that innovative behaviours statistically predict employee job performance with knowledge management processes in the model. It has been found that the combination of knowledge management processes and innovative behaviours explain approximately 28% of the variance in job performance. The high levels of knowledge management processes like creation sharing, and application result in an increase in innovative behaviours which in turn enhances job performance in an organisation. This, therefore, means that knowledge management processes influence job performance through innovative behaviours.

The findings of this study are in line with the findings of Sule and Ariawaty (2021) who conducted a study to determine empirically the impact of knowledge management on the managerial performance of medium-scale batik industry owners in West Java Indonesia and reported that innovative behaviour completely mediates the relationship between knowledge management processes and managerial performance. Also, a study by Alrubaice et al. (2015) indicates a positive effect of organizational innovation on organizational performance. Additionally, the findings provide evidence that organizational innovation has a mediation effect on the relationship between Knowledge Management Processes and Organizational Performance. Also, Mafabi et al. (2012) found a mediating role of innovation in the relationship between knowledge management and other variables, like knowledge management and organizational resilience in Ugandan parastatals, and these findings are in agreement with the findings of my study. Furthermore, Byukusenge and Munene (2017) assessed the mediating effect of innovation on the relationship between knowledge management and business performance and reported that the two are related. These findings indicate that innovation fully mediates the relationship between knowledge management and the business performance of small and medium enterprises.

However, the current findings are not in agreement with the findings of Abualoush et al. (2018) who reported that the positive impact of knowledge management processes on employee job performance is mediated by other variables like employee empowerment. However, despite this indirect relationship, the authors indicated that knowledge management processes become effective assets in amplifying employee job performance by exploiting the energies of employees of the employee in sharing knowledge with others. They further state that employee empowerment increases employees' commitment as employees become more responsible and activate their innovative abilities in the organisation. Soe and Aye (2020) also stated that the knowledge management process components of knowledge sharing, knowledge application and knowledge retention positively and significantly impacted employee work experience partially mediated by employee job satisfaction.

Therefore, the null hypothesis is rejected and like most previous studies, the findings of my study confirm that innovative behaviours partially and significantly mediate the relationship between knowledge management processes and job performance among civil servants in Uganda

Conclusions

The study intended to examine the relationship between Knowledge Management Processes, Innovative Behaviours and Job Performance among civil servants in Uganda. Using a correlational research design, 237 respondents from the Ministry of Public Service and Ministry of Health were sampled and data collected with a structured self-administered physical questionnaire. The findings show that there is a significant relationship between overall knowledge management processes and overall innovative behaviours, overall knowledge management processes and overall job performance and overall innovative behaviours and overall job performance. The unique finding of the study is that innovative55

behaviours partially mediate the relationship between knowledge management processes and job performance. The managers of the Ministry of Public Service and Ministry of Health ought to enhance their planning, organizing, implementation, and supervisory activities provided they can adequately collect, share, organize, and respond to knowledge. Such an upgrade causes the birth of new ideas and their implementation, which eventually improves job performance in the public service. The key benefit of knowledge management in terms of innovation is that it gives management a framework to work within as they try to improve their organization's capacity for innovation. In order to survive and even thrive in the quickly evolving workplace, employees today are required to engage in innovative work behaviours.

Recommendations

Based on study findings, the following recommendations have been made:

On the relationship between knowledge management processes, innovative behaviours and job performance, the ministries should strengthen and revise knowledge management programs for staff through training to develop their potential for a knowledge sharing and promotion culture. This could borrow the principles of socialisation, internalisation, externalisation and combination model as recommended by Nonaka (1994), Once this knowledge is applied, employees will be more innovative and ultimately perform better.

Innovative behaviours mediate the relationship between knowledge management process and employee job performance and therefore the managers of ministries should encourage employees' innovative behaviours through putting in place an environment that identifies and rewards these behaviours.

The study recommends the Government of Uganda through the accounting officers and managers of Ministries, Departments, Agencies and Local Governments should provide a conducive environment for the creation/acquisition, sharing and application of knowledge to

stimulate the innovative behaviours of civil servants and this will ultimately enhance job performance and transform service delivery to the citizens.

Areas for Further Research

There is need to investigate into other factors apart from knowledge management processes and innovative behaviour that affect job performance of civil servants in Uganda. Further researchers can also carry out a similar study in other ministries and local governments by enlarging the sample size to generalize the findings.

Future researchers are needed to carry out qualitative research on knowledge management processes, innovative behaviour and job performance among civil servants.

References

- Aboelmaged, M. G. (2014). Linking operations performance to knowledge management capability: the mediating role of innovation performance. *Production Planning & Control*, 25(1), 44-58.
- Abualoush, S. H., Obeidat, A. M., Tarhini, A., & Al-Badi, A. (2018). The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance. *VINE Journal of Information and Knowledge Management Systems*.
- Abukhait, R. M., Bani-melhem, S., & Zeffane, R. (2019). Empowerment, Knowledge Sharing and Innovative Behaviours: Exploring Gender Differences. *International Journal of Innovation Management*, 23(1), 1–28. doi:10.1142/ S1363919619500063.
- Adubasim, I. E., Adim, C. V., & Ibekwe, W. (2018). Knowledge Creation as Predictor of Employee Performance in Abubakar Tafawa Balewa University, Bauchi, Bauchi State, Nigeria. *GSI*, 6(8), 231.
- Afsar, B., Masood, M., & Umrani, W. A. (2019). The Role of Job Crafting and Knowledge Sharing on the Effect of Transformational Leadership on Innovative Work Behaviour. *Personnel Review*, 48(5), 1186–1208. doi:10.1108/PR-04-2018-013
- Ahn, J.-H., & Chang, S.-G. (2004). Assessing the contribution of knowledge to business performance: the KP3 methodology, *Decision Support System*, Vol. 36, pp. 403-16.
- Aksoy, Y., Ayranci, E., & Gozukara, E. (2016). A research on the relationship between knowledge sharing and employee performance: The moderating role of unethical

behaviours in organizational level. *European Scientific Journal*, 12(4) ISSN: 1857 – 7881 [URL:http://dx.doi.org/10.19044/esj.2016.v12n4p335](http://dx.doi.org/10.19044/esj.2016.v12n4p335).

