

Determinants of Knowledge Management Success In Public Companies In Kenya

Zammary Jepkorir Sacho

Thomas A. Senaji

ABSTRACT

In a knowledge economy, the need to ensure knowledge management success is imperative because it determines the success of an organization. Consequently, in order to improve and sustain their competitive advantage, many companies are also exploring the field of knowledge management. We examined factors that influence knowledge management success, namely organizational culture, knowledge strategy, information technology and leader behavior using a descriptive survey of 216 low, middle and top-level managers from public companies in Kenya based in Nairobi. Primary data was collected using structured questionnaires. The overall response rate was 72 percent. Descriptive statistics were used to summarize the analyzed survey data into frequencies and means. The findings were that organizational culture ($\beta = 0.185$, $t = 5.436$, $p < 0.001$), knowledge strategy ($\beta = 0.368$, $t = 9.622$, $p < 0.001$), information technology ($\beta = 0.338$, $t = 9.247$, $p < 0.001$) and leader behavior ($\beta = 0.187$, $t = 4.764$, $p < 0.001$) had a positive and significant influence on knowledge management success. Based on these findings, it is recommended that organizations have a knowledge strategy and enhance their information technology because these were found to have the greatest influence on knowledge management success.

INTRODUCTION

KM is a discipline that deals with analysis and technical backing of processes used in an organization to identify, create, represent, transmit and support the acceptance and exploitation of best practices entrenched in corporate settings and, specifically, in firm's knowledge practices. Effective KM is progressively becoming a significant basis of competitive advantage, and critical to the success of modern organizations, strengthening the communal expertise of its personnel and partners. The core foundation behind organizational KM is that all aspects that lead to excellent performance, organizational innovation, operational effectiveness, and quality of output and services are upgraded when more knowledge is availed and utilized proficiently (Senaji & Nyaboga, 2011).

Knowledge Management (KM) is a strategic capability of an organization which enables it to leverage knowledge resources for success. It comprises various approaches and operations which are used by companies to recognize, generate, represent, disseminate, and allow insights and experiences to be adopted. Such insights and experiences encompass knowledge, either

personified or entrenched in companies as processes and organization's routines. Thus, knowledge management is perceived as a method by which companies create value through their cognitive and knowledge resources. Strategic knowledge stresses the expansion of business operations instead of enhancing and solving problems. This requires multiple actors and can help build a network of knowledge and products where it did not exist before (Bourini, Khawaldeh & Al-Qudah, 2013).

Knowledge has become one of the most critical motivator for business prosperity as well as in value addition (King & Zeithalm, 2003). In order to improve and sustain their competitive advantage, many companies are also exploring the field of knowledge management (KM). As a result of economic globalization, it is agreed by all that it is crucial for commercial companies in any part of the world, to better their performance through KM, in what is referred to a knowledge based economy, to be able to withstand, endure, survive and compete internationally (Soon & Zainol 2011).

KM is not clearly understood by many companies in Kenya (Mosoti, 2010). Though most companies affirm that they utilize IT, it has been confirmed that there's the need for a synergy with other additional enablers of KM which include organizational culture, organizational strategy and organizational leadership (Yusuf & Wanjau, 2014). The research by Mosoti, (2010) concentrated on the knowledge management practices (KMP) in companies in Nairobi, Kenya. Their motivation was to find out whether knowledge management had been implemented. They discovered that many of the challenges encountered by firms situated in Nairobi are based on how well they can create and apply KMP as well as incorporate with organizational culture, strategy as well as leadership.

Knowledge has become the most basic element needed for an economy; and knowledge streams are recognized as the most significant component of the economy (Ansari, 2012). However, nonexistence of sound mechanisms to evaluate and implement KM together with necessary requirements has made this venture look like an extra expenditure in managers' point of view. Ansari, (2012) adds that in order to deal with this issue, corporations need to first perceive critical success factors for executing KM and then, offer suitable base to implement it by venturing on the recognized critical factors. Many agencies are exploiting the field of KM with the aim of improving and maintaining their competitiveness. In this regard Wong (2005) suggests the need for an additional systematic and planned research on the significant success factors for implementing knowledge management. He additionally states that companies need to be cognizant and sensitive to the critical factors that will impact the achievement of knowledge management initiative.

