IMPACT OF ORGANISATIONAL FACTORS ON THE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT WITHIN LAW FIRMS IN NAIROBI, KENYA

BY
LILLIAN NDANU KISWILI

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

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IMPACT OF ORGANISATIONAL FACTORS ON THE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT WITHIN LAW FIRMS IN NAIROBI, KENYA

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A Research Project Report Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2018
STUDENT DECLARATION

I the undersigned, declare that this research proposal is my original work, and has not been presented to any university or higher institution of learning for academic credit other than United states International University – Africa.

Signed: ___________________________  Date: ___________________________
Lillian Ndanu Kiswili (ID: 650038)

This research proposal has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: ___________________________
Dr. Caren Ouma (PhD)

Signed: ___________________________  Date: ___________________________
Dean, Chandaria School of Business
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ABSTRACT
The purpose of this study was to determine the impact of organizational factors on the implementation of knowledge management within law firms in Nairobi, Kenya. The study was guided by the three research questions which sought to establish the effects of technology on the implementation of knowledge management within law firms in Nairobi Kenya, to determine the effects of organizational structure on the implementation of knowledge management within law firms in Nairobi Kenya, and to determine how organizational culture influence the implementation of knowledge management within law firms in Nairobi Kenya.

This study used a descriptive research design to investigate the factors influencing implementation of knowledge management in organisations. The focus was on the Partners, Advocates, Pupils and Clerks in law firms in Nairobi who are approximated to be 70 in this study. Form the 70 Partners, Advocates, Pupils and Clerks in law firms in Nairobi a sample of 60 respondents was considered. The study used a questionnaire to collect data from the directors from the target population. The research distributed a total of 60 questionnaires and only a total of 55 were filled and returned giving a response rate of 93%.

The research analyzed the relationship between the Knowledge management and technology adoption. ANOVA analysis results of the regression between technology adoption and knowledge management was statistically significant and can be used to assess the association between technology adoption and knowledge management. The relationship between Knowledge management on the one hand and organisation culture on the other, was analyzed in this research. ANOVA analysis results of the regression between organization structure and knowledge management was statistically significant and can be used to assess the association between organization structure and knowledge management. The research analyzed the relationship between Knowledge management and organization culture. ANOVA analysis results of the regression between organization culture and knowledge management was statistically significant and can be used to assess the association between organization culture and knowledge management.

It was concluded that most law firms use the internet to access, use and share knowledge and such communication technologies play an essential role in fulfilling knowledge sharing. Use of knowledge received from knowledge technology system has also aided in
the promotion of the firms activities as well as enhancement of discovery of new explicit knowledge. Secondly, having an efficient organizational structure allows and facilitates the stakeholders to accomplish their task according to the knowledge management services. Although all policy are determined only by top-level authorities Lastly, organizational values enhance the collection of new data through activities that shape programs although there is a lack of awareness on whether the organisation has well established organizational values.

It was recommended that firms need to ensure there is a constant availability of internet access in order to facilitate sharing of knowledge this aids the firms in reducing the cost of spreading information and knowledge.

Secondly, the law firms need to ensure organizational structure enable for the task accomplishment according to the knowledge management services. For this to be a success there is a need for support from the top managers in the implementation of strategies. Lastly, organizational values enable the sharing of the knowledge it is therefore vital for law to utilize the values in enhancing the collection of new data. The organizational values should also be well communicated to all in order to increase awareness.

Further research should be undertaken in other law firms in other cities in Kenya in order to be able to generalize the findings. In addition, there could also be a study to compare the organizational factors affecting implementation of knowledge management across the counties.
ACKNOWLEDGEMENT

I would like to acknowledge and thank my family for their support throughout this process and especially my sister, who was very understanding of the time and sacrifices required in order to finalize my project. My father, who never stopped believing in me and my mother who never doubted my capabilities. Anthony Ngatu who was very supportive through this process as well as understanding of the circumstances. Mercy Kamene who always knew I could do it even when I doubted myself. Farrah Ebrahim who was tirelessly lent a listening ear when I felt overwhelmed. Wanjiku Kiragu who always reminded me to make time, stop procrastinating and to just do it in respect to my research project and of course my supervisor Dr. Caren Ouma who has been more than patient with me throughout this process and gave a lot of insightful help that has really helped me. I thank you all truly and deeply.
DEDICATION

I dedicate this research proposal to my mother who has been my pillar of support and the best role model I could ever need.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

With every century, decade, generation and year, comes new ways of defining knowledge. Every discipline and school of thought view knowledge differently. Despite the variations of the definition of the word knowledge, the importance of knowledge has always remained constant. Knowledge in itself is power is a phrase that has withstood the test of time. What we once knew to be knowledge in the 20th century has greatly shifted. Previously, knowledge was something that was only for the few elite. We have seen a great shift from the industrial era where majority of the industries were manufacturing industries and the work involved was very labor intensive. However, today, knowledge is in the market place and it forms the basis of the professional industries such as legal, finance and accounting industry where the majority of the work is highly knowledge intensive (Garrick & Chan, 2017).

For one to fully understand the concept of knowledge management, it is first important to understand the definition of knowledge as we shall be using it for purposes of this study. Knowledge can be divided into tacit knowledge as one facet and explicit knowledge as the other facet. According to Polanyi (1958) tacit knowledge is knowledge that one obtains through their personal experiences and interactions with the world. It is not learned through formal education. It puts to work aspects cognitive skills such as intuition, know-how and problem solving skills which basis is not easily codified as well as technical knowhow and craft skills (Polanyi, 1966). Further, the only person who can codify the knowledge is the bearer of the knowledge and it will always be subjective as it is dependent on their values, beliefs and emotions (Nonaka & Konno, 1998). It is for this reason that many find sharing of tacit knowledge a challenging process. According to Nonaka (1998) transforming tacit knowledge to explicit knowledge is very important as it will ensure that the knowledge can be used by the entire organisation leading to success.

The second aspect of knowledge being explicit knowledge is obtained through formal education. Explicit knowledge more often than not is codified and it is very easily transferred from one person to another (Nonaka & Takeuchi, 1995). It is based on theories, models and facts that can be found in literature that in itself has been codified through the years. For example, majority of the laws throughout the world are found in scrolls, scribes,
written constitutions, written jurisprudence and written judgments based on conflicts that have been resolved. Even though these two types of knowledge are different, the two work hand in hand and complement each other in the process of knowledge creation and knowledge conversion (Rai, 2011).

Knowledge in itself is not power. The power lies in how knowledge is used to achieve organizational objectives sustainably. This forms the very basis of the theory of knowledge management. Knowledge management as defined by Davenport and Prusak (1998) as the purposeful management process of creating, capturing, storing, exploiting, sharing and applying both tacit and explicit knowledge for the benefit of the employees, organisation and its customers. This stance is further supported by Nonaka and Takeuchi (1995) who stated that effective management and harnessing of knowledge resources in an organisation is a process that involves sharing of knowledge by individuals, integrating this knowledge into organisation’s business value chains and the ability of an organisation to create an enabling environment for knowledge transformation.

Priti and Bwalya (2013) state that knowledge management is a strategic tool that should be utilized by all organisations. According to them, success of an organisation is directly dependent on how effectively the organisation manages both its tacit and explicit knowledge resources. The more effectively an organisation manages its knowledge resources, the more successful the organisation will be. Their predisposition holds even more water based on the fact that today’s economy is based more on knowledge and the delivery of services as opposed to manufacturing of goods. In any event, even the process behind manufacturing involve knowledge as part of the core competencies to ensure that there is efficiency in the production process and the goods being so produced heavily rely on innovation. Corfield and Paton, (2016) defined knowledge as a resource to be stored and kept available for future use, or more frequently presented in the form that is capable of being shared in the organisation and forms an essential element that supports organizational capacity.

Oluikpe (2012) states that it is no longer enough to understand the knowledge management strategies and to realize that they are necessary for the success of the organisation. He asserts that the challenge and the most important aspect of knowledge management is the application and implementation of the strategies in the organisation. He believes that
organisations require proper systems and structures in place that allows for identification
and exploitation of key knowledge components in the organisation. Priti and Bwalya (2013)
further build on this by stating that knowledge management is a conscious strategy. One
has to use the knowledge that the organisation has at the right time by making it available
to the right people so that it may be applied for the necessary function to ensure the success
of organisation. This is further supported by Zhu, Sun, Miller and Deng(2014) who stated
that knowing where knowledge is needed in the organisation is very important as it will
allow one to search for where such knowledge can be found that is if it can be found. This
is part of the challenges faced in knowledge management.

Knowledge management can only be achieved if the knowledge creation, sharing and
storing mechanisms in the organisation are effective and efficient. It is therefore necessary
to have a collaborative method that is adopted by each member of that facilitates the entry
of information for the use by the whole organisation. If there is an effective system for the
entry and storage of information, knowledge sharing then becomes very easy (Priti &
Bwalya, 2013). Bounfour defined knowledge management as a set of procedures,
infrastructures, technical and managerial tools, designed toward creating, sharing and
leveraging information and knowledge within and around organizations. From this we can
establish that knowledge management should be seen as a sequence of events (Eaves, 2014)
which will allow the organisation obtain its desired outcomes.

The emergence of technology has greatly changed the way in which knowledge
management has evolved over the years especially now in the 21st Century. It is inexcusable
for organisations today not to take advantage of the technological advances which are
readily available. This technology should be used to manage and utilize knowledge and
information in order to improve efficiency and to manage and follow endless developments
in the organisation (Dadashkarimi & Asl, 2013). Despite this, we see very many
organisations failing to use technology in their organisations to share, transfer and store
knowledge.

As has been earlier stated having a collaborative way of sharing knowledge is paramount
and technology makes this process easier. The effect of failure to share knowledge is that
the creation of new knowledge in that organisation becomes impossible (Zhu et al., 2014).
The only way for an organisation to compete effectively and to take up the desired market
position in one’s industry is through proper leveraging of existing knowledge to create new knowledge (Gold, Malhotra & Segars, 2001). How the organisation also leverages on the knowledge has an effect on three things in the organisation; how efficiently people will work, how people share and communicate knowledge in the organisation which in turn will affect the learning methodologies in the organisation (Garrick & Chan, 2017). This is further supported by Badaracco (1991) who stated that for the creation of new knowledge, interaction between individuals is paramount.

It is however important to note that technology on its own will not lead to effective knowledge management. Other factors such as organizational structure and organizational culture (Rai, 2011) play a very significant and influential role in the knowledge management process in an organisation. Organizational structure is very important in the implementation of effective knowledge management practices as it will allow for easy flow of knowledge and the use of technology to leverage on the knowledge. However, many at times, it acts as a hindrance in the process due to bureaucracies (Gold, Malhotra & Segars, 2001).

At the same time, organizational culture further plays a vital role in that, there needs to be both formal and informal relationships and communication between the employees to foster knowledge sharing. This is according to O’dell & Grayson (1998) who believed that employee interaction should be encouraged. Employees in an organisation are more likely to participate more when the organisation invests in knowledge creation and distribution avenues (Evans, Packer & Sawyer, 2016). They further asset that it does not matter how mundane the interactions are such as staff and status meetings. They will still lead to positive participation from the employees.