Alawamleh, M., Ismail, L.B., Aladwan, K. & Saleh, A. (2018). The influence of open/closed innovation on employees' performance, *International Journal of Organizational Analysis*, Vol. 26 Issue: 1, pp.75-90, <https://doi.org/10.1108/IJOA-082017-1207>

Alrubaiee, L., Alzubi, H. M., Hanandeh, R., & Ali, R. A. (2015). Investigating the relationship between knowledge management processes and organizational performance. The mediating effect of organizational innovation. *International Review of Management and Business Research*, 4, 989–1009.

Alyoubi, B., Hoque, M. R., Alharbi, I., Alyoubi, A., & Almazmomi, N. (2018). Impact of knowledge management on employee work performance: evidence from Saudi Arabia. *The International Technology Management Review*, 7(1), 13-24.

Anderson, N., Potočník, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of management*, 40(5), 1297-1333.

Andreeva, T., & Kianto, A. (2011). Knowledge processes, knowledge-intensity and innovation: a moderated mediation analysis. *Journal of Knowledge Management*, Vol. 15 No. 6.

Anser, M.K., Yousaf, Z., Khan, A. & Usman, M. (2020). Towards innovative work behaviour through knowledge management infrastructure capabilities: mediating role of functional flexibility and knowledge sharing, ahead-of-print No. ahead-of-print, *European Journal of Innovation Management*. doi: 10.1108/EJIM-09-2019-0250.

- Awan, A. G., & Javed, A. (2015). Impact of Innovation on the Performance of Employees. *Industrial Engineering Letters*, 5(12), 1-10.
- Bae, Y., & Chang, H. (2012). Efficiency and effectiveness between open and closed innovation: empirical evidence in South Korean manufacturers. *Technology Analysis & Strategic Management*, 24(10), 967-980.
- Baer, M. (2012). Putting creativity to work: The implementation of creative ideas in organizations. *Academy of Management Journal*, 55(5), 1102-1119.
- Berg, J. M. (2016). Balancing on the creative high wire: Forecasting the success of novel ideas in organizations. *Administrative Science Quarterly*, 61(3), 433-468.
- Berisha, B., Ramadani, V., Gërguri-Rashiti, S., & Palalić, R. (2020). The impact of innovative working behaviour on employees' working performance. In *Intrapreneurship and Sustainable Human Capital* (pp. 37-49). Springer, Cham.
- Brandner, A., & Abbo, M. S. (2019). Agenda Knowledge for Uganda: Strengthening Uganda's Vision 2040 and the UN Sustainable Development Goals 1st edition
- Bratianu, C. (2010). A critical analysis of Nonaka's model of knowledge dynamics.
- Burstein, F., Zyngier, S., & Rateb, Z. (2002, September). Knowledge management in the financial services sector: understandings and trends in Australia. In *Proceedings of the 3rd European Conference on Knowledge Management, September* (pp. 113-125).
- Byukusenge, E. & Munene, J. C. | (2017) Knowledge management and business performance: Does innovation matter? *Cogent Business & Management*, 4:1, 1368434, DOI: 10.1080/23311975.2017.1368434

- Camelo-Ordaz, C., Garcia-Cruz, J., Sousa-Ginel, E. and Valle-Cabrera, R. (2011), "The influence of human resource management on knowledge sharing and innovation in Spain: the mediating role of affective commitment", *International Journal of Human Resource Management*, Vol. 22 No. 7, pp. 1442-1463.
- Chang, L. C., & Liu, C. H. (2008). Employee empowerment, innovative behaviour and job productivity of public health nurses: A cross-sectional questionnaire survey. *International journal of nursing studies*, 45(10), 1442-1448.
- Che, T., Wu, Z., Wang, Y., & Yang, R. (2018). Impacts of knowledge sourcing on employee innovation: the moderating effect of information transparency. *Journal of Knowledge Management*. Vol. 23 No. 2, pp. 221-239
- Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of Business Research*, 62(1), 104-114.
- Chien, M. H. (2004). An investigation of the relationship of organizational structure, employee's personality and organizational citizenship behaviours. *Journal of American Academy of Business*, 5(1/2), 428-431.
- Chien, M.H. (2015). An Investigation of the Relationship of Organizational Structure, Employees' Personality and Organizational Citizenship Behaviours'. *Journal of American of Business*.5 (2), 428-431.
- Choi, S. B., Kim, K., Ullah, S. M. E., & Kang, S. W. (2016). How Transformational Leadership Facilitates Innovative Behaviour of Korean Workers Examining Mediating and Moderating Processes. *Personnel Review*, 45(3), 459–479. doi:10.1108/PR03-2014-0058

- Choi, S. Y., Lee, H., & Yoo, Y. (2010). The impact of information technology and transactive memory systems on knowledge sharing, application, and team performance: A field study. *MIS quarterly*, 855-870.
- Choi, W. S., Kang, S. W., & Choi, S. B. (2021). Innovative behaviour in the workplace: An empirical study of moderated mediation model of self-efficacy, perceived organizational support, and leader–member exchange. *Behavioural Sciences*, 11(12), 182.
- Costa, V., & Monteiro, S. (2016). Key knowledge management processes for innovation: a systematic literature review, *VINE Journal of Information and Knowledge Management Systems*, Vol.46 Issue: 3, pp.386-410, <https://doi.org/10.1108/VJIKMS-02-2015-0017>
- Costa, V., & Monteiro, S (2016). Knowledge processes, absorptive capacity and innovation: a mediation analysis. *Knowledge and Process Management* 23(3): 207–218.
- Damanpour, F., & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of public administration research and theory*, 19(3), 495-522.
- Darroch, J. (2003). Developing a measure of knowledge management behaviours and practices. *Journal of knowledge management*.
- Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press.
- Day, G.S. (1994), The capabilities of market-driven organizations, *Journal of Marketing*, Vol. 58 No. 4, pp. 37-52.

- Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of business research*, 68(2), 360-370.
- Donate, M. J., & Guadamillas, F. (2011). Organizational factors to support knowledge management and innovation. *Journal of knowledge management*.
- Donohoe, A. (2019). Employee Performance Definition. *Internet access: <https://bizfluent.com/facts-7218608-employee-performancedefinition.html>*.
- Du Plessis, M. (2007). The role of knowledge management in innovation. *Journal of knowledge management*. Vol. 11 No. 4, pp. 20-29.
- Durst, S., & Edvardsson, I. R. (2012). Knowledge management in SMEs: A literature review. *Journal of Knowledge Management*, 16, 879–903. <https://doi.org/10.1108/13673271211276173>
- Endende, K. L., Kwasira, J., & Makhamara, F. (2022). Knowledge creation practices and employee performance in selected public technical vocational education and training institutions in Kenya. *European Journal of Human Resource Management Studies*, 6(1).
- Fernandez, I.B., & Sabherwal, R. (2010), Knowledge Management Systems and Processes, *M.E. Sharpe, Armonk, New York*.
- Fouka, G., & Mantzorou, M. (2011). What are the major ethical issues in conducting research? Is there a conflict between the research ethics and the nature of nursing? *Health science journal*, 5(1), 3.

- Galunic, C., & Rodan, S. (1998). Resource recombination in the firm: knowledge, structures and the potential for Schumpeterian innovation. *Strategic Management Journal, Vol. 19*, pp. 1193-201.
- García-Goñi, M., Maroto, A., & Rubalcaba, L. (2007). Innovation and motivation in public health professionals. *Health Policy, 84*(2-3), 344-358.
- Gilan-Deh, A. S. A., & Chamanzamin, M. R. (2016). Investigating the Relationship between Knowledge Management and Employees' Innovative Behaviour at Custom Organizations of Guilan Province. *International Review of Management and Business Research, 5*(1), 234.
- Gloet, M., & Terziovski, M. (2004): "Exploring the relationship between knowledge management practices and innovation performance", *Journal of Manufacturing Technology Management, 15* (5): 402-409.
- Gold, A. H., Malhotra A., Segars, A. H. (2001). Knowledge management: an organizational capabilities perspective. *Journal of Management Information Systems, 18*(1),185–214.
- Hamdoun, M., Jabbour, C. J. C., & Othman, H. B. (2018). Knowledge transfer and organizational innovation: Impacts of quality and environmental management. *Journal of cleaner production, 193*, 759-770.
- Harari, M. B., Reaves, A. C., & Viswesvaran, C. (2016). Creative and innovative performance: A meta-analysis of relationships with task, citizenship, and counterproductive job performance dimensions. *European Journal of Work and Organizational Psychology, 25*(4), 495-511.

- Harkama, S. (2003) A complex perspective on Learning within Innovation Projects. *The Learning Organization*, Vol. 10 No.6 pp. 340-346.
- Hasudungan, S. S. P., Erna, M., Wulan, T. P., Iwan, S., Margo, P., & Nenden, K. (2020). Knowledge management and employee performance: a systematic literature review.
- Hayes, A. F., & Scharkow, M. (2013). The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: does method really matter? *Psychological science*, 24(10), 1918-1927.
- Hill, M. S. (2019). Importance of Employee Performance in Business Organizations. *bizfluent.com*. Retrieved from <https://bizfluent.com/about-7601772-importance-employee-performance-business-organizations.html>
- Hooff, B., & Hendrix, L. (2004, April). Eagerness and willingness to share: The relevance of different attitudes towards knowledge sharing. In *Fifth European Conference on Organizational Knowledge, Learning and Capabilities: Innsbruck, Austria*.
- Hu, M.L.M., Ou, T.L., Chiou, H.J. and Lin, L.C. (2012). Effects of social exchange and trust on knowledge sharing and service innovation, *Social Behaviour and Personality*, Vol. 40 No. 5.
- Hu, S. (2014). Study Population. In: Michalos A.C. (eds) *Encyclopaedia of Quality of Life and Well-Being Research*. Springer, Dordrecht. https://doi.org/10.1007/978-94-007-0753-5_2893
- Huang, J. W., & Li, Y. H. (2009). The mediating effect of knowledge management on social interaction and innovation performance. *International Journal of Manpower*, 30, 285–301. <https://doi.org/10.1108/01437720910956772>

- Islam, M. A., Agarwal, N. K., & Ikeda, M. (2017). Effect of knowledge management on service innovation in academic libraries. *IFLA Journal*, 43(3), 266-281.
- Janssen, O. (2003). Innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of Organizational and Occupational Psychology*, 76: 347-364.
- Janssen, O., Van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of Organizational Behaviour*, 25: 129-145
- Jugend, D., da Silva, S. L., Oprime, P. C., & Pimenta, M. L. (2015). Organizational issues for integration of high-technology in new product development: framework proposal and case studies in Brazilian companies. *Innovation*, 17(2), 217-231.
- Kalashi, M., Bakhshalipour, V., Azizi, B., & Siavash, K. S. (2020). The Effect of the Application of ICT Skills on the Process of Knowledge Management Components and the Effectiveness of Creativity Indicators for the Improvement of Employees' Performance System in the Ministry of Sports and Youth.
- Kamaşak, R., & Bulutlar, F. (2010). The influence of knowledge sharing on innovation. *European Business Review*. (Bingley) 22(3): 306–317.
- Kamran, S. N., & Ganjina, H. (2017). Innovative behaviour and factors affecting it: the importance of innovative behaviour and its dimensions. *International Journal of Business*, 2(1), 31-34.