Further, several scholars have studied and researched on critical success factors of KM in organizations. They have also written extensively on the major determinants which include culture, knowledge strategy, information technology and leadership. They have given a detailed relationship between the determinants of KM and knowledge management success in various organizations. Although the definition and success factors of knowledge management are known; the prevalence of these factors in public companies in Kenya are not known.

This study therefore, would like to establish if organizational culture, knowledge strategy, information technology and leader behavior are observed and practiced at public companies, the

extent of presence of the determinants, which determinant has more strength and contributes more to KM success, if knowledge management has been implemented successfully and the relationship between the determinants of KM and knowledge management success at public companies in Kenya. Consequently, this study sought to answer the call by Wong (2005) by assessing the determinants of KM success in public companies. Further, this study is meant to understand the relative significance of each determinant on knowledge management success. Specifically, we sought to answer the question: what is the influence of organizational culture, knowledge strategy, information technology, and leader behavior on KM success in public companies in Kenya?

THEORY AND HYPOTHESIS

Theory

We drew from the resource based theory (RBV), knowledge based view (KBV) and the dynamic capabilities view (DCV) to examine the relationship between organizational culture, knowledge strategy, and information technology and leader behavior on KM success. In particular, these theoretical lenses were used to underpin the study variables.

Resource-based view of the firm. The resource-based view (RBV) seeks to clarify the internal sources of a firm's sustained competitive advantage (SCA). Its main position is that if a company is to have SCA, then it should obtain and govern valuable, rare, inimitable, and non-substitutable (VRIN) assets and capabilities (Kraaijenbrink, 2010). The foundation of this model is that businesses that are superior in performing acquire their potential competitiveness on the growth of inimitable and uncommon enablers, which are often implicit. Therefore the firm's strategy must be well defined by its rare assets and capabilities (Theriou, Aggelidis & Theriou 2009).

This theory views companies as prospective creators of value added capabilities, and the fundamental company capabilities which consider seeing company's assets and resources from a knowledge-based point of view. It emphasizes on the concept of expensive to replicate traits as basis of achieving better company performance and competitive advantage (Halawi, 2005). Impalpable resources are significantly more likely than physical assets to place the firm at a superior position as compared to its competitors. In particular, distinct tacit assets comprising of knowledge, enable firms to supplement value to the factors of production (Halawi, 2005).

Viewed from the resource-based perspective, knowledge management researchers have identified various KM related resources that serve as potential source of competitive advantage, these include; technological resource, structural resource, and cultural resource. These critical resources which are firm specific are therefore likely to serve as sources of organizational capability (Lee, 2003).

Knowledge-based view of the firm. Resources which are precious, unique, and hard to imitate can offer a foundation for a company's competitive gain. In turn, this competitiveness produces profitable returns. Knowledge is that kind of an asset. The special competencies of businesses for developing and transferring knowledge are being identified as an important element of organizational edge (Senaji & Nyaboga, 2011). At the center of the KBV perspective is that an organization's idiosyncratic understanding and its ability to replicate and take advantage of know-how are basically liable for organizational success (Akoorie, 2009).

The strategic capability of knowledge relies on particular traits of that knowledge. It ought to be concurrently valuable, hard to replicate, and is not commonly used by competitors this gives companies an upper hand which leads to superior performance. Knowledge is the best source of SCA. However, because knowledge isn't always obviously seen and measured, its existence can be felt through company capabilities which are manifested in observable action (Theriou et al., 2009). For a company to have a SCA 'knowledge management capabilities' must be created first to be able to develop all other essential distinctive capabilities and/or fundamental competencies in time. KM processes signify an important basic competence that can be used to develop other strategic capabilities (Theriou et al. 2009). According to the KBV competitive performance is controlled by the capability of firm to create new knowledge-based resources that develop essential competencies. Important to the KBV of the firm is the notion that the significant input in production and main source of value is knowledge. In the KBV, analysis of capabilities has integrated human, social and organizational resources following economic and technical resources. Companies that have stocks of organizational knowledge connected with value that can be defined as rare or distinct, are in good position to consistently produce high returns.