Heisig (2009) summarizes the aspect of knowledge management in a very simplistic way. According to him, knowledge management’s main purpose is to fix and enhance, in a systematic way, the management of potential knowledge. Knowledge management benefit can be seen from a threefold perspective, it ensures success and continuity of the organisation, it allows for the full maximization of the organisation’s best value that being knowledge which will ensure, as the third benefit, that the organisation is thus effective in its operations (Theriou, Maditinos & Theriou, 2011). Those firms which effectively manage their knowledge resources can expect to reap a wide range of benefits such as
reduced manpower and infrastructure costs as well as improved corporate efficiency, effectiveness, innovation and customer services (Davenport & Prusak, 2000; Hansen & Oetinger, 2001). This is why knowledge management is a key issue in this era of knowledge economy (Chang and Lin, 2015).

Gottschalk and Karlsen (2009) stated that law firms are no longer viewing themselves as just professional bodies but they are now to be treated as businesses and as such they should use business models. This is primarily because, knowledge is the main resource in businesses and law firms are no exceptions. Knowledge is what gives law firms a competitive advantage. However, Wambua (2014) noted that the environment in law firms is not favorable for knowledge management to thrive further noting that the main reason for this is that the employees are unwilling to share their knowledge and expertise with each other which goes against the very essence of knowledge management.

1.2 Problem Statement
In professional industries such as the legal industry, knowledge is the most important resource that an organisation has and it is largely through this resource that the organisation will meet its strategic objectives (Gottschalk & Karlsen, 2009). Knowledge management should therefore be part and parcel of the organisation to ensure that the resource is adequately leveraged to remain competitive in the industry. The organisation should be set up in a manner whereby knowledge is easily created, shared and stored (Davenport & Prusak, 1998).

Wambua (2014) looked at the strategies that law firms can adopt in knowledge management and the challenges that they are currently facing and discovered that law firms in Nairobi are not practicing effective knowledge management and the few that are practicing knowledge management are doing so incorrectly and thus not eliciting the desired results. This is because many organizations have not yet investigated knowledge management activity officially (Dadashkarimi & Asl, 2013). This is one of the few studies touching on law firms in Nairobi. In her study, she recommended that there is need to further the area of knowledge management in law firms but to take the approach of the adoption and implementation of knowledge management. The reason for this is that it is no longer a matter of following historic precedents from centuries ago. Lawyers are now not only promulgating new laws but also are in the process of interpreting and implementing the
Knowledge is therefore being created, validated and shared according to Barnett (2000).

Knowledge is the primary resource in law firms that forms their core competency and it is unfortunate that knowledge management has not been adopted. Currently there are drastic changes being made to the legal system in the country as a result of globalization, technology and social changes leading to emergent issues that require to be addressed. Despite these changes, organisations have failed to adapt to the said changes. Their organizational structure, culture and the technologies they use in their organisations are not only archaic but do not foster effective implementation of knowledge management practices. It is now that implementation of knowledge management is the most crucial to ensure sustainable competitive advantage.

1.3 Purpose of the Study
The purpose of this study was to determine the impact of organizational factors on the implementation of knowledge management within law firms in Nairobi, Kenya.

1.4 Research Questions
The study was guided by the following research questions:
1.4.1 What are effects of technology on the implementation of knowledge management within law firms in Nairobi Kenya?
1.4.2 What are the effects of organizational structure on the implementation of knowledge management within law firms in Nairobi Kenya.
1.4.3 How does organizational culture influence the implementation of knowledge management within law firms in Nairobi Kenya.

1.5 Justification of the Study
The following persons will benefit from the study;

1.5.1 Law Firms
This study will be of utmost importance to not only law firms situated in Nairobi but in Kenya as the findings will be applicable across the board. This will assist them to efficiently and effectively carry out knowledge management practices and processes in their organisations. The core competency of the legal profession is knowledge and it is
paramount to effectively manage the same to allow the organisation to have a sustainable competitive advantage in the industry.

1.5.2 Law Society of Kenya
The study will also be beneficial to the Law Society of Kenya as the governing body of the legal industry in Kenya. It will assist them to better guide and advise the legal industry on ways in which they can leverage on the knowledge resource and capabilities that they have to better not only the individual industries but also the legal industry as a whole for the betterment of society.

1.5.3 Researchers and Academicians
Future researchers and academicians will use this study for further research aided by the findings and recommended areas for further research. The study will also be used for purposes of references in further research papers and studies to further enhance the information on the topic which is scarce in the country.

1.6 Scope of the Study
The study focused on law firms in Nairobi County, Kenya which are duly registered under the Law Society of Kenya. This will include Partners, Advocates of the High Court of Kenya, Pupils undergoing their pupillage, Lawyers and the Court Clerks and Land and Companies Registry Clerks that are employed in the various law firms. The three categories of Clerks were included in the scope as they form an integral part of the knowledge capacity of the law firms because they act as the main intermediary between the Advocates and the various governmental institutions that law firms have to work with. The study was conducted within a period of six months in which time both data collection and data analysis was completed.

1.7 Definition of the Terms
1.7.1 Knowledge Management
The purposeful management process of creating, capturing, storing, exploiting, sharing and applying both implicit and explicit knowledge for the benefit of the employees, organisation and its customers (Davenport & Prusak, 1998).
1.7.2 Tacit knowledge
Polanyi (1958) defined tacit knowledge as that which gained through personal experiences and not through formal education. This type of knowledge is difficult to transfer to another person as it is very individualistic as it is based on the person’s interactions with the world.

1.7.3 Explicit Knowledge
Explicit knowledge is that knowledge that is gained from formal education and is easy to transfer from one person to another (Nonaka & Takeuchi, 1995). This includes information which can be written down using words or numbers.

1.7.4 Knowledge processes
Knowledge process refers to knowledge-related activities such as knowledge creation, acquisition, collection, dissemination, sharing, implementation and exploitation (Intezari, Taskin and Pauleen, 2017).

1.7.5 Technology
According to Nambisan (2011) technology is the advanced infrastructure that enhances the volume of data, information and knowledge that can be processed throughout the product development process.

1.7.6 Organizational Structure
Organizational structure according to Greenberg (2011) is the formal configurations between individuals and groups regarding the allocation of tasks, responsibilities and authorities within the organisation.

1.7.7 Organizational Culture
It is a pattern of common assumptions, values, beliefs and attitudes that influences organizational behavior (Schein, 1985; 2004). This includes visible aspects and they include structures, practices and processes, rituals, technology, manner of dress and language.

1.7.8 Lawyers
For purposes of this study, lawyers will include advocates of the High Court of Kenya, those who are undertaking their Advocates Training Programme at the Kenya School of
Law awaiting admission to the Bar and those who have completed their Bachelors of Laws degree.

1.7.9 Clerks
The term Clerks, for purposes of this study will include Court clerks, Companies Registry clerks and Land Registry Clerks (Law Society of Kenya, 2018).

1.8 Chapter Summary
This chapter gave the background of impact of organizational factors on the implementation of knowledge management. There was further discussion and a brief overview of law firms in Nairobi. This chapter covered the statement of the problem and went further to elaborate what the purpose and significance of the study is as well as the scope covered. It also defined the key terms that shall be used throughout this report and lastly it came to a conclusion with this summary. The next chapter, being Chapter two, delves into literature review. The literature review covers the specific research questions and ensured that it touches on the problem at hand.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter will look at the varied variables of the study in depth. Literature review is an analysis of the prevailing data on a line of study. It focuses on studies done by different scholars and researchers and provides some basic data of the research topic. The first section looks at the effect of technology on knowledge management, the second section looks at how organization structure affect knowledge management, whole the last section reviews the effect of organization culture on knowledge management.

2.2 Technology and Knowledge Management
According to Subashini (2012) technical Knowledge Management is that which is used not only to generate and share knowledge and information throughout the organisation but also enhances the value in which it brings to the right people at the right time. In an organisation, technology including but not limited to telephones, emails and various search engines assist and facilitate in the sharing of knowledge within the organisation.

2.2.1 Technology on Knowledge Management Systems
According to Subashini (2012) Knowledge Management Systems (KMS) is used to refer to all forms of information technology that is used in the storage and retrieval of knowledge. He further states that these systems enhance the knowledge management process including facilitation of better team work within the organisation.

Bharadwaj, Chauhan and Raman (2015) state that as a result of rapid changes and progress in information technology (IT) have resulted to an equivalent change the field of KM due to the fact that IT allows and further facilitates the ease and rapidness of sharing and knowledge and the creation of knowledge. As such, IT provides a platform information can move from one person to another, within the organisation and from one organisation to another at a much faster rate and with greater.

According to Amidon (2012), one of the greatest benefits of information technology is that it has greatly reduced the cost of not only sharing but also of spreading information and knowledge. It additionally enhances the speed range of the effect the information makes with the beneficiaries. This infers a move in embracing information technology within the
hierarchical knowledge management procedures to enhance productivity and adequacy. It is therefore important to note that technology plays a vital role in the proper functioning of knowledge management. The return on investment that one gets from investing in technology in knowledge management is much more valuable than the initial investment put in by an organisation (Amidon, 2012). This is because, the technology will put that organisation one step ahead of its competitors by enabling the organisation to learn faster, have more innovation which they can effectively store in their better databases as well as greatly improve their intranetworking which is paramount in the sharing creation of knowledge.

It would be wrong to state that technology on gives us benefits in KM. As good as technology can be, it has its disadvantages as well especially in relation to how it is utilized. It is important that there are mechanisms put in place to ensure that there is a balance between exploitation and exploration of knowledge. One should also be able to clearly determine when there is an overload of information and how to distinguish that information which is useful from that which will not bring any added value. The use of technology also brings about more workload on those using it as they will need to ensure that the information contained is very accurate. Handzic and Durmic (2015) clearly state that when one is using technology in KM, the process should not be too rigid as it should allow for the user to learn and accept the technology to ensure evolutionary development of knowledge.

2.2.2 Major Indicators in Knowledge Management Technologies
In the light of globalization and present day business, the organizations are presented to the difficulties posted by erratic and complex aggressive condition. The globalized business condition is described by changed business conditions, showcase progression, high generation, data and correspondence innovation, adaptable hierarchical structure of organizations and association advancement. In such a situation, the opposition among organizations is honed in the market. The organizations are compelled to advance and grow new methods for enhancing the quality and usefulness of items, decrease costs and, obviously, the response to the inexorably refined clients' requests keeping in mind the end goal to make due in the market (Leung, 2014).
The integration of partners’ Information Technology systems has to be as flexible as possible and must not require extensive programming efforts. This is due to the fact that the pool of partners involves may change dynamically, particularly in modern organizational forms, such as virtual enterprises. In order to be able to react to these changes efficiently, new systems and users have to be incorporated quickly with little manual programming involved. The technical integration mentioned above is a prerequisite of the flexibility of integration. However, the flexibility will be investigated separately as it significantly influences the usability of Information Technology in highly dynamic settings (Sharratt & Usoro, 2013).