- Kang, Y. J., Kim, S. E., & Chang, G. W. (2008). The impact of knowledge sharing on work performance: An empirical analysis of the public employees' perceptions in South Korea. *Intl Journal of Public Administration*, 31(14), 1548-1568.
- Karabay, M. E. (2021). Job performance, innovative work-behaviour, job satisfaction and psychological ownership: Evidence from insurance sector. *International Journal of Management Studies and Social Science Research*, 3(3), 372-385.
- Kianto, A., Shujahat, M., Hussain, S., Nawaz, F., & Ali, M. (2018). The impact of knowledge management on knowledge worker productivity. *Baltic Journal of Management*.
- Kibedi, H. (2013) Team strategic competences, knowledge management practices and team performance in the health service sector. *Unpublished Doctoral Dissertation*, Makerere University.
- Kim, W., & Park, J. (2017). Examining structural relationships between work engagement, organizational procedural justice, knowledge sharing, and innovative work behaviour for sustainable organizations. *Sustainability*, 9(2), 205.
- Kmieciak, R. (2020). Trust, knowledge sharing, and innovative work behaviour: empirical evidence from Poland. *European Journal of Innovation Management*.
- Kmieciak, R., & Michna, A. (2018). Knowledge management orientation, innovativeness, and competitive intensity: evidence from Polish SMEs. *Knowledge Management Research & Practice*, 16(4), 559-572.
- Kuhn, J. S., & Marisck, V. J. (2010). Action learning for strategic innovation in mature organizations: Key cognitive, design and contextual considerations. *Action Learning: Research and Practice*, 2, 27-48.

- Kuruppuge, R. H., & Gregar, A. (2017). Knowledge sharing and job performance: the intervening role of technological competency in knowledge-based industries. *International Journal of Economics and Statistics*, 5, 15-20.
- Lakshmi, S., & Mohideen, M. A. (2013). Issues in reliability and validity of research. *International journal of management research and reviews*, 3(4), 2752.
- Lam, A. (2000). Tacit knowledge, organizational learning and societal institutions: An integrated framework. *Organization Studies*, 21(3), 487-513.
- Leal-Rodríguez, A., Leal-Millán, A., Roldán-Salgueiro, J. L., & Ortega-Gutiérrez, J. (2013). Knowledge management and the effectiveness of innovation outcomes: The role of cultural barriers. *Electronic Journal of Knowledge Management*, 11, 62–71.
- Lee, S. M., & Farh, C. I. (2019). Dynamic leadership emergence: Differential impact of members' and peers' contributions in the idea generation and idea enactment phases of innovation project teams. *Journal of Applied Psychology*, 104(3), 411.
- Li, C., Ashraf, S. F., Shahzad, F., Bashir, I., Murad, M., Syed, N., & Riaz, M. (2020). Influence of knowledge management practices on entrepreneurial and organizational performance: A mediated-moderation model. *Frontiers in Psychology*, 11, 577106.
- Li, X., & Zheng, Y. (2014). The influential factors of employees' innovative behavior and the management advices. *Journal of Service Science and Management*, 7(06), 446.
- Liao, S. H., Wu, C. C., Hu, D. C., & Tsui, K. A. (2010). Relationships between knowledge acquisition, absorptive capacity and innovation capability: an empirical study on Taiwan's financial and manufacturing industries. *Journal of information science*, 36(1), 19-35.

- Liu, Y., & Phillips, J. S. (2011). Examining the antecedents of knowledge sharing in facilitating team innovativeness from a multilevel perspective. *International Journal of Information Management*, 31(1), 44-52.
- Lu, S., Bartol, K. M., Venkataramani, V., Zheng, X., & Liu, X. (2019). Pitching novel ideas to the boss: The interactive effects of employees' idea enactment and influence tactics on creativity assessment and implementation. *Academy of Management Journal*, 62(2), 579-606.
- Lutwama, W. G. (2011), the Performance of Health Workers in Decentralized Services in Uganda; Doctor of literature and philosophy in health studies, University of South Africa
- Lyons, K., Diana Acsente, D., & van Waesberghe, M. (2008). Integrating knowledge management and quality management to sustain knowledge enabled excellence in performance, VINE, Vol. 38 Issue: 2, pp.241-253, <https://doi.org/10.1108/03055720810889879>
- Maes, J., & Sels, L. (2014). SMEs' radical product innovation: The role of internally and externally oriented knowledge capabilities. *Journal of Small Business Management*, 52(1), 141-163.
- Mafabi, S., Munene, J., & Ntayi, J. (2012). Knowledge management and organisational resilience: Organisational innovation as a mediator in Uganda parastatals. *Journal of Strategy and Management*, 5, 57-80. <https://doi.org/10.1108/17554251211200455>
- Mardani, A., Nikoosokhan, S., Moradi, M., & Doustar, M. (2018). The relationship between knowledge management and innovation performance. *The Journal of High Technology Management Research*, 29(1), 12-26.