The most approved way of creating unique capabilities and essential competences within companies is through skill accrual, knowledge codification and communication or through (KM) processes of creating, acquiring, storing, distributing and using knowledge. The degree to which a capability is 'distinctive' rests on the company and its personnel in developing, acquiring, storing, sharing and deploying all necessary comprehensive and precise knowledge that will provide a SCA. With regard to knowledge, the subject of conveyance is vital, not only between companies, but most importantly, within the firm (Grant, 1996). KBV examines ways of competently and successfully conducting KM. The KBV states that knowledge is an organization's most significant and main resource. Scholars embracing the KBV states that the company's potential growth is pegged on productive incorporation of knowledge resources and decision-making capabilities (Akoorie, 2009).

Dynamic capability view of the firm. Dynamic capabilities is a firm's behavioral alignment to continually incorporate, reconfigure, renew and recreate its resources and capabilities, and most significantly, advance and renovate its main capabilities in reaction to the environmental alterations to achieve and maintain competitive advantage (Ahmed, 2007). Even though DCs and RBV are together focusing on resource and also having similar assumptions with RBV, DCs is distinct from RBV for two core reasons; RBV is static which means it is not affected by the changes in the surrounding while DCs focuses on the alterations of the environment, and second, RBV is addressing the best way to use the firm's resources bundle while DCs centers on the finest means of integrating, renewing, reconfiguring, and recreating the resources bundle (Othman, 2011).

Dynamic capabilities are the antecedent organizational and tactical practices by which managers change their resource base, obtain and shed resources, assimilate them together, and amalgamate them to develop novel value-generating policies. Making them the drivers responsible for the creation, advancement and remerging of other assets, into new foundations of competitive advantage (Martin & Eisenhardt, 2000).

Consequently, an approach based on dynamic capabilities has emerged with a more dynamic nature. This approach emphasizes the strategic value of dynamic capabilities, which are defined as

organizational routines by which firms enhance existing resource configurations in the pursuit of long-term CA (RBV's logic of leverage) and achieve new resource configurations in the pursuit of temporary advantages (logic of opportunity) when markets emerge, collide, divide, evolve and die. As such, DCV provides adequate conditions for the generation, development, and renewal of firm-specific resources and capabilities, allowing firms to create new products, adapt to changing external conditions and remain competitive (Lopez, 2005).

The customary features of dynamic capabilities across companies are recognizable and exhibit the nature of similarities in important characteristics. Wang and Ahmed (2007) claims that it is probable to pinpoint three key features of dynamic capabilities across researches; they include adaptive capability, absorptive capability and innovative capability. These capabilities strengthen a firm's ability to incorporate, redesign, renew and redevelop its assets and capabilities in tandem with external variations.

Hypothesis

Consistent with the research question: What is the influence of organizational culture, knowledge strategy, information technology, leader behavior on knowledge management success we formulated four null hypotheses that were tested. In this study knowledge management success is seen as a response measure. KM success is viewed as a result of knowledge management enablers such as supportive organizational culture, knowledge strategy, information technology and enabling leader behavior existing within an organization. Typical outcomes in terms of organizational performance are the enhancement of product and service quality, productivity, innovative ability and activity, competitive capacity and position in the market and customer satisfaction. KM success also focuses on improved process effectiveness as well as on achieving actionable outcomes (Jennex, 2009).