Information access is one of the essential parts of Information Technology in knowledge management. Keeping in mind the end goal to stay away from information over-burden and ineffectively organized, complex access structures, it is especially imperative to adjust the information supply to the errands they bolster. Especially in powerful types of cooperation’s, in which the accomplices and the frameworks used to make administrations and items may change as often as possible, the frameworks utilized as a part of knowledge management need to enable adaptable changes to the introduction layer. It is important to include and reject capacities and information sources as required without vast scale programming keeping in mind the end goal to tailor the framework’s substance to the necessities of the clients (Gold et al, 2014).

In co-operations spanning multiple independent organizational units (e.g. companies, divisions or departments) it is likely that there will bear number of heterogeneous Information Technology systems, particularly databases. Comprehensive knowledge management systems will have to provide interfaces to various databases and file systems if they are to access data on the storage level. Besides, they require interfaces to applications used to store information and knowledge, particularly document-and content management systems. Tools used for Knowledge Management in co-operations will have to be able to bridge the technological gaps between the participants (Gold et al, 2014).

It is important that a Knowledge Management implementation framework be viewed differently from a Knowledge Management framework (Handzic & Durmic, 2015). The former should suggest a way forward to implementing Knowledge Management whereas the latter might not be centered on this. This distinction can also be drawn from the
information systems literature where there are frameworks that provide an understanding of implementation strategy and those for implementing it (Handzic & Durmic, 2015). In the corporate sector as elsewhere, the message is that our most important resource today is knowledge and not land, labor or capital. Corporations or firms are urged to re-design themselves as social learning systems because the primary rationale for a firm’s existence is to create, transfer and apply knowledge (Sharratt & Usoro, 2013).

2.2.3 Technological infrastructure and Knowledge Management

According to Sharrat and Usoro (2013) the hardware, software, middleware and protocols through which encoding and electronic exchange of knowledge happens is known as technological infrastructure. This is why we see that a large number of organisations have started focusing their resources on developing new ways in which they can use information technology (IT) for storing, sharing and retrieving explicit knowledge throughout their organisations.

According to the knowledge management demonstrate created by Gold et al (2014) which depends on the abilities point of view, there are three key infrastructure capacities including: specialized which involve the know-how and particular aptitudes, auxiliary which involve the built up mediums and components to encourage the knowledge management process, and social that empower the expansion of social capital (intangible capital) both within and outside an association. On the off chance that an association has all the three abilities combined with ICT, there is powerful help for the knowledge management process.

Sharratt and Usoro (2013) additionally uncover that technology contains an essential component of the basic measurement expected to activate social capital for the making of new knowledge. Technology can beat the hindrances of time and space that would somehow or another be limiting elements in both KM and monetary strengthening exercises. It additionally fills in as a vault in which knowledge can be dependably put away and proficiently recovered. When technology infrastructure is used as part of Organizational Knowledge Management Systems (OKMS) it acts as an empowering factor in aiding knowledge management.
According to Leung (2014) the progress and innovations that have occurred in the sector of telecommunications technology have broken the barriers of both time and space in the organisation. This has allowed for more effective knowledge sharing within an organisation which is crucial for the survival and expansion of an organization in this day and age. Leung’s concept is further supported by organizational theories which state that an organisation should not only have knowledge but it is how they use the knowledge that matters which will give it a competitive advantage. For KM to be effective, the two major ways in which organisations are using it to their benefit is by measuring the intellectual capital of the organisation and knowledge mapping-capturing. The latter is whereby knowledge from an individual is gained and thereafter distributed throughout the organisation through information technology.

Leung (2014) clearly states that information and communication technologies are central to the sharing of knowledge. As knowledge sharing is a very social process, the social and cultural factors of an organisation will influence how knowledge is shared. For successful knowledge sharing, these factors must be taken into account. Where the social cultural perspective of an organisation is people oriented, technology will only play a facilitative role in the knowledge sharing process. Technology will act as a way to enable and improve knowledge sharing to ensure a seamless process.

2.3 Organizational Structure Influence on Knowledge Management
Knowledge management literature has recognized that organizational structure is an important antecedent to creating knowledge at work (Al Saifi, 2015). Holsapple and Joshi (2000) defined formalisation as the degree to which decisions and working relationships are governed by formal rules, standard policies and procedures. Some scholars are of the school of thought that knowledge creation is most apparent when there is flexibility and fewer rules (Bennett & Gabriel, 1999; Ichijo et al., 1998;) as this allows the employees to find better ways of doing their jobs (Graham & Pizzo, 1996). Al Saifi (2015) reiterates this by stating that organisations where rules are laid down formally and obedience of the said rules is strict tend to have a fewer number of ideas streaming in. This flexibility gives them autonomy on how to carry out their tasks and they will be more likely to interact with other employees and thereby promoting innovation in the organisation.
Wang and Ahmed (2003) argue that informal structure better illustrates actual organisational activities and the dynamic interaction that is vital to the creation of knowledge. High levels of centralisation in the form of a locus of authority can lead to decreased knowledge creation (Lee & Choi, 2003). Thus, when the organisational structure is more centralized, the ability of employees to create knowledge is expected to be limited (Al Saifi, 2015). Figure 3 shows the relationship between organisational structure and knowledge creation as a process of knowledge management.

Creed and Miles (1996) carried out a study and discovered that hierarchical structure in organisations restricts active knowledge-sharing activities between employees. Additionally, Nonaka and Takeuchi (1995) acknowledge that structure is important in an organisation, however, the structure should be flexible and not rigid to allow for easier knowledge sharing and collaboration (O’Dell & Grayson, 1998). Chen and Huang (2007) further confirmed that when it comes to coordination mechanisms, those organisations that adopted a decentralized structure with low levels of formalisation benefited more from knowledge sharing as compared to those that had centralized and formal mechanisms. It is important to however note that while centralized and formal mechanisms benefit from lower costs, the flexibility occasioned by the decentralized and lower formalisation was beneficial for knowledge sharing (Lam, 2000).

![Diagram of organizational structure](image)

**Figure 2.1: Dimensions of organizational structure**

Source: Mehdi Mahmoudsalehi, Roya Moradkhannejad, Khalil Safari, (2012)
Organizational structure helps us define the manner in which the design of the organisation allows for decision making, having standardized rules and procedures and how it integrates members and work (Chung-Jen, Jing-Wen & Yung-Chang, 2010). He further states that this in turn will determine how members of the organisation are linked together. Inkpen and Tsang (2005) support this stance by adding that the organizational structure in terms of hierarchy, density, and connectivity, has an effect on how easily knowledge is transferred and exchanged in the organisation as it impacts the contact and accessibility between the members of the organisation. In order to better understand this position, we will look at organizational structure as defined by Andrews and Kacmar, (2001) and Germain, (1996) which is divided into three elements of formalisation, centralization, and integration

2.3.1 Formalized Organizational Structure

According to Andrews and Kacmar (2001) formalisation is the degree of codified rules and procedures existing in organizations to guide employee behaviors and work processes. In organisations that are highly formalized, there are more explicit rules and procedures which will act as a hindrance to idea generation, creativity and spontaneity and flexibility which would allow for knowledge creation (Bidault & Cummings, 1994). The reason for it being a hindrance was explained by Chung-Jen, Jing-Wen and Yung-Chang (2010) as it will inhibit the members of staff from combining the various sources of knowledge. The reverse of this is seen in organisations which are less formalized. Gilson and Shalley, (2004) observed that, such organisations will have higher levels of creativity, employees will look for information from multiples sources and they will generally be more engaging which is evidenced by them asking more questions.

When organisations combine knowledge creation and sharing with less rigid formalisation in their structure, the resultant effect will be greater innovation and creativity. However, more formalized organizational structures makes employees less innovative as they have no drive to take any initiatives on their own volition due to the bureaucracies. Accordingly, formalisation has a negative effect on knowledge management (Chung-Jen, et.al., 2010). Furthermore, they added the element of standardization and the fact that it reduces interaction between employees on the work to be done. This leads to less knowledge sharing as their work has been predefined and therefore employees see no need to be innovative in how they carry out their tasks (Willem & Buelens, 2009).
Egelhoff, (1991) attributed this to the explicit rules and procedures which not only determines which and how much information and knowledge should be exchanged including the step by step process on how the said procedures are to be followed. This limits the possibilities for enhancing knowledge creation and sharing (Grant, 1996). It is also noted that organisations whose structures have low formalisation, their job descriptions and structures tend to be unstructured and thus employees have greater willingness in knowledge management process of knowledge creation and sharing (Chen & Huang, 2007).

2.3.2 Centralized Organizational Structure
Centralization refers to the extent to which decision-making power is concentrated at the top levels of the organization (Mahmoudsalehi & Moradkhannejad, 2012). It has been noted that centralized structures are not conducive environments for timely (Tsai, 2002) knowledge sharing because they tend to have very time consuming procedures which hinder effective communication in the organisation (Stonehouse & Pemberton, 1999). According to Al Saifi (2015) the result of this is that employees will be less likely to participate in the knowledge management process due to the rigidity and time consuming nature of the organisational structure. Tsai (2002) further states that centralisation encourages the development of lateral ties in the organisation which is not conducive for knowledge sharing.

Senge, (2007) stated that with centralized organizational structure, directives coming from Top management and trickling down instils fear, distrust and internal competition. The result of this is therefore employees are less likely to interact and thus less knowledge sharing will take place in the organisation. Damanpour (1991) stated that centralization further leads to a non participatory environment where members of staff do not have the autonomy in conducting their work despite the fact that this may lead to them carrying out their work more effectively. Decentralization would give the employees autonomy and the ability to provide input into how their work is carried out thereby sharing their ideas and ultimately the decision making processes (Yap, Foo, Won & Singh, 1998). Knowledge management thrives in decentralization as employees are then more likely to develop and exchange new knowledge and skills to solve new or existing problems (Willem & Scarbrough, 2006).
2.3.3 Integrated Organizational Structure
Integration describes the degree to which the activities of separate players in the organization can be coordinated through formal coordination mechanisms (Mahmoudsalehi & Moradkhannejad, 2012). Janz and Prasarnphanich (2003) observed that in organisations with a higher level of integration, employees have greater access to knowledge as this structure allows for them to learn from each other thus sharing of knowledge. Communication and coordination channels within the organisation provide the platform for such knowledge sharing. Janz, Wehterbe, Colquitt, and Noe (1997) further observed that the integrated organizational structure breaks down the boundaries between various departments and units in the organisation and thus multiple viewpoints can be easily obtained throughout the organisation supporting knowledge creation. Thus, a higher level of integration would have a positive effect on Knowledge Management (Chung-Jen et.al., 2010).

2.4 Influence of Organizational Culture on Knowledge Management
Organizational culture can be simply described as the ways things are done in an organization (Schneider, 2000). Hofstede (2001) described organizational culture as “the collective programming of the mind that distinguishes the members of one group or category of people from another”. Organizational culture is the single most important factor when it comes to knowledge management in an organisation because knowledge comes from people (Cavaliere & Lombardi, 2015). Davenport and Prusak (2000) explain that knowledge in organisations is found not only in documents but in the organisations routines, processes, practices, and norms which form part of the culture of the organisation. According to Rohajawati, Sensuse, Sucahyo, and Arymurthy, (2016) the culture of an organisation refers to the infrastructure capabilities that are composed of its vision and values, the attitude towards learning, cultural influences on interaction and collaboration.