- Masa'deh R, Gharibeh A, Maqableh M, H. (2013) An Empirical Study of Antecedents and Outcomes of Knowledge Sharing Capability in Jordanian Telecommunication Firms: A Structural Equation Modelling Approach. *Life Science Journal*;10(4):2284-2296] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 305
- Massa, S., & Testa, S. (2004). Innovation or imitation? Benchmarking: a knowledge-management process to innovate services. *Benchmarking: An International Journal*, 11(6): 610–20.
- Mieke, A., Decramer, A., George, B., Verschuere, B., & Waeyenberg, T. V., (2019) When employee performance management affects individual innovation in public organizations: the role of consistency and LMX, *The International Journal of Human Resource Management*, 30:5, 815-834, DOI: 10.1080/09585192.2016.1239220
- Mueller, J. S., Wakslak, C. J., & Krishnan, V. (2014). Construing creativity: The how and why of recognizing creative ideas. *Journal of Experimental Social Psychology*, 51, 81-87.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*, African Centre of Technology Studies, Nairobi.
- Muhairwe, W.T. (2010). *Making Public Enterprises Work, From Despair to Promise: A Turn Around Account*. Fountain Publishers, Kampala.
- Nawab, S., Nazir, T., Zahid, M. M., & Fawad, S. M. (2015). Knowledge management, innovation and organizational performance. *International Journal of Knowledge Engineering-IACSIT*, 1, 43–48. <https://doi.org/10.7763/IJKE.2015.V1.7>

- Nguyen, T. V., Phan, A. T., & Nguyen, M. T. (2016). Knowledge creation, innovation and financial performance of firms: evidence from Vietnam. *International Journal of Business and Management*, 11(6), 95.
- Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization science*, 5(1), 14-37.
- Nonaka, I. (2007). Knowledge management: Theoretical and methodological foundations. In K. G. Smith & M. A. Hitt (Ed.), *Great minds in management: The process of theory development* (pp. 373–393). New York: Oxford University.
- Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. *Oxford: Oxford University Press*.
- Nonaka, I., Byosiere, P., Borucki, C., & Konno, N. (1994). Organizational Knowledge Creation Theory: A first comprehensive test. *International Business Review*, 3(4), 337-351.
- Öcal, K. (2011). Predicting employee performance in non-profit sport organizations: The role of managerial and financial performance and the mediating role of support for innovation and individual creativity.
- Ode, E., & Ayavoo, R. (2020). The mediating role of knowledge application in the relationship between knowledge management practices and firm innovation. *Journal of Innovation & Knowledge*, 5(3), 210-218.
- Osborne, S. P., & Brown, L. (2011). Innovation, public policy and public services delivery in the UK. The word that would be king? *Public administration*, 89(4), 1335-1350.
- Osman, S., Shariff, S. H., & Lajin, M. N. A. (2016). Does innovation contribute to employee performance? *Procedia-Social and Behavioral Sciences*, 219, 571-579.

- Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organisational commitment, and citizenship behaviours on information Technology professionals 'turnover intentions. *Group & Organization Management*, 32(3), 326-357. <https://doi.org/10.1177/1059601106286875>
- Perry-Smith, J. E., & Mannucci, P. V. (2017). From creativity to innovation: The social network drivers of the four phases of the idea journey. *Academy of Management Review*, 42(1), 53-79.
- Poleacovschi, C., & Javernick-Will, A. (2020). The importance of expertise visibility across organizational boundaries for individual performance. *Engineering Management Journal*, 32(1), 37-45
- Quintane, E., Casselman, R. M., Reiche, B. S., & Nylund, P. A. (2011). Innovation as a knowledge- based outcome. *Journal of knowledge management*.
- Rafique, G. M., & Mahmood, K. (2021). Impact of knowledge sharing at work place on individual work performance of nurses in Pakistan. *Information Discovery and Delivery*.
- Rahmayanto, Adnan, H., & Nursaban, R. (2019). The Effect of Knowledge Management on Employees Performance Mediated by Job Satisfaction. *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668*. Volume 21, Issue 7. Ser. VII (July. 2019), PP 72-81
- Rao Jada, U., Mukhopadhyay, S. and Titiyal, R. (2019). Empowering leadership and innovative work behaviour: a moderated mediation examination, *Journal of Knowledge Management*, Vol. 23 No. 5, pp. 915-930.

- Renzl, B. (2008). Trust in management and knowledge sharing: the mediating effects of fear and knowledge documentation, *Omega*, Vol. 36 No. 2, pp. 206-220.
- Resilient Africa Network. (2013). *Innovation in Uganda: Current Opportunities and Obstacles*. Kampala: Resilient Africa Network (RAN).
- Rostami, A. S., & Branch, N. (2011). Impact of innovation and creativity on productivity enhancement of employees in Isfahan Telecommunications Company, 359-365.
- Sadikoglu, E., & Zehir, C. (2010). Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: An empirical study of Turkish firms. *International journal of production economics*, 127(1), 13-26.
- Saenz, J., Aramburu, N., & Blanco, C. E. (2012). Knowledge sharing and innovation in Spanish and Colombian high- tech firms. *Journal of Knowledge Management*.
- Sahana, S. C., & Menon, R. B. (2018). Enhancing Sustainable Employees Performance of Engineers Working as Faculties in Engineering Colleges of Mysore City Through Knowledge Management Practices. *International Journal of Mechanical Engineering and Technology*, 9(1), 207-215.
- Sarin, S., & McDermott, C. (2003). The effect of team leader characteristics on learning, knowledge application, and performance of cross- functional new product development teams. *Decision sciences*, 34(4), 707-739.
- Savin-Baden, M., & Major, C. H. (2010). New approaches to qualitative research. *New York*.
- Schiuma, G., Andreeva, T., & Kianto, A. (2012). Does knowledge management really matter? Linking knowledge management practices, competitiveness and economic