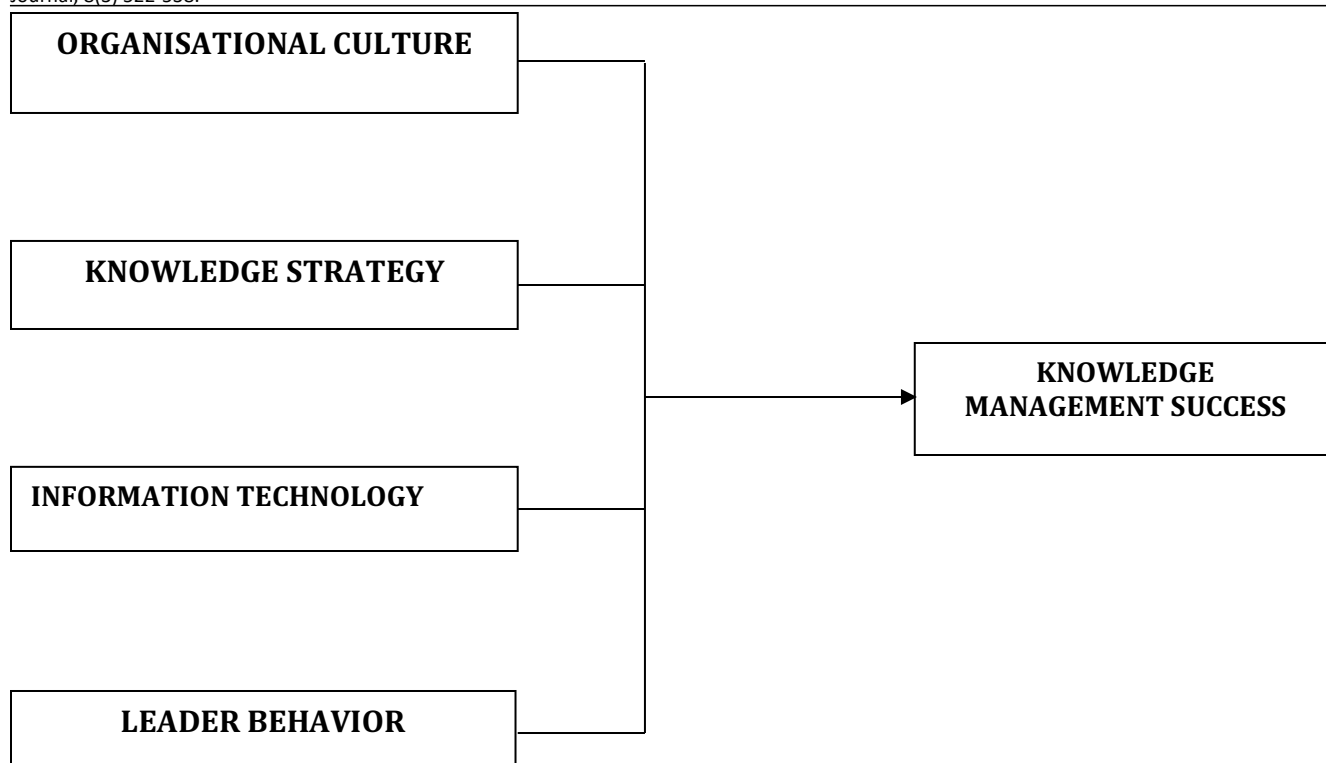


Figure 1: Conceptual Framework

As shown in the conceptual framework (Figure 1) organisational culture measures included vision and values; while knowledge strategy was operationalised through innovation and creativity, sources of ideas, and promotion of knowledge. Further, information technology measures included its use in generation of opportunities, use of internet & intranet, and retrieval of knowledge. Lastly, humane-oriented, problem solving ability, authenticity were used to measure leader behavior. On the other hand KM success was measured by innovation, quality services and efficiency of the public companies in Kenya.

Organizational culture. Organizational culture is a set of embedded norms and beliefs held by members of a group and it governs how the people act and react to their environment. Organizational culture entails core values and beliefs that are entrenched, tacit preferences about what the organization must endeavor to achieve and how it ought to go about it (Ling, 2011). These implicit values and beliefs controls the more visible organizational standards and practices that include rules, anticipations, customs and procedures, narratives and myths, signs, power structures, organizational arrangements, and command structures. In turn, these customs and practices determine exhibited behaviors by offering the social environment through which people communicate and behave. Organizational culture controls the social context which determines the authorized person responsible for governing, sharing and storing knowledge. Organizational culture is confirmed to impact the knowledge-related behaviors of individuals, teams, and entities and also the entire organization (Ling, 2011).