The capacity and ability of an organisation to use its knowledge sources can be either supported or suppressed by its organizational culture (Davenport & Prusak, 1998; Nonaka & Takeuchi, 1995). According to Gregory, Harris, Armenakis and Shook (2009) the ability, behavior and manner in which the staff or employees in the organisations take directions will have an effect on the implementation of knowledge management. Schein (2004) states that organizational culture can be broken down into three levels: artefacts, espoused values and basic underlying assumptions. The first level of artefacts deals with the visible
manifestations of the underlying cultural assumptions such as physical environment, stories, myths and behavior patterns. The second level is espoused values which touch on the organization’s philosophies, strategies and goals which comprise the shared values of the organization (Schein, 2004). Lastly, basic underlying assumptions are the invisible but identifiable reasons why group members perceive, think and feel the way they do about certain issues examples of these include feelings, taken-for-granted beliefs, perceptions and thoughts.

2.4.1 Levels of Organizational Culture
As described above, artefacts form the visible nature of an organisation’s culture (Schein, 2004). He further gave examples of such visible aspects and they include structures, practices and processes, rituals, technology, manner of dress and language. You will note that these aspects are those that any person who is not a member of the organisation can easily see, hear or feel when they interact with the organisation and the people in the organisation (Barrios, 2013). Therefore these aspects are very easy for any person to denote which makes the process very subjective as it is based on the individual’s person’s perceptions. This process will answer the question of what the organisation is doing but will not delve further to find out why the organisation is doing it (Boggs, 2002). It is for this reason that the espoused values of organizational culture according to Schein (2004) are very vital (Al Saifi, 2015).

![Organizational culture levels](image)

**Figure 2.2: Organizational culture levels**

Espoused values (Schein, 2004) comes to give us the reason behind, that is, the why of the artefacts of the organizational culture. Espoused values include aspects such as values and beliefs that foster creativity, problem solving skills and the ability of a person to work with others as a team. Hofstede (2001) however differs with this school of thought and states that as much as values and beliefs of an organisation plays a role in constituting organizational culture, he believes that the practices of the organisation plays a much more important and vital role in organizational culture and this is where the uniqueness of the organisation comes about. He argues that, values are not visible and neither are they actively communicated to the staff of the organisation. This is further supported by McDermott and O’Dell (2001) who state that the visibility of these values comes about only from the accomplished staff in the organisation and how they act, speak and view the organisation. Al Saifi (2014) said the visibility so explained can be demonstrated and viewed through how the staff explain their perspective on the work, the way in which they modify, critique, build and improve on ideas and methods of carrying out their work as well as how they solve problems they encounter.

Having understood the artefacts and espoused values of an organizational will however not give you the bigger picture and an in-depth look into the culture of an organisation. One further needs to delve into the basic underlying assumptions of the two factors to fully grasp an organisation’s culture. Basic underlying assumptions thus touch on the unconscious aspects such as the perceptions, thoughts and feelings of the employees which have proved to be extremely difficult to relearn or change (Schein, 1990). Most often than not, these aspects will appear in the form of statements made by the employees either in passing or just generally. They will however uncover very specific ideas and truths about people (Al Saifi, 2015). The figure below shows the relationship between the three dimensions of organizational culture and how they are related to both the knowledge management process.
2.4.2 Knowledge Management Process

According to Chang and Lin (2015) knowledge management process is a process that emphasizes knowledge as being created, shared and applied through interpersonal social relationships and appropriate organizational culture. It is therefore important for one to know how to create a conducive organizational that encourages employees to have the intention to ensure that knowledge is created, stored, transferred and applied (Ajmal & Koskinen, 2008). Alavi, Kayworth, and Leidner (2005) acknowledge the influence that the social setting of an organisation is embedded has on knowledge management processes. It is important to appreciate that the factors that affect the implementation of knowledge management do not work in isolation. All the three factors of technology, culture and structure work hand in hand to ensure that the implementation of knowledge management is successful. Figure 2 illustrates the connection and interrelation between the process, organizational culture and organizational performance. According to Sivan (2000) organizational culture plays a central role in the knowledge management process as it can act as both a facilitator and hindrance (Ribere & Sitar, 2003) in the process.

Zheng (2009) recommended a theoretical framework which identifies the main precursors that affect knowledge management. These precursors include those aspects of culture that are related to knowledge, people and work. He further states that all these three factors affect knowledge management in different ways thus leading to differences in the effectiveness, efficiency and sustainability of knowledge management of the knowledge management process. De Long and Fahey (2000) as well as Gupta and Govindarajan, (2000) prescribed that creating an organizational culture that places importance on
knowledge creation is more likely to have a successful implementation of knowledge management.

Al Saifi (2015) holds a similar opinion that an organisation whose culture supports knowledge management will reap more benefits in the knowledge management process. It was recognized that in order to manage knowledge, the organisation’s culture would need to play a central role (Edvinsson & Sullivan, 1996). As such, they went further to state that, if the organizational structure is an intangible part of the structural capital of the organisation, it would automatically mean that the implementation of the knowledge management in the organisation would be better more particularly in knowledge sharing. This further goes to show the interdependence between technology, structure and culture in the implementation of knowledge management in an organisation.

2.4.3 Knowledge Creation and Organizational Culture

Nonaka, Toyama and Konno (2000) defined knowledge creation as an organizational, social and collaborative dynamic process of interactions between explicit and tacit knowledge, rather than a process of tacit or explicit knowledge alone. Ang (2006) believes that knowledge creation is the activity of developing new understanding. According to Schulz (2001), knowledge creation can be categorized into three processes. The first process is simplifying the knowledge in a way that it can easily be understood and in a form that can be easily communicated. The second process is combining historical and current information but however, this knowledge will be put to use with a historical context. Lastly, the third process is the production of new knowledge, with the goal of providing current information that provides new insights into the organisation.

Al Saifi (2015) stated that when it comes to espoused beliefs and values, there are three factors which affect knowledge creation. These include creativity, problem solving and working with others. Zhou (2003) elaborated on what creativity is. He stated that when ideas are generated in such a way that there is originality and that idea has the potential to be used with success, then creativity has been achieved. He went on to state that creativity however also needs to be managed so as to ensure that there is a systematic approach to it for effective knowledge production. This will allow for effective creation, dissemination and internalization of the knowledge so produced (Al Saifi, 2015).
According to Nickerson and Zenger (2004) effective problem solving can only take place when the problem has been specified. Knowledge creation comes about through the process of specifying the problem and thereafter the discovering of a useful new solution. (Fillis, 2002) reiterates this by stating that both flexibility and a culture that allows for such flexibility allows for relevant knowledge creation through proper definition of problems that the organisation is facing and thus creative problem solving techniques.

A study conducted by Cross and Sproull (2004) determined that employees who are more interactive are more likely to be helpful, accessible and therefore provide more assistance to other employees which promotes and facilitates (Chua, 2002; Singh, 2005) knowledge creation in the organisation. The more connected employees are to each other increases the chances of interactions and thus knowledge creation showing a positive relationship between the two. Gan (2006) through a study that he undertook proved that there is in fact a relationship between underlying assumptions and the creation of knowledge. This study further affirmed that the belief and perception that knowledge is created through participation and collaboration is in fact true. Figure 2.4 below illustrates the discussions above.

![Figure 2.4: Organisational Culture and knowledge creation](image)

2.4.4 Knowledge Sharing and Organizational Culture

Ipe (2003) defined knowledge sharing as the act of making knowledge available to others within the organisation. Similarly, it is suggested that for there to be knowledge sharing, there must be a recipient and source of knowledge (Davenport & Prusak, 2000). This means that knowledge sharing involves both giving and receiving knowledge. Van den Hooff and de Leeuw van Weenen (2004) stated that knowledge sharing is a voluntary process of communication. Knowledge sharing can also be defined as a culture of social interaction, denoting the exchange of people’s knowledge, experiences and skills throughout an entire organisation (Lin, 2007).

2.4.4.1 Knowledge Application and Organizational Culture

Knowledge application has been defined by Lin & Lee (2005) as the process in a business through which the storage and retrieval of knowledge is effective. The effectiveness of this process allows for knowledge to be accessed with ease within the organisation. Having knowledge is one thing but putting that knowledge to use is the most important thing (Al Saifi, 2015). According to him, the only way one can use knowledge is when such knowledge is well represented and distributed. The same way one can take a donkey to the river but you cannot force it to drink is the same way that no matter how well knowledge in an organisation is represented and distributed, doesn’t mean that it will be used. It will however increase the chances of the knowledge being used (Sun & Hao, 2006). According to Sagsan (2006) decision making and problem solving requires for knowledge to be first retrieved then used thus bringing about knowledge application.

The individual plays a very big role in the knowledge management process as they are knowledge hub. To this effect, the individual and the organisation’s culture need to be in sync (Bedford, 2013). Employees need to be motivated and encouraged to commit to the knowledge management process. If the employees are not committed to the said process then no matter what kind of state of the art technologies the organisation may have put in place, the process will fail. Pirkkalainen and Pawlowski (2013) state that the most probable reason for failure of knowledge management initiatives is due to the culture of the organisation and not the technological systems in place.

Davenport and Prusak (1998) also stated that managers should not rely entirely on software and technology to solve the knowledge management integration problems in the
organisation. According to Schein (2000) integrating knowledge management initiatives to the organizational culture would be more effective than trying to have a whole cultural change. The culture of the organisation should be slowly evolved to fit the long term knowledge management goals instead (Ribiere, 2001). Challenges that an organisation faces in the knowledge management process is more often than not related to the psychological climate of the organization which is dependent on the organizational culture (Schein 2000). Therefore, the organizational culture should not only support the activities of the knowledge management process but must also provide incentives to the employees to ensure that they stick to the process. This is because the culture and the knowledge in the organisation is related to the effect that the environment of the organisation should provide for to access and exchange knowledge (Lopez-Nicolas & Meroño-Cerdán, 2009).

2.5 Chapter Summary
This chapter has discussed in depth how technology, organizational structure and organizational culture affect the implementation of knowledge management in organisations. In the next chapter, the research methodology used is presented, this includes, population, sample size, data collection and analysis methods employed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The purpose of this study was to investigate the factors influencing implementation of knowledge management in organisations; a case study of law firms in Nairobi specifically in the Lavington area. This chapter presents the research design, target population, sampling design, data collection methods, research procedures and data analysis methods that will be used in this study.

3.2 Research Design
According to Cooper and Schindler (2014) research design is the comprehensive plan, structure or strategy of collecting data with the aim of obtaining answers to various research questions. It entails what the study is about, the reasons for carrying out the study, the location of the study, the type of data required, the possible sources of the data, the time periods of the study, the sample design, data collection techniques, data analysis methods and the style of preparing the final report. This study used a descriptive research design to investigate the factors influencing implementation of knowledge management in organisations. A descriptive study attempts to describe systematically a problem or provides information about a situation with the aim of showing what is prevalent with respect to the issue (Sekaran & Bougie, 2013).