- performance. *Journal of Knowledge Management*, 16, 617–636.
doi:10.1108/13673271211246185
- Scott, S.G. & Bruce, R.A. (1994) Determinants of Innovative Behaviour: A Path Model of Individual Innovation in the Workplace. *Academy of Management Journal*, 38, 1442–65.
- Seeram, E. (2019). An overview of correlational research. *Radiologic technology*, 91(2), 176–179.
- Shih, W.L. & Tsai, C.Y. (2016).The effects of knowledge management capabilities on perceived school effectiveness in career and technical education, *Journal of Knowledge Management*, Vol. 20 No. 6.
- Shin, S. J., Yuan, F., & Zhou, J. (2017). When perceived innovation job requirement increases employee innovative behaviour: a sensemaking perspective. *J. Organ. Behav.* 38, 68–86. doi: 10.1002/job.2111
- Shujahat, M., Sousa, M. J., Hussain, S., Nawaz, F., Wang, M., & Umer, M. (2019). Translating the impact of knowledge management processes into knowledge-based innovation: The neglected and mediating role of knowledge-worker productivity. *Journal of Business Research*, 94, 442-450.
- Siadat, S. H., Naeiji, M. J., & Maleki, C. (2015). Impact of Organizational Knowledge Management on Innovative Behaviour: A Study in a Logistic Sector. *Management*, 4(2), 152-164.

- Sinaga, S. P. H., Maulina, E., Tresna, P. W., Sukoco, I., Purnomo, M., & Kostini, N. (2020). Knowledge Management and Employee Performance: A Systematic Literature Review. *Russian Journal of Agricultural and Socio-Economic Sciences*.
- Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., & Purwanto, A. (2020). The Role of Job Satisfaction in the Relationship between Transformational Leadership, Knowledge Management, Work Environment and Performance. *Solid State Technology*, 63(2).
- Smith, H. (2005). How companies develop operating systems for innovation, *European Office of Technology and Innovation*, Vol. 40 No. 1.
- Soe, K. N. N., & Aye, A. C. (2020). The mediating role of job satisfaction on the relationship between knowledge management practices and employee work performance: The private banking case in Myanmar. *TNI Journal of Business Administration and Languages*, 8(2), 83-97.
- Soto-Acosta, P., Colomo-Palacios, R. and Popa, S. (2014). Web knowledge sharing and its effect on innovation: an empirical investigation in SMEs, *Knowledge Management Research & Practice*, Vol. 12 No. 1, pp. 103-113.
- Spanuth, T. & Wald, A. (2017). How to unleash the innovative work behaviour of project staff? The role of affective and performance-based factors, *International Journal of Project Management*, Vol. 35 No. 7, pp. 1302-1311.
- Steneck, N. H. (2011). The dilemma of an honest researcher. Doi 10.1038/embor.2011.134

- Sujatha, R., & Krishnaveni, R. (2018). Knowledge creating ba as a determinant of work performance of employees: An empirical analysis among pump manufacturing firms in South India. *Asia Pacific Management Review*, 23(1), 45-52.
- Sule, E. T., & Ariawaty, R. N. (2021). Influence of Knowledge Management on Innovative Behavior and Its Impact on Managerial Performance of Medium-Scale Batik Industry Owners in West Java, Indonesia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(2), 436-455.
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
- Tadesse, D. K. (2020). The impact of knowledge management towards organization performance. *Journal of Business and Management*, 22(3), 37-48.
- Tajali, M., Farahani, A., & Baharvand, M. (2014). RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT WITH EMPLOYEES' PERFORMANCE AND INNOVATION. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 3(10A), 279.
- Tan, C. L., & Nasurdin, A. M. (2010). Knowledge management effectiveness and technological innovation: An empirical study in the Malaysian manufacturing industry. *Journal of Mobile Technologies, Knowledge and Society*, 25, 13–17. doi:10.5171/2010.428053
- Teixeira, E. K., Oliveira, M., & Curado, C. M. M. (2018). Knowledge management process arrangements and their impact on innovation. *Business Information Review*, 35(1), 29-38. <https://doi.org/10.1177/0266382118757771>

The Uganda *Third National Development Plan (NDPIII) 2020/21 – 2024/25*, National Planning Authority June 2020

Tidd J, Bessant J, Pavitt K, et al. (2013). *Managing Innovation: Integrating Technological, Market and Organizational Change*, 5th ed. Chichester, West Sussex, United Kingdom: John Wiley & Sons.

Tinofirei, C. (2011). The unique factors affecting employee performance in non-profit organisations (Doctoral dissertation).

Totterdill, P. (2015). Closing the gap: The fifth element and workplace innovation. *European Journal of Workplace Innovation*, 1(1).

Ugwu, C. I., & Ekere, J. N. (2018). The role of knowledge management in providing innovative services in university libraries in Nigeria: A structural equation modelling approach. *Global Knowledge, Memory and Communication*.

Valamis. (2022). *Knowledge Management: Importance, Benefits, Examples [2022]*. Valamis. Retrieved 3 March 2022, from <https://www.valamis.com/hub/knowledge-management#:~>

Walker, R. M., (2014). Internal and external antecedents of process innovation: A review and extension. *Public Management Review*, 16(1), 21-44.

Walker, R. M., Damanpour, F., & Devece, C. A. (2011). Management innovation and organizational performance: The mediating effect of performance management. *Journal of public administration research and theory*, 21(2), 367-386.