One cultural feature that is very important for KM is collaboration. Collaborative culture is an important factor for knowledge sharing between individual employees and teams. This is because

knowledge transmission needs individuals to come together to intermingle, discuss and share knowledge. Collaboration has been shown to be a significant enabler to knowledge creation (Wong, 2005). Wong, (2005) proceeds to state that trust is another important factor of an organizational knowledge culture. The absence of trust may escalate skeptical employees' behavior about sharing knowledge and consequently, people try to keep knowledge for themselves. We therefore formulated the following null hypothesis on the relationship between organisational culture and KM success:

H1: There is no significant relationship between organizational culture and KM success

Knowledge strategy. The organizations are progressively becoming cognizant of the necessity for innovative methods to respond effectively to customers' demands and shifts in the market place. KM is gradually recognized as an important component of an organization's strategy to increase organization performance (Majeed et al. 2013). The most essential concern in the execution and implementation of KM strategies is the assessment of the probable impact and potential results. Most organization's challenge emanates from the point that in the execution and implementation of KM initiatives have often been without prior planning, without a coherent and methodical structure for evaluating performance (Majeed et al. 2013).

The organization's strategic plan, performance and outcomes provide basic ideas for input to the organization's knowledge strategy. The knowledge strategy, also known as an 'intellectual capital statement', outlines the actions essential to guarantee the organization's knowledge asset portfolio that meets the needed yields. Similar to competitive strategies, knowledge strategies may be planned or emergent. Strategic plans are established and set up to bridge the gap between what a firm can do and must do to be competitive. A knowledge strategy consist of actions or choices to settle on the best required knowledge assets; acquire or create new knowledge assets; make major necessary changes to existing knowledge assets; carry on with the existing knowledge assets; avail knowledge; and, discard unnecessary knowledge assets (James, 2004).

A well-planned and precise strategy is a means for the successful implementation of KM. It offers the basis of how an organization can engage or use resources and capabilities in attaining the objectives of KM (Bello, 2015). Closely associated to the concept of strategy, is the creation of a convincing and shared vision for practicing KM. It is vital that employees back this vision and trust that it will function. Also, well defined objectives, drives and goals should to be prepared and comprehended by everybody concerned. Further, the value proposition of knowledge management must be precisely developed to be able to create a desire among management and employees to achieve it. The above listed factors should be cautiously developed before a considerable investment is made to start a KM effort (Wong, 2005). We therefore hypothesized that:

H2: Knowledge strategy has no significant influence on knowledge management success

Information technology. Another crucial element for success in KM is the IT infrastructure. Organizational workers need an efficient and reliable IT infrastructure to share their knowledge on a large scale. Effective IT infrastructure improves information browsing, retrieval, sharing and storage, leading to effective communication and collaboration among the organization's employees (Wong 2005). IT is certainly one of the ancillary keys for KM implementation. It has progressed from being a static information archive into a people-to-people information link.

Today, IT can quickly operate, access and retrieve information by encouraging collaboration and communication between the organization's members. Lightness of technological advances, ease of use, adaptability to user needs, connection with information content and standardization of a knowledge structure are important factors to consider in the development of KM systems (Bello, 2015).

IT is one of information management's important variables. This element encompasses all networking dimensions including technology, equipment and access. This point of view is provided in accordance with IT's technical capacity to receive data, information and knowledge that is prominent compared to human capability to attract and analyze information through a conceivable concentrated technique. Technology can be viewed as both a primary assistant to information management and a facilitator. Its role in management of knowledge is to back up databases of information, enhance rights and transmit knowledge and knowledge context facilities. It can also provide interactions between individuals, groups and organizations. IT can also contribute to knowledge-building processes in scientific settings as the knowledge-enabling method (Ansari, 2012).

The most effective form of KM technology enablement is the Knowledge-Portal at the Corporate Intranet (and extranets in which customers, companions and/or providers are involved). Common technology used for understanding portals encompass popular Microsoft technologies or Lotus Notes databases. An organization must select a technology alternative that meets its KM goals and funding plan. While technology is a key enabler to KM, IT is essential to affirm that the technology solution does not take the focus faraway from enterprise issues and is user-friendly and easy to use. It is also essential to keep in mind that users of the KM device are subject experts of their respective areas of specialization and no longer always IT professionals (Bhojaraju, 2005). In order to assess the influence of IT on KM successes, our third null hypothesis that was tested was: *H3: Information technology does not significantly influence knowledge management success.*