3.3 Population and Sampling Design
3.3.1 Population
Saunders et al. (2016) defined a target population as the full set of cases from which the sample is taken and which the researcher wants to generalize results from. Zikmund, Babin, Carr and Griffin (2013) similarly define target population as all elements or people that a researcher would like to study. In other words, a target population comprises of all individuals, events or objects that have common characteristics and from which the researcher wants to generalize results (Cooper & Schindler, 2014). This study will focus on the Partners, Advocates, Pupils and Clerks who are approximated for the purpose of this study to be 70 in the Lavington area.
Table 3.1: Population

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>13</td>
<td>19</td>
</tr>
<tr>
<td>Advocates</td>
<td>23</td>
<td>33</td>
</tr>
<tr>
<td>Pupils</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>Clerks</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>


3.3.2 Sampling Design

Sampling design provides a way in which a researcher scientifically selects the elements to be studied. It is a process of selecting representative elements from the whole population in order to generalize the results (Saunders et al., 2016). In this study, the researcher will utilize non-probability sampling, units of the sample are selected on the basis of personal judgment or convenience (Zikmund et al., 2013).

3.3.2.1 Sampling Frame

A sampling frame is the source material or device from which a sample is drawn. It represents a list of all those within a population who can be sampled, and may include individuals, households or institution (Zikmund & Babin, 2012). The population of the study will comprise of all Partners, Advocates, Pupils and Clerks in law firms in Nairobi.

3.3.2.2 Sampling Technique

According to Saunders, Lewis and Thornhill (2016) for any probability sample, the list in which cases of the target population from which will be drawn the sample, is known as the sampling frame. It is essential because the methodology applied is used to determine whether the sample of the study is a true representative of the whole population from which it is drawn or not. In this study, the researcher utilized non-probability sampling, units of the sample are selected on the basis of personal judgment or convenience.
3.3.2.3 Sample Size
Form the 70 Partners, Advocates, Pupils and Clerks in law firms in Nairobi a total census was done. Saunders, Lewis and Thornhill (2016) notes that a census is beneficial as it increase confidence interval. Conducting a census often results in enough respondents to having a high degree of statistical confidence in the survey results. Maximum chance of identifying of negative feedback.

3.4 Data Collection Methods
The study used a questionnaire to collect data from the directors from the target population. Christensen, Johnson, and Turner (2014) argue that questionnaires are the most commonly used method of data collection because they enable a researcher to save time, as it is possible to collect a large amount of information in case of large population. However, the authors caution that questionnaires must be kept short and that they are subject to non-response to selective items as well as reactive effects. The questionnaire was divided into various sections and aim to first capture general information about the respondents, and then to solicit specific information arising from the research objectives/questions. The self-administered questionnaires with responses based on a 5 level Likert Scale were given to the respondents.

3.5 Research Procedures
The questionnaire used was developed based on the research questions. The questionnaire contained four sections whereby the first section contained the demographic information of the respondents. The second section covered the technology and knowledge management, the third section covered organization structure and the fourth section covered the influence of culture on Knowledge Management. To the questionnaire, I attached a cover letter which gave details on the purpose of the study.

3.5 Data Analysis Method
Data analysis is the process of analyzing, cleaning, transforming, and modeling data collected in a research. Data analysis methods used in the study included quantitative techniques (Cooper & Schindler, 2014). The data collected was cleaned up of errors and to remove inconsistencies, incompleteness, misclassification and gaps in the information obtained from the respondents (Kumar, 2011). The data collected was quantitative. SPSS was used to analyze this data through inferential statistics. The methods used to establish
the relationship between the independent and dependent variable included correlation and regression analysis. The information was displayed by use of tables where necessary. Descriptive statistic such as mean and standard deviation was also be used to measure the central tendencies of the variables.

3.6 Chapter Summary

Chapter three of this study has summarized the methodology that will be used in the study. This included the research design, target population of the study, sampling technique, data collection methods, research procedures and data analysis and presentation. Chapter Four, being the next chapter, will delve into both the results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
The results of the analysis of the data collected will be looked at in this chapter. This included results relating to the demography and specific research objectives of the study, this is aimed at establishing the factors influencing the implementation of knowledge management in organizations in law firms in Nairobi.

4.1.1 Response Rate
The research issued a total of 60 questionnaires and a total of 55 were filled and returned giving a response rate of 93%. This response rate was deemed sufficient for purposes of this study. This is as indicated in table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>55</td>
<td>93</td>
</tr>
<tr>
<td>Non-response</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographical Factors
The research analysed data with regard to the demographic factors and the results were presented as follows:

4.2.1 Gender
Analysis of respondent’s gender established that majority of respondents accounting for 67% were female while male accounted for 33% as shown in Figure 4.1.

Figure 4.1: Respondents Gender
4.2.2 Respondents Age
An analysis of respondent’s ages revealed that respondents aged 20 to 25 years were 7.3% of the total respondents, in the same time respondents aged 26 to 30 years were the majority at 81.8% while those aged 31 to 40 years accounted for 9.1% of the total respondents. The study also revealed that respondents aged 41 to 50 years had the least representation at 1.8% as indicated as shown in Figure 4.2
The sector has young respondents therefore increase chance of technology adoption.

![Figure 4.2: Respondents Age](image)

4.2.3 Respondents Education Levels
A review of the education levels indicated that graduates accounted for 12.7% of the total respondents, at the same time 3.6% were high school certificate holders. It was also established that post graduates represented 7.4% of the total respondents while respondents with post graduate diploma in law were the majority and accounted for 76.4% as shown in Figure 4.3. This implies that the respondents have the right qualification for the sector therefore increased efficiency.

![Figure 4.3: Respondents Education Levels](image)
4.2.4 Level of Employment
An analysis of employment levels revealed that respondents who were Partners represented 15.5% of the total respondents, Advocates of the High Court of Kenya were the majority representing 78.2%, and Pupils undergoing their pupillage were 3.6%, same to Court Clerks as shown in Figure 4.4

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate</td>
<td>43</td>
<td>78.2</td>
</tr>
<tr>
<td>Clerk</td>
<td>2</td>
<td>3.6</td>
</tr>
<tr>
<td>Partner</td>
<td>8</td>
<td>14.5</td>
</tr>
<tr>
<td>Pupil</td>
<td>2</td>
<td>3.6</td>
</tr>
</tbody>
</table>

**Figure 4.4: Level of Employment**

4.2.5 Number of Years Worked at the Organisation
An analysis of the respondents work experience revealed that those who had 0-3 years were the majority and accounted for 72.7% of the total respondents. In addition, those with 4-6 years’ experience were 18.2%, the study also established that respondents with 7-9 years’ experience accounted for 7.3%. The study also revealed that individuals with over 10 years’ experience represented 1.8% of the total respondents as indicated in Figure 4.5 This implies that the sector has a diverse work group with varying experience, thus beneficial to the industry with regard to organization knowledge.

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 years</td>
<td>40</td>
<td>72.7</td>
</tr>
<tr>
<td>4-6 years</td>
<td>10</td>
<td>18.2</td>
</tr>
<tr>
<td>7-9 years</td>
<td>4</td>
<td>7.3</td>
</tr>
<tr>
<td>10 years and above</td>
<td>1</td>
<td>1.8</td>
</tr>
</tbody>
</table>

**Figure 4.5: Number Of Years Worked at the Organisation**
4.3 Effects of Technology on Knowledge Management

The first objective sought to establish the effects of the information technology on knowledge management. Feedback on the set of questions given to the respondents was based on a scale of 1-5 as follows; (1) strongly agree (2) agree (3) neutral (4) disagree (5) strongly disagree.

4.3.1 Descriptive statistics of Effects of Technology on Knowledge Management

It was revealed that majority agreed that they use the internet to access, use and share knowledge (M=4.51, Sd=.717). The study also indicated that information and communication technologies play an essential role in fulfilling knowledge sharing (M=4.47, SD=.504). Majority also agreed that Information revolution is unprecedented in reducing the cost of spreading information and knowledge (M=4.44, SD=.601). It was also revealed that information access is one of the primary roles of information technology in knowledge management (M=4.38, SD=.623).

Table 4.2: Descriptive Statistics of Technology on knowledge Management

<table>
<thead>
<tr>
<th>Sn</th>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I am able to use the knowledge I receive from knowledge technology system to promote the activities of the firm</td>
<td>55</td>
<td>4.05</td>
<td>.780</td>
</tr>
<tr>
<td>2.</td>
<td>Information and communication technologies play an essential role in fulfilling knowledge sharing.</td>
<td>55</td>
<td>4.47</td>
<td>.504</td>
</tr>
<tr>
<td>3.</td>
<td>Information revolution is unprecedented in reducing the cost of spreading information and knowledge.</td>
<td>55</td>
<td>4.44</td>
<td>.601</td>
</tr>
<tr>
<td>4.</td>
<td>The integration of partners’ information technology systems has to be as flexible as possible and must not require extensive programming efforts.</td>
<td>55</td>
<td>4.16</td>
<td>.688</td>
</tr>
<tr>
<td>5.</td>
<td>Information access is one of the primary roles of information technology in knowledge management.</td>
<td>55</td>
<td>4.38</td>
<td>.623</td>
</tr>
<tr>
<td>6.</td>
<td>My firm has enough computers for use in the management of knowledge.</td>
<td>55</td>
<td>3.71</td>
<td>1.149</td>
</tr>
<tr>
<td>7.</td>
<td>Data management is essential for success of knowledge management.</td>
<td>55</td>
<td>4.29</td>
<td>.629</td>
</tr>
<tr>
<td>8.</td>
<td>Document management has been enhanced by adoption on Knowledge management.</td>
<td>55</td>
<td>3.78</td>
<td>.686</td>
</tr>
<tr>
<td>9.</td>
<td>I use the internet to access use and share knowledge.</td>
<td>55</td>
<td>4.51</td>
<td>.717</td>
</tr>
<tr>
<td>10.</td>
<td>Data management enhances discovery of new explicit knowledge.</td>
<td>55</td>
<td>4.00</td>
<td>.667</td>
</tr>
</tbody>
</table>
The study also revealed that data management is essential for success of knowledge management (M=4.29, SD=.629). Majority also revealed that the integration of partners’ information technology systems has to be as flexible as possible and must not require extensive programming efforts (M=4.16, SD=.688). Most respondents also acknowledged that they were able to use the knowledge i receive from knowledge technology system to promote the activities of my firm (M=4.05, SD=.780) and data management enhances discovery of new explicit knowledge (M=4.00, SD=.667). It was however agreed that document management has been enhanced by adoption on Knowledge management. (M=3.78, SD=.686) and the institutions were also reported to have enough computers for use the management of knowledge (M=3.71, SD=1.149).

4.4 Organizational Structure and Knowledge Management

The third objective sought to establish the effects of the organization structure on knowledge management. Feedback on the set of questions given to the respondents was based on a scale of 1-5 as follows; (1) strongly agree (2) agree (3) neutral (4) disagree (5) strongly disagree.