Wang, Z., & Wang, N. (2012). Knowledge sharing, innovation and firm performance. *Expert Systems with Applications* 39(10): 8899–8908

- Warrier, S. (2009). *Knowledge management*. New Dehli: VIKAS.
- West, A. (2020). *Barriers to Involvement and Success Within Medical Technology Innovation and Entrepreneurship for Women in Uganda* (Master's dissertation, Harvard University).
- Whitelock-Wainwright, A., Laan, N., Wen, D., & Gašević, D. (2020). Exploring student information problem solving behaviour using fine-grained concept map and search tool data. *Computers & Education, 145*, 103731.
- Xu, J., Houssin, R., Caillaud, E. & Gardoni, M. (2010). Macro process of knowledge management for continuous innovation. *Journal of Knowledge Management, Vol. 14* No. 4, pp. 573-591.
- Yamane & Taro. (1967). *Statistics: An Introductory Analysis*, 2nd Edition, New York: Harper and Row.
- Zaied, R. M. B., & Affes, H. (2016). The relationship between the sources of knowledge management, organisational innovation and organisational performance. *International Journal of Information, Business and Management, 8*(3), 185.
- Zhang, Y., Zhang, J., & Li, J. (2018). The effect of intrinsic and extrinsic goals on work performance: Prospective and empirical studies on goal content theory. *Personnel Review*.
- Zhang, Y., Zhang, J., Forest, J., & Chen, C. (2018). The negative and positive aspects of employees' innovative behaviour: role of goals of employees and supervisors. *Frontiers in psychology, 9*, 1871.

- Zhao, S., Jiang, Y., Peng, X., & Hong, J. (2020). Knowledge sharing direction and innovation performance in organizations: do absorptive capacity and individual creativity matter? *European Journal of Innovation Management*, 24(2), 371-394.
- Zhou, J., Wang, X. M., Song, L. J., & Wu, J. (2017). Is it new? Personal and contextual influences on perceptions of novelty and creativity. *Journal of Applied Psychology*, 102(2), 180.
- Zhou, K. Z., & Li, C. B. (2012). How knowledge affects radical innovation: Knowledge base, market knowledge acquisition, and internal knowledge sharing. *Strategic management journal*, 33(9), 1090-1102.
- Zhu, Y. Q., Chiu, H., & Holguin-Veras, E. J. I. (2018). It is more blessed to give than to receive: Examining the impact of knowledge sharing on sharers and recipients. *Journal of Knowledge Management*.
- Žižakov, M., Vulanović, S., Delić, M., Kamberović, B., & Vrhovac, V. (2018). Relationship between knowledge management and innovation performance: a literature review. In *Proceedings of the 9th International Scientific and Expert Conference, TEAM* (pp. 241-244)

Appendix 1

Appendix 1: Questionnaire

Makerere University

School of Psychology

Introduction

Dear respondent, this questionnaire seeks to establish the relationship between Knowledge management processes, innovative behaviour and employee job performance among civil servants particularly the staff of the Ministry of Public Service. The questionnaire is purely for research purposes and your responses will be handled with the utmost confidentiality. I kindly request you to spare some time and respond as honestly as possible.

SECTION A: PERSONAL DATA

Tick the response that applies to you.

1. Age group in years

1) 20-30 years 2) 31-40 years 3) 41-50 years 4) 51 years and above

2. Sex of the respondent

1) Male 2) Female

3. Marital status

1) Married 2) Single 3) Divorced 3) Widowed

4. Level of education

1) Degree 2) Masters 3) PhD

5. Time spent in the Ministry

1) Less than 5 years 2) 5-10 years 3) 10 and above

SECTION B: KNOWLEDGE MANAGEMENT PROCESSES

Please tick or circle the score in the box that most closely corresponds with how you see your Ministry.

| Strongly disagree | Disagree | Not sure/ Undecided | Agree | Strongly agree |
|-------------------|----------|---------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |

| Knowledge Creation/Acquisition | | | | | | |
|---------------------------------------|--|---|---|---|---|---|
| KC1 | I use information from past projects to improve my future performance | 1 | 2 | 3 | 4 | 5 |
| KC2 | I participate in teams for identifying best practices | 1 | 2 | 3 | 4 | 5 |
| KC3 | I easily find information needed in my work from sources outside my organization | 1 | 2 | 3 | 4 | 5 |
| KC4 | I obtain important information from collaboration partners outside my organization | 1 | 2 | 3 | 4 | 5 |
| KC5 | I continually gather information that is relevant to my operations and activities | 1 | 2 | 3 | 4 | 5 |
| Knowledge Sharing | | | | | | |
| KS1 | I am willing to share my knowledge or know-how gained by doing my work | 1 | 2 | 3 | 4 | 5 |
| KS2 | I am willing to share my knowledge or know-how gained through training | 1 | 2 | 3 | 4 | 5 |
| KS3 | I am willing to share my insights and intuition gained by doing work. | 1 | 2 | 3 | 4 | 5 |
| KS4 | I am willing to share my data regularly with my co-workers | 1 | 2 | 3 | 4 | 5 |
| KS5 | I always provide/share my manuals (or methodologies/models) with my teammates | 1 | 2 | 3 | 4 | 5 |
| KS6 | I share my work reports and/or official documents with my teammates | 1 | 2 | 3 | 4 | 5 |
| Knowledge application | | | | | | |
| KA1 | I apply the knowledge acquired from errors | 1 | 2 | 3 | 4 | 5 |
| KA2 | I use knowledge to solve new problems | 1 | 2 | 3 | 4 | 5 |
| KA3 | I manage to identify knowledge suitable for the solution of problems and challenges | 1 | 2 | 3 | 4 | 5 |
| KA4 | I use knowledge to improve my performance | 1 | 2 | 3 | 4 | 5 |
| KA5 | I have the skills to apply knowledge capable of producing competitive advantage over the competitors | 1 | 2 | 3 | 4 | 5 |
| KA6 | I manage to apply knowledge to meet critical needs to become more competitive | 1 | 2 | 3 | 4 | 5 |
| KA7 | I manage to combine different knowledge in order to solve problems | 1 | 2 | 3 | 4 | 5 |