Leader behavior. Leaders implement business strategies for continued existence and prosperity in a contemporary changing business environment. They also influence the vision and adoption, to harmonize knowledge management with business strategies, to usher in value of knowledge management across the company. Leaders must support KM processes and plans and ensure adequate distribution of time, effort and financial resources for projects and tasks (Ansari, 2012). Wong, (2005) stated that leaders are key in standing-in as role models to illustrate the preferred behavior for knowledge management. Leaders should display enthusiasm to share and give their knowledge freely to enable learning and creation of new knowledge. It is important for leaders to lead by example, because by this, they can induce other employees to replicate them and escalate the tendency of employees to take part in knowledge management execution.

Currently, the fast developments and changes in the area of science and technology have triggered changes in the qualities of leaders also. Contemporary leaders feel responsible to keep pace with the developing age. The rationale for this is that the leaders are the people, who are obligated to have better knowledge, abilities, and experiences. Some empirical studies have shown the need to focus on five precise areas linked to knowledge leader behavior. These are advancing communication to superior level, supporting personnel to attain an intellectual level, being knowledge-oriented, growing self-confidence, and acclimatizing to fresh changes and

modifications (Bozdogan, 2013). The supportive leader will make sure that there are attempts to develop a culture that encourages novelty, learning and knowledge sharing and to give more clear recognition to implicit knowledge and associated human factors, such as ideals, standards or sentiments.

Transformational leadership has been recognized as an effective technique to enable knowledge-creation courses than transactional and laissez-faire leaders for such leadership rides on the notion that particular leader's conducts can trigger followers to a greater level of reasoning, boost commitment to a clear vision and motivate followers to come up with novel means of solving problems. This is so because transformational leadership centers on how leaders can transform themselves, others, groups, and organizations. Transformational leadership is about executing new concepts. The transformational leader elevates the level of cognizance and the degree of awareness about the importance and worth of picked results and means of attaining them. Transformational leaders have a vision of the imminent things and the capability to articulate and execute inventive and synchronized strategies for success (Sydanmaanlakka, 2000). Lastly we present the fourth null hypothesis which was as follows

H4: Leader behavior has no significant relationship with knowledge management success

METHODOLOGY

Research Design

A descriptive survey was used to examine the determinants of knowledge management success of public companies in Kenya.

Population

The population focused on in this research comprised senior, middle and low level managers in public companies in Kenya based in Nairobi, who gave data on organizational culture, knowledge strategy, IT, leader behavior which are determinants of KM success in the organization. The researcher targeted a population of 300 managers.

Measures of variables

Dependent variable. KM success is viewed as a consequence of knowledge management enablers such as supportive organizational culture, knowledge strategy, information technology and enabling leader behavior existing within an organization. Typical outcomes in terms of organizational performance that can result from KM success are the enhancement of: product and service quality, productivity, innovative ability and activity, competitive capacity and position in the market and customer satisfaction. KM success also focuses on improved process effectiveness as well as on achieving actionable outcomes (Jennex, 2009). In this study KM success was measured by innovation, quality services and efficiency.

Independent variables. The independent variables were organizational culture, knowledge strategy, information technology, and leader behavior. *Organizational culture (OC)* was measured using vision, and values while *Knowledge strategy (KS)* was measured by innovation & creativity, sources of ideas, and promotion of knowledge. Further, *Information technology (IT)* was operationalised and measured using generation of opportunities, use of internet & Intranet, and retrieval of knowledge. Lastly, the item measures for *Leader behavior (LB)* were humane-oriented, problem solving ability, authenticity were used to measure leader behavior.

Research Tools

Structured questionnaires were used to collect data. Coded ended questions were used with multiple items for each variable where respondents were asked to select answers from pre-decided rating scale which was a five-point Likert scale.

Data Analysis and Presentation

Descriptive statistics comprising average, variance and deviation, and inferential statistics covering regression analysis, correlation analysis and analysis of variance was used. Data was presented in tables. Percentages showed the proportion of the sample with a given response, while tables showed records of the number of times a given response occurs. In addition, correlation analysis showed the nature and magnitude of the relationship between pairs of variables, multivariate regression analysis was used to determine the influence of *Organizational culture (OC)*, *Knowledge strategy (KS)*, *Information technology (IT)*, and *Leader behavior (LB)* on *KM success*.