4.4.1 Descriptive Statistics of Organizational Structure and Knowledge Management

The analysis established that organizational structure allows and facilitates its people to accomplish their task according to the knowledge management services (Mean=3.93, SD=.879). It was also established that in this organization even smallest of the small policy is determined only by top-level authorities (Mean=3.53, SD=1.260). Respondents failed to agree on whether there is free flow of relevant information in the organization (M=3.36, SD= 1.112). Nor did they indicate whether the specific knowledge that they need resides with the experts rather than being stored in portals (M=3.11, SD=1.048). It was also uncertain if management of the organization encourages people to reflect on information and data, and reframe them at the strategic level (M=3.33, SD=1.055) or if there is support from the top managers in the implementation of strategies (M=3.40, SD=1.21). Majority disagreed that the organization is so much large that it is difficult to establish coordination between different departments (M=2.16, SD=.811).
Table 4.3: Descriptive Statistics of Organizational Structure and Knowledge Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  The organizational structure allows and facilitates its people to</td>
<td>55</td>
<td>3.93</td>
<td>.879</td>
</tr>
<tr>
<td>accomplish their task according to the knowledge management services.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  There is free flow of relevant information in the organization</td>
<td>55</td>
<td>3.36</td>
<td>1.112</td>
</tr>
<tr>
<td>3  The specific knowledge that I need resides with the experts rather</td>
<td>55</td>
<td>3.11</td>
<td>1.048</td>
</tr>
<tr>
<td>than being stored in portals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  Management of the Organization encourages people to reflect on</td>
<td>55</td>
<td>3.33</td>
<td>1.055</td>
</tr>
<tr>
<td>information and data, and reframe them at the strategic level.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  There is support from the top managers in the implementation of</td>
<td>55</td>
<td>3.40</td>
<td>1.211</td>
</tr>
<tr>
<td>strategies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6  In this organization even smallest of the small policy is determined</td>
<td>55</td>
<td>3.53</td>
<td>1.260</td>
</tr>
<tr>
<td>only by top-level authorities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7  This organization is so much large that it is difficult to establish</td>
<td>55</td>
<td>2.16</td>
<td>.811</td>
</tr>
<tr>
<td>coordination between different departments.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5 Organizational Culture and Knowledge Management

The second objective sought to establish the effects of the organization culture on knowledge management. Feedback on the set of questions given to the respondents was based on a scale of 1-5 as follows; (1) strongly agree (2) agree (3) neutral (4) disagree (5) strongly disagree.

4.5.1 Descriptive Statistics of Organizational Culture on Knowledge Management

The findings established that organizational values enable the sharing of the knowledge (M=4.16, SD=.739). Organizational values have enable the creation of the new knowledge (M=4.13, SD=.640). The study also show that organizational values are essential to the success of knowledge management (M= 4.04, SD=.793). The study also established that majority agreed that organizational values enhance the collection of new data (M=3.93, SD=.742). The findings also established that majority agreed that activities that shape programs form part of the organisation’s knowledge (M=3.67, SD=.963). The analysis also revealed that patterns that capture forms part of the organisation’s knowledge (M=3.53, SD=.920). There was however uncertainty on whether organizational Artefacts are essential to development of KM (M=3.36, SD=.988). Neither did respondents indicate
whether stories that bind forms part of the organisation’s knowledge (M=3.33, SD=.862). The findings indicated a lack of awareness on whether the organisation has well established organizational values (M=3.29, SD=1.066) nor did they confirm that metaphors that inspire forms part of the organisation’s knowledge (M=3.25, SD=.865).

Table 4.4: Descriptive Statistics of Organizational Culture on Knowledge Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Values</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. The organisation has well established organizational values</td>
<td>55</td>
<td>3.29</td>
<td>1.066</td>
</tr>
<tr>
<td>2. Organizational values enhance the collection of new data</td>
<td>55</td>
<td>3.93</td>
<td>.742</td>
</tr>
<tr>
<td>3. Organizational values enable the creation of the new knowledge</td>
<td>55</td>
<td>4.13</td>
<td>.640</td>
</tr>
<tr>
<td>4. Organizational values enable the sharing of the knowledge</td>
<td>55</td>
<td>4.16</td>
<td>.739</td>
</tr>
<tr>
<td>5. Organizational values are essential to the success of knowledge</td>
<td>55</td>
<td>4.04</td>
<td>.793</td>
</tr>
<tr>
<td><strong>Organizational Artefacts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Stories that bind forms part of the organisation’s knowledge</td>
<td>55</td>
<td>3.33</td>
<td>.862</td>
</tr>
<tr>
<td>7. Metaphors that inspire forms part of the organisation’s knowledge</td>
<td>55</td>
<td>3.25</td>
<td>.865</td>
</tr>
<tr>
<td>8. Patterns that capture forms part of the organisation’s knowledge</td>
<td>55</td>
<td>3.53</td>
<td>.920</td>
</tr>
<tr>
<td>9. Activities that shape programs form part of the organisation’s knowledge</td>
<td>55</td>
<td>3.67</td>
<td>.963</td>
</tr>
<tr>
<td>10. Organizational Artefacts are essential to development of KM</td>
<td>55</td>
<td>3.36</td>
<td>.988</td>
</tr>
</tbody>
</table>

4.6 Knowledge Management

The study also sought to establish the effects of the factors affecting knowledge management. Feedback on the set of questions given to the respondents was based on a scale of 1-5 as follows; (1) strongly agree (2) agree (3) neutral (4) disagree (5) strongly disagree.
4.6.1 Descriptive Statistics of Knowledge Management

The findings revealed that internet facilities are available to employees for looking up any information (M=4.05, SD=.780). It was also shown that managing legal knowledge is central to the judiciary strategy (M= 3.93, SD=. 879). Respondents failed to ascertain whether the industry has developed a specific set of indicators to manage knowledge. They include both financial and non-financial indicators (M=3.29, SD= 1.066).

Table 4.5: Descriptive Statistics of Knowledge Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Internet facilities are available to employees for looking up any information.</td>
<td>55</td>
<td>4.05</td>
<td>.780</td>
</tr>
<tr>
<td>2  The industry has developed a specific set of indicators to manage knowledge. They include both financial and non-financial indicators.</td>
<td>55</td>
<td>3.29</td>
<td>1.066</td>
</tr>
<tr>
<td>3  Managing legal knowledge is central to the judiciary strategy.</td>
<td>55</td>
<td>3.93</td>
<td>.879</td>
</tr>
</tbody>
</table>

4.6.2 Correlation Analysis

A Pearson correlation analysis was done to establish the relationship between the dependent variable (knowledge management) against Technology adoption, structure and organization culture. The result established a strong positive relationship between the variables. All the variables were significant as indicated in table 4.6. Therefore, an increase in combined variables of Technology adoption, organization structure as well as organization culture lead to an increase in knowledge management.
### Table 4.6: Correlation of knowledge management and Co factors

<table>
<thead>
<tr>
<th></th>
<th>KM</th>
<th>Technology</th>
<th>Culture</th>
<th>Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>KM</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>Pearson Correlation</td>
<td>.739**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td>Pearson Correlation</td>
<td>.681**</td>
<td>.716**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Culture</td>
<td>Pearson Correlation</td>
<td>.731**</td>
<td>.569**</td>
<td>.640**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>55</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
</tbody>
</table>

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

#### 4.7 Regression Analysis

#### 4.7.1 Regression Analysis of Technology Adoption and Knowledge Management

The research analyzed the relationship between the dependent variable (Knowledge management) against technology adoption. The results showed that adjusted $R^2$ value was 0.546 hence 54.6% of the variation in Knowledge management was explained by the variations in technology adoption while 43.4% was explained by other factors as illustrated in Table 4.7

### Table 4.7: Regression Analysis of Technology Adoption and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Squared</th>
<th>Adjusted R Squared</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>R Square Change</td>
<td>F Change</td>
<td>df1</td>
<td>df2</td>
<td>Sig. F Change</td>
</tr>
<tr>
<td>1</td>
<td>.739a</td>
<td>.546</td>
<td>.538</td>
<td>.45831</td>
<td>.546</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), technology
4.7.1.1 Anova of Technology Adoption and Knowledge Management

ANOVA analysis results of the regression between technology adoption and knowledge management were at 95% confidence level, the F critical was 63.855 and the P value was (0.000) therefore below 0.05 this implied that it was statistically significant and can be used to assess the association between technology adoption and knowledge management as illustrated in Table 4.8

Table 4.8: Anova of Technology Adoption and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>13.413</td>
<td>1</td>
<td>13.413</td>
<td>63.855</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.133</td>
<td>53</td>
<td>.210</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>24.545</td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: KM
b. Predictors: (Constant), technology

4.7.1.2 Coefficients of Technology Adoption and Knowledge Management

The regression equation illustrated in Table 4.9 established that taking technology adoption into account and other factors held constant knowledge management improved by 1.194 units. This implied that a unit change in technology adoption would lead to a 1.194 change in Knowledge management.

\[ Y = \beta_0 + \beta_1 X_1 + \varepsilon \]

\[ Y = -1.233 + 1.194 X_1 + .45831 \]

Where:

Y(knowledge management) is the dependent variable
\( \beta_0 \) is the regression constant
\( \beta_1 \) is the coefficients of independent variables
\( X_1 \) is the technological adoption while \( \varepsilon \) is the error term
Table 4.9: Coefficients of Technology Adoption and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-1.233</td>
<td>.628</td>
<td>-1.965</td>
</tr>
<tr>
<td></td>
<td>technology</td>
<td>1.194</td>
<td>.149</td>
<td>.739</td>
</tr>
</tbody>
</table>

4.7.2 Regression Analysis of Organization Structure and Knowledge Management

The research analyzed the relationship between the dependent variable (Knowledge management) against organization structure. The results showed that adjusted $R^2$ value was 0.463 hence 46.3% of the variation in Knowledge management was explained by the variations in organization structure while 53.7% was explained by other factors as illustrated in Table 4.10

Table 4.10: Regression Analysis of Organisation structure and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Squarc</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
</tr>
<tr>
<td>1</td>
<td>.681a</td>
<td>.463</td>
<td>.453</td>
<td>.49862</td>
<td>.463</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), structure

4.7.2.1 Anova of Organization Structure and Knowledge Management

The results of the ANOVA analysis conducted in terms of regression between the two variables were at 95% confidence level. The $F$ critical result was 45.725 while the result of
the P Value (0.000) which therefore was less than 0.05. The implication of this being that it was statistically significant. It being statistically significant means that it can be utilized in assessing the association between organization structure and knowledge management as illustrated in Table 4.11 below.