SECTION C: INNOVATIVE BEHAVIOUR

This section will measure the fundamental dimensions of innovative behaviour; Select the number that most closely reflects your behaviour on each statement. Take your time and consider each statement carefully utilizing the scale below.

| Never | Rarely | Sometimes | Frequent | Very Frequent | Always |
|-------|--------|-----------|----------|---------------|--------|
| 1 | 2 | 3 | 4 | 5 | 6 |

| In your current job, how often do you experience or do the following? | | | | | | | |
|--|---|---|---|---|---|---|---|
| Idea Generation | | | | | | | |
| 1. | Look for opportunities to improve an existing process (or technology, product, service or work relationship) | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | Recognize opportunities to make a positive difference in your work, department, organization, or with customers | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | Pay attention to non-routine issues in your work, department, organization or the marketplace | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | Generate ideas or solutions to address problems | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | Define problems more broadly in order to gain greater insight into them | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. | Experiment with new ideas and solutions | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. | Test-out ideas or solutions to address unmet needs | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. | Evaluate the strengths and weaknesses of new ideas | 1 | 2 | 3 | 4 | 5 | 6 |
| Idea promotion | | | | | | | |
| 1. | Try to persuade others of the importance of a new idea or solution | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | Push ideas forward so that they have a chance to become implemented | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | Take the risk to support new ideas | 1 | 2 | 3 | 4 | 5 | 6 |
| Idea Implementation | | | | | | | |
| 4. | Implement changes that seem to be beneficial | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | Search and eliminate problems of new approaches when applying them to an existing process, technology, product or service | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. | Incorporate new ideas for improving an existing process, technology, product or service into daily routines | 1 | 2 | 3 | 4 | 5 | 6 |

SECTION D: JOB PERFORMANCE

This section will measure the fundamental dimensions of employee job performance; Please determine which one you belong to by indicating how often you do the following.

| Never | Rarely | Sometimes | Frequent | Very Frequent | Always |
|-------|--------|-----------|----------|---------------|--------|
| 1 | 2 | 3 | 4 | 5 | 6 |

Basic Employee Job Performance

In your current job, how often do you experience or do the following?

| | | | | | | | |
|----|---|---|---|---|---|---|---|
| 1. | I follow up-to-date information and developments related to my profession | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | I carry out my tasks in compliance with the code of conduct and standards | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | I am stable and consistent in my relations within the workplace | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | I show respect and understanding towards my colleagues | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | I am open to criticisms and evaluations about my work and performance | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. | I follow technological advancements related to my work | 1 | 2 | 3 | 4 | 5 | 6 |

Advanced Employee Job Performance

| | | | | | | | |
|----|--|---|---|---|---|---|---|
| 1. | I can easily adapt to group work if necessary | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | I provide solutions to problems in a quick and successful manner | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | I successfully use my personal skills at work | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | I can easily adapt to group work if necessary | 1 | 2 | 3 | 4 | 5 | 6 |

Intrinsic Employee Job Performance

| | | | | | | | |
|----|---|---|---|---|---|---|---|
| 1. | I support the aim and the goals of my organization | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | I carefully represent my organization at any place | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | I have responsibility for my organization | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | I am loyal to my organization | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | I constantly develop myself through self-evaluation | 1 | 2 | 3 | 4 | 5 | 6 |

List two major reasons why some Ministry employees don't perform as expected?

- 1.....
.....
- 2.....
.....

Thank you for your cooperation and time

Appendix 2

Introductory Letter



**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF PSYCHOLOGY
CENTRE FOR PSYCHOLOGICAL SERVICES**

The Commissioner
Human Resource Management Department
Ministry of Public Service
P. O. Box 7003
Kampala, Uganda.

6th April, 2022
Revd one
2com/10
28/4/22

Dear Sir,

RE: INTRODUCING MR. LEBRON AHIMBISIBWE (REG. NO: 2017/HD03/146U)

The above named person, Mr. Lebron Ahimbisibwe, is a student in our department offering Master of Organizational Psychology Degree of Makerere University. He is required to carry out a compulsory research project and his topic is “**Knowledge management processes, innovative behavior and job performance among civil servants in Uganda**”. He is seeking to obtain information from your Ministry that could help him in his compulsory research project.

Any help you offer to Lebron regarding this study will be highly appreciated as it will help him successfully undertake his research and fulfill the partial requirements for the Award of a Master’s Degree in Organizational Psychology.

Yours sincerely,

Dr. Matagi Leon

Dr. Matagi Leon (PhD)
Supervisor
Tel: +256 701 800 185



MAKEREREP.O. Box 7062
Kampala – Uganda.**UNIVERSITY**Tel: +256-414-531908
+256-414-540739

**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF PSYCHOLOGY
CENTRE FOR PSYCHOLOGICAL SERVICES**

6th April, 2022

The Commissioner
Human Resource Management Department
Ministry of Health
P. O. Box 7272
Kampala, Uganda.



Dear Sir,

RE: INTRODUCING MR. LEBRON AHIMBISIBWE (REG. NO: 2017/HD03/146U)

The above named person, Mr. Lebron Ahimbisibwe, is a student in our department offering Master of Organizational Psychology Degree of Makerere University. He is required to carry out a compulsory research project and his topic is **“Knowledge management processes, innovative behavior and job performance among civil servants in Uganda”**. He is seeking to obtain information from your Ministry that could help him in his compulsory research project.

Any help you offer to Lebron regarding this study will be highly appreciated as it will help him successfully undertake his research and fulfill the partial requirements for the Award of a Master’s Degree in Organizational Psychology.

Yours sincerely,



Dr. Matagi Leon (PhD)
Supervisor
Tel: +256 701 800 185