Table 4.11: Anova of Organization Structure and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>11.368</td>
<td>1</td>
<td>11.368</td>
<td>45.725</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>13.177</td>
<td>53</td>
<td>.249</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.545</td>
<td>54</td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: KM
b. Predictors: (Constant), structure

4.7.2.2 Coefficients of Organization Structure and Knowledge Management

The regression equation illustrated in Table 4.12 established that taking organization structure into account and other factors held constant knowledge management improved by 0.174 units. This implied that a unit change in organization structure would lead to a 0.174 changes in Knowledge management.

\[
Y = \beta_0 + \beta_1 X_1 + \varepsilon
\]

\[
Y = 1.138 + 0.714 X_1 + .49862
\]

Where:
Y is the dependent variable (knowledge management)
\( \beta_0 \) is the regression constant;
\( \beta_1 \) coefficients of independent variables;
\( X_1 \) is organization structure, and \( \varepsilon \) is the error term.
Table 4.12: Coefficients of Organization Structure and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.138</td>
<td>.393</td>
<td>2.893</td>
</tr>
<tr>
<td></td>
<td>structure</td>
<td>.714</td>
<td>.106</td>
<td>.681</td>
</tr>
</tbody>
</table>

4.7.3 Regression Analysis of Organization Culture and Knowledge Management

The research analyzed the relationship between the dependent variable (Knowledge management) against organization culture. From the results we see that the adjusted $R^2$ value was 0.534. This further means that 53.4% of the variation in Knowledge management was explained by the variations in organization culture while 42.6% was explained by other factors as illustrated in Table 4.13

Table 4.13: Regression Analysis of Organization Structure and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Squared</th>
<th>Adjusted R Squared</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.731a</td>
<td>.534</td>
<td>.525</td>
<td>.46471</td>
<td>.534</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), culture

4.7.3.1 Anova of Organization Culture and Knowledge Management

The analysis done to show the regression between organisational culture and knowledge management gave us the ANOVA results showing 95% confidence level, the F critical was 60.658 and the P value was (0.000) therefore below 0.05. The implication of this is that it can be used to evaluate the relationship between the two variables as illustrated in Table 4.14

42
Table 4.14: Anova of Organization Structure and Knowledge Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>13.100</td>
<td>1</td>
<td>13.100</td>
<td>60.658</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>11.446</td>
<td>53</td>
<td>.216</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.545</td>
<td>54</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: KM  
b. Predictors: (Constant), culture

4.7.3.2 Coefficients of Organisation Culture and Knowledge Management

As per Table 4.15 it can be determined that if other factors were held at a constant while organisation culture was considered knowledge management improved by 1.219 units. This went to show that even a single unit change in organization culture would lead to a 1.219 change in Knowledge management.

\[ Y = \beta_0 + \beta_1 X_1 + \epsilon \]

\[ Y = -0.215 + 1.219 X_1 + .46471 \]

Where:

- Y is the dependent variable (knowledge management)
- \( \beta_0 \) is the regression constant;
- \( \beta_1 \) coefficients of independent variables;
- \( X_1 \) is organization culture, and \( \epsilon \) is the error term.

Table 4.15: Coefficients of Organisation Culture and Knowledge management

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-.215</td>
<td>.514</td>
<td>-.418</td>
<td>.677</td>
</tr>
<tr>
<td>culture</td>
<td>1.219</td>
<td>.156</td>
<td>.731</td>
<td>7.788</td>
</tr>
</tbody>
</table>

4.7.4 Multi Regression Analysis of Knowledge Management and Co-factors

The research analyzed the relationship between the dependent variable (knowledge management) against technology, organization structure and organization culture. From the
results we can determine that $R^2$ value was 0.693. As such, 69.3% of the variation in knowledge management was explained by the variations in technology, organization structure and organization culture as illustrated in Table 4.16

### Table 4.16: Multi Regression Analysis of Knowledge Management and Co-factors

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Squar e</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimat e</th>
<th>Change Statistics</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.833$^a$</td>
<td>.693</td>
<td>.675</td>
<td>.38421</td>
<td>.693</td>
<td>38.426</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), culture, technology, structure

4.7.4.1 Anova of Knowledge Management and Co-factors

ANOVA analysis result of the regression between knowledge management and co factors was at 95% confidence level, the F critical was 38.425 and the P value was (0.000) therefore below 0.05 implying that it was statistically significant and can be used to assess the association between knowledge management and technology, organization structure and organization culture as illustrated in Table 4.17

### Table 4.17: Anova of Knowledge Management and Co factors

<table>
<thead>
<tr>
<th>ANOVA$^a$</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Sum of Squares</td>
<td>df</td>
<td>Mean Square</td>
<td>F</td>
<td>Sig.</td>
<td></td>
</tr>
<tr>
<td>Regression</td>
<td>17.017</td>
<td>3</td>
<td>5.672</td>
<td>38.426</td>
<td>.000$^b$</td>
<td></td>
</tr>
<tr>
<td>Residual</td>
<td>7.528</td>
<td>51</td>
<td>.148</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.545</td>
<td>54</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: KM

b. Predictors: (Constant), culture, technology, structure
4.7.4.2 Coefficient of Knowledge Management and Co factors

The regression equation illustrated in Table 4.18 established that taking technology, organization structure and organization culture into account and other factors held constant a unit change in technology led to a 0.680 positive change in knowledge management, at the same time a unit change in organization structure led to a 0.115 positive change in knowledge management, and a unit change in organization culture led to a 0.702 positive change in knowledge management holding all factors constant.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

\[ = -1.795 + 0.680X_1 + 0.115X_2 + 0.702X_3 + 0.38421 \]

Where:

- \( Y \) is the dependent variable (knowledge management)
- \( \beta_0 \) is the regression constant;
- \( \beta_1, \beta_2, \beta_3 \) coefficients of independent variables;
- \( X_1 \) is technology, \( X_2 \) structure, \( X_3 \) culture and \( \varepsilon \) is the error term.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>-1.795</td>
<td>.578</td>
<td>-3.106</td>
<td>.003</td>
</tr>
<tr>
<td>technology</td>
<td>.680</td>
<td>.184</td>
<td>.421</td>
<td>3.706</td>
</tr>
<tr>
<td>structure</td>
<td>.115</td>
<td>.127</td>
<td>.110</td>
<td>.904</td>
</tr>
<tr>
<td>culture</td>
<td>.702</td>
<td>.172</td>
<td>.421</td>
<td>4.078</td>
</tr>
</tbody>
</table>

4.8 Chapter Summary

This chapter presented the results established from the data analysis done and presented data on employee demography and specific research objectives that sought to establish factors influencing the implementation of knowledge management in law firms in Nairobi. Chapter five presents the discussions, conclusions and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter looks that the discussions pertaining to both the literature review in respect to the impact of organizational factors on the implementation of knowledge management. This was organized based on the specific research questions which established how technology, organizational structure and organizational culture affect implementation of knowledge management within law firms in Nairobi. The conclusion of this study and the recommendations will be looked at lastly.

5.2 Summary of the Study

The purpose of this study was to establish the impact of the various organizational factors on the implementation of knowledge management within law firms in Nairobi Kenya. The study was guided by the three research questions which sought to establish the effects of technology on the implementation of knowledge management within law firms in Nairobi Kenya, to determine the effects of organizational structure on the implementation of knowledge management within law firms in Nairobi Kenya, and to determine how organizational culture influence the implementation of knowledge management within law firms in Nairobi Kenya.

This study used a descriptive research design to investigate the factors influencing implementation of knowledge management in organisations. The focus was on the Partners, Advocates, Pupils and Clerks in law firms in Nairobi who are approximated to be 70 in this study. Form the 70 Partners, Advocates, Pupils and Clerks in law firms in Nairobi a sample of 60 respondents was considered. The study used a questionnaire to collect data from the directors from the target population. The research issued a total of 60 questionnaires and a total of 55 were filled and returned giving a response rate of 93%. The research analyzed the relationship between the dependent Knowledge management and technology adoption. The results showed that 54.6% of the variation in Knowledge management was explained by the variations in technology adoption.

ANOVA analysis results of the regression between technology adoption and knowledge management was statistically significant and can be used to assess the association between
technology adoption and knowledge management. The regression equation illustrated that taking technology adoption into account and other factors held constant knowledge management improved by 1.194 units.

The research analyzed the relationship between Knowledge management and organization structure. From the results we see that the disparities in organisation structure resulted in variations to the tune of 46.3% in knowledge management. ANOVA analysis results of the regression between organization structure and knowledge management was statistically significant and can be used to assess the association between organization structure and knowledge management. The regression equation established that taking organization structure into account and other factors held constant knowledge management improved by 0.174 units.

The research analyzed the relationship between Knowledge management and organization culture. The results showed that 53.4% of the variation in Knowledge management was explained by the variations in organization culture. ANOVA analysis results of the regression between organization culture and knowledge management was statistically significant and can be used to assess the association between organization culture and knowledge management. The regression equation established that taking organization culture into account and other factors held constant knowledge management improved by 1.219 units.

5.3 Discussion
5.3.1 Effects of Technology on Implementation of Knowledge Management
It was established that majority use the internet to access, use and share knowledge. Other studies have also noted similar findings. Subashini (2012) established that technical Knowledge Management involves technologies which facilitate the management to generate and share knowledge and information across the organization. Such technological tools include computers, telephones, e-mail, data bases, data-mining systems, search engines, video-conferencing equipment.

The study also indicated that information and communication technologies play an essential role in fulfilling knowledge sharing. It is no doubt that the speed at which the sector of information technology is changing has also resulted in the same rate of change
in knowledge management sector a well (Bharadwaj, Chauhan & Raman, 2015). Information technology facilitates sharing as well as accelerated growth of knowledge. IT allows the movement of information at increasing speeds and efficiencies within and outside organizations.

Majority also agreed that information revolution is unprecedented in reducing the cost of spreading information and knowledge. Amidon (2012) also established that information technology is extraordinary in reducing the cost of spreading information and knowledge. It additionally enhances the speed range of the effect the information makes with the beneficiaries. This infers a move in embracing information technology within the hierarchical knowledge management procedures to enhance productivity and adequacy. Amidon (2012) also indicates that supporting technology gives a comparable monetary return for investment in technology to help knowledge management. Technology fills in as an upper hand in the KM measurement through creating an enabling situation for fast learning, accelerating innovation, facilitating making of substantial databases, information mining, conferencing and intra-networking.

The study also revealed that data management is essential for success of knowledge management. Yiyu (2017) concurs that there are computer frameworks can be intended for the management of knowledge management for associations including monetary strengthening ventures. These may include: Data Retrieval Systems (DRS, for example, database management frameworks which are well reasonable for the capacity and recovery of organized information. This makes effectiveness regarding saving task/program assets including time.

Majority revealed that the integration of partners’ information technology systems has to be as flexible as possible and must not require extensive programming efforts. Sharratt and Usoro (2013) explained that it is due to the fact that the pool of partners involves may change dynamically, particularly in modern organizational forms, such as virtual enterprises. In order to be able to react to these changes efficiently, new systems and users have to be incorporated quickly with little manual programming involved.

Most respondents also acknowledged that they were able to use the knowledge received from knowledge technology system to promote the activities of the firm. Leung (2014)
stated that the fact that information technology and its advanced innovations has made the world a village in terms of both boundaries and space has led to the widespread adoption of knowledge management. This has made knowledge sharing easier which has resulted to it being vital in all organisations to ensure that the organisation remains relevant and competitive in this global village.

5.3.2 Effects of Organizational Structure on Implementation of Knowledge Management

The analysis established that organizational structure allows and facilitates its people to accomplish their task according to the knowledge management services. Al Saifi (2015) highlights that Knowledge management literature has recognized that organizational structure is an important antecedent to creating knowledge at work. Al Saifi (2015) reiterates this by stating that organisations where rules are laid down formally and obedience of the said rules is strict tend to have a fewer number of ideas streaming in. This flexibility gives them autonomy on how to carry out their tasks and they will be more likely to interact with other employees and thereby promoting innovation in the organisation.

It was also established that in this organization even smallest of the small policy is determined only by top-level authorities. It has also been noted that the higher the organisation structure the less effective knowledge sharing in that organisation will be between the staff (Creed & Miles, 1996). Additionally, Nonaka and Takeuchi (1995) acknowledge that structure is important in an organisation. However, the structure should be flexible and not rigid to allow for easier knowledge sharing and collaboration (O’Dell & Greyson, 1998). Chen and Huang (2007) further confirmed that when it comes to coordination mechanisms, those organisations that adopted decentralized structure with low levels of formalisation benefited more from knowledge sharing as compared to those that had centralized and formal mechanisms. It is important to however note that while centralized and formal mechanisms benefit from lower costs, the flexibility occasioned by the decentralized and lower formalisation was beneficial for knowledge sharing (Lam, 2000).

It was also uncertain if management of the organization encourages people to reflect on information and data, and reframe them at the strategic level. When organisations combine knowledge creation and sharing with less rigid formalization in their structure, the resultant
effect will be greater innovation and creativity. However, more formalized organizational structures makes employees less innovative as they have no drive to take any initiatives on their own volition due to the bureaucracies. Accordingly, formalization has a negative effect on knowledge management (Chung-Jen, et.al., 2010). Furthermore, they added the element of standardization and the fact that it reduces interaction between employees on the work to be done. This leads to less knowledge sharing as their work has been predefined and therefore employees see no need to be innovative in how they carry out their tasks (Willem & Buelens, 2009).

With regards to whether senior manages played an active an vital role in strategy implementation, there seemed to be uncertainty. Some argue that the flatter and more informal the organizational structure of an organisation the better as it will lead to more dynamic interactions within the organisation which is better for knowledge sharing (Wang & Ahmed, 2003). In the same breath, Lee and Choi (2003) are of the opinion that the more centralized the authority in an organisation is, the lower the level of knowledge creation due to the bureaucracies and formalities (Al Saifi, 2015).

ANOVA analysis results of the regression between organization structure and knowledge management was statistically significant and can be used to assess the association between organization structure and knowledge management. Organizational structure helps to define the manner in which the design of the organisation allows for decision making, having standardized rules and procedures and how it integrates members and work (Chung-Jen, Jing-Wen & Yung-Chang, 2010). He further states that this in turn will determine how members of the organisation are linked together. Inkpen and Tsang (2005) support this stance by adding that the organizational structure in terms of hierarchy, density, and connectivity, has an effect on how easily knowledge is transferred and exchanged in the organisation as it impacts the contact and accessibility between the members of the organisation. To further our understanding of this matter, it is imperative that we look at various definitions of organizational culture which breaks it down into three areas. These areas include integration, formalization and centralization.
5.3.3 Effect of Organizational Culture on Implementation of Knowledge Management

The findings established that organizational values enable the sharing of the knowledge. Davenport and Prusak (2000) explain that knowledge in organisations is found not only in documents but in the organisations routines, processes, practices, and norms which form part of the culture of the organisation. According to Rohajawati, Sensuse, Sucahyo, and Arymurthy, (2016) the culture of an organisation refers to the infrastructure capabilities that are composed of its vision and values, the attitude towards learning, cultural influences on interaction and collaboration.

The results revealed that organizational values have enabled the creation of the new knowledge. According to Gregory, Harris, Armenakis and Shook (2009) the ability, behavior and manner in which the staff or employees in the organisations take directions will have an effect on the implementation of knowledge management. The study also shows that organizational values are essential to the success of knowledge management. Al Saifi (2015) holds a similar opinion that an organisation whose culture supports knowledge management will reap more benefits in the knowledge management process. Edvinsson and Sullivan (1996) recognized that the culture plays a vital role in managing knowledge, and therefore, if the organization’s culture is deemed to be part of the intangible structural capital that facilitates the sharing of knowledge, this would lead to better knowledge management implementation. This further goes to show the interdependence between technology, structure and culture in the implementation of knowledge management in an organisation.

The study also established that majority agreed that organizational values enhance the collection of new data. According to Chang and Lin (2015) knowledge management process is a process that emphasizes knowledge as being created, shared and applied through interpersonal social relationships and appropriate organizational culture. It is therefore important for one to know how to create a conducive organisational that encourages employees to have the intention to ensure that knowledge is created, stored, transferred and applied (Ajmal & Koskinen, 2008). Alavi, Kayworth, and Leidner (2005) acknowledge the influence that the social setting of an organisation is embedded has on knowledge management processes. It is important to appreciate that the factors that affect the implementation of knowledge management do not work in isolation. All the three
factors of technology, culture and structure work hand in hand to ensure that the implementation of knowledge management is successful. According to Sivan (2000) organisational culture plays a central role in the knowledge management process as it can act as both a facilitator and hindrance (Ribere & Sitar, 2003).

ANOVA analysis results of the regression between organization culture and knowledge management was statistically significant and can be used to assess the association between organization culture and knowledge management. According to Schein (2000) integrating knowledge management initiatives to the organizational culture would be more effective than trying to have a whole cultural change. The culture of the organisation should be slowly evolved to fit the long term knowledge management goals instead (Ribiere, 2001).

5.4 Conclusion
5.4.1 Effects of Technology on Implementation of Knowledge Management
Most law firms use the internet to access; use and share knowledge and such communication technologies play an essential role in fulfilling knowledge sharing. As a result the cost of spreading information and knowledge has greatly reduced. For knowledge management to be a success, data management is vital. Use of knowledge received from knowledge technology system has also aided in the promotion of the firms activities as well as enhancement of discovery of new explicit knowledge. This is why computers are sufficient for use in knowledge management.

5.4.2 Effects of Organizational Structure on Implementation of Knowledge Management
Having an efficient organizational structure allows and facilitates the stakeholders to accomplish their task according to the knowledge management services. Although all policies are determined only by top-level authorities, free flow of relevant information in the organization is still a challenge as management of the organization still face difficulties in encouraging people to reflect on information and data, and reframe them at the strategic level. Although it is possible establish coordination between different departments.
5.4.3 Effect Of Organizational Culture on Implementation of Knowledge Management

Having organizational values enable the sharing of the knowledge and creation of the new knowledge. Organizational values enhance the collection of new data through activities that shape programs although there is a lack of awareness on whether the organisation has well-established organizational values (M=3.29, SD=1.066) nor did they confirm that metaphors that inspire forms part of the organisation’s knowledge (M=3.25, SD=.865).

5.5 Recommendation
5.5.1 Recommendation for Improvement
5.5.1.1 Effects of Technology on Implementation of Knowledge Management
Firms need to ensure there is a constant availability of internet access in order to facilitate sharing of knowledge this aids the firms in reducing the cost of spreading information and knowledge. There is also a need to have an effective data management system in place to ensure success of knowledge management, the programming used should be easily manageable.

5.5.1.2 Effects of Organizational Structure on Implementation of Knowledge Management
The law firms need to ensure organizational structure enable for the task accomplishment according to the knowledge management services. At the same time to minimize bureaucracy, not all policies should be determined by top-level authorities. There is a need to encourage free flow of relevant information in the organization and knowledge required should be stored in portals for quick accessibility. For this to be a success there is a need for support from the top managers in the implementation of strategies.

5.5.1.3 Effect Of Organizational Culture on Implementation of Knowledge Management
Organizational values enable the sharing of the knowledge it is therefore vital for law to utilize the values in enhancing the collection of new data. There is also a need to promote all activities that shape programs. Organizational artefacts, stories and metaphors that inspire should be incorporated in Knowledge management. The organizational values should also be well communicated to all in order to increase awareness.
5.5.2 Recommendation for Further Research

Further research on the same topic can be done within other parts of the country. In addition, there could also be a study to compare the organizational factors affecting implementation of knowledge management across the counties.
REFERENCES


Development Community (SADC)", VINE: The journal of information and knowledge management systems, Vol. 43 Issue: 4, pp.400-423.


To Whom It May Concern

Lillian Kiswili
P.O Box 72 - 00621
Nairobi

Dear Respondent,

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH PROPOSAL

My name is Lillian Ndanu Kiswili and I currently pursuing a course towards conferment of Degree of Masters of Business Administration – Strategic Management (MBA) from United States International University – Africa. I am conducting a study on the Impact Of Organizational Factors On The Implementation Of Knowledge Management Within Law Firms In Nairobi, Kenya.

The information provided by respondents will be protected by the principle of confidentiality. Your participation in this study will assist me in completing the same successfully. Should you have any questions or concerns with regards to the questionnaire, please do not hesitate to contact me at any time through my contact provided above.

Your participation will be appreciated.

Yours Sincerely,

Lillian Kiswili
APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION I – DEMOGRAPHIC INFORMATION

Kindly answer the questions provided by TICKING (□) in the box that represents your answer.

11. Gender:

Male □
Female □

12. Age

20 to 25 years □ 26 to 30 years □ 31 to 40 years □

41 to 50 years □ Above 50 years □

13. Level of Education

High School Certificate □
Diploma Undergraduate □
Graduate □
Post Graduate Diploma in Law □
Post Graduate □

14. Level of Employment

Partner □
Advocate □
Pupil □
Intern □
Clerk □
15. Number of years worked at the organisation

- 0 – 3 Years
- 4 – 6 Years
- 7 – 9 Years
- 10 – 12 Years
- 13 Year & Above
SECTION II: TECHNOLOGY INFLUENCE ON KNOWLEDGE MANAGEMENT

Kindly tick (□) the answer that best represents your views

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.</td>
<td>I am able to use the knowledge I receive from knowledge technology system to promote the activities of my firm.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Information and communication technologies play an essential role in fulfilling knowledge sharing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Information revolution is unprecedented in reducing the cost of spreading information and knowledge.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>The integration of partners’ information technology systems has to be as flexible as possible and must not require extensive programming efforts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Information access is one of the primary roles of information technology in knowledge management.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
21. My firm has enough computers for use the management of knowledge.

22. Data management is essential for success of knowledge management.

23. Document management has been enhanced by adoption on Knowledge management.

24. I use the internet to access, use and share knowledge.

25. Data management enhances discovery of new explicit knowledge.

SECTION III – ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT

Kindly tick (□) the answer that best represents your views

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational values</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. The organisation has well established organizational values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Organisational values enhance the collection of new data.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Organizational values enable the creation of the new knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Organisational values enable the sharing of knowledge.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
30. Organizational values are essential to the success of knowledge management

31. Stories that bind forms part of the organisation’s knowledge

32. Metaphors that inspire forms part of the organisation’s knowledge

33. Patterns that capture forms part of the organisation’s knowledge

34. Activities that shape programs form part of the organisation’s knowledge

35. Organizational Artefacts are essential to development of KM

### SECTION III – ORGANIZATIONAL STRUCTURE AND KNOWLEDGE MANAGEMENT

Kindly tick (□) the answer that best represents your views

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>36.</td>
<td>The organizational structure allows and facilitates its people to accomplish their task according to the knowledge management services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37.</td>
<td>There is free flow of relevant information in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>The specific knowledge that I need resides with the experts rather than being stored in portals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
39. Management of the Organization encourages people to reflect on information and data, and reframe them at the strategic level.

40. There is support from the top managers in the implementation of strategies.

41. In this organization even smallest of the small policy is determined only by top-level authorities.

42. This organization is so much large that it is difficult to establish coordination between different departments.

Thank you for your assistance and cooperation.

If you require any assistance kindly contact:
Lillian Kiswili kiswili.lk@gmail.com
Telephone number 0721 60 52 40