RESULTS AND DISCUSSIONS

Response Rate

Out of the 300 questionnaires given out, 216 were properly filled and returned. This return saw 72% filled correctly.

Reliability Results

Instruments were tested for reliability prior to their use for data collection. In order to determine the internal consistency of the data collection instruments, reliability test was conducted where the Cronbach's alpha was calculated for each variable because it is considered a more precise measure of internal consistency. The result is presented in Table 1.

Table 1: Reliability Results			
Variables	Cronbach's Alpha	Number of items	Comment
Organizational culture	0.928	8	Reliable
Knowledge Strategy	0.856	8	Reliable
Information Technology	0.847	8	Reliable
Leader behavior	0.791	8	Reliable
Knowledge Management success	0.899	8	Reliable

Source: Survey Data (2019)

Table 1 show that the Cronbach's alpha reliability test results where the value for all the variables was greater than the threshold of 0.7 indicating that the questionnaire was internally consistent and suitable for measuring the variables.

Description of Determinants of Knowledge Management Success

Descriptive Statistics were generated on organizational culture, knowledge strategy, and information technology and leader behavior to show the extent of manifestation of these determinants. The results were as follows:

Organisational culture. Majority of the respondents (71.74%) agreed that employees understood the importance of knowledge to corporate success ($M=3.92$, $SD=1.02$) and that employees were encouraged to explore and experiment ($M=3.98$, $SD=0.95$). 68.84% of respondents agreed “on-the-job training and learning is valued” ($M=3.76$, $SD=1.19$) and that “employees are encouraged to ask others for assistance when needed” ($M = 3.78$, $SD=1.23$).

In summary, there was a supportive KM organisational culture ($M = 3.76$, $SD = 1.18$) since the companies were practicing organizational culture that were supportive of knowledge management success. It was also noted that responses were varied as shown by a standard deviation of 1.18.

Knowledge strategy. While 71.74% of the respondents agreed that “the company uses internet, intranet and extranet to support knowledge access and exchange” ($M=3.95$, $SD=1.14$), 71.38% agreed that “the organization systematically promotes the creativity and expression of new ideas and the effective conversion of the ideas into new services” ($M = 3.89$, $SD = 1.09$). It was also found that “the company has processes for applying knowledge learnt from mistakes and experiences” with (71.01%; $M = 3.96$, $SD = 1.08$). Further, the firm “seeks suggestions and ideas from employees” ($M=3.86$, $SD=1.2$; 70.29%). The aggregate mean responses on knowledge strategy had a moderately effective strategy ($M = 3.89$, $SD = 1.11$). However, the answers were varied as shown by a standard deviation of 1.11.

Information technology. The outcome shows that majority of the respondents 75.00% agreed that the company uses IT that permits staff to team up with other people within the organization ($M=4.02$, $SD=0.95$). In addition, the 70.29% of the respondent reported that the organization “uses information technology that allows people in various places to learn as team from one source or at a one point in time” ($M=3.97$, $SD=1.19$) and that indicated the organization “uses IT that permits them to get back and utilize knowledge about its products and processes” ($M=3.79$, $SD=1.08$; 65.58%). The least prevalent IT application was 58.33% the use information technology that allows them to create new opportunities in collaboration with its partners ($M=3.70$, $SD=1.13$) and that the organization “uses information technology that allows them to look for new knowledge (57.97%; $M=3.71$, $SD=1.11$).

In summary, IT is used to enhance KM ($M = 3.84$, $SD = 1.08$) though items on this variable, similar to other variables, were widely varied ($SD = 1.08 > 1$)

Leader behavior. A majority of respondents (76.45%) agreed that their leader talked enthusiastically about what needed to be accomplished ($M=3.98$, $SD=1.05$) while 74.63% stated that their leader “talks about their most important values and beliefs” ($M=3.99$, $SD=1.06$). Furthermore, 72.1% of the respondents reported that their leader helped them to develop their strengths ($M = 3.93$, $SD=1.03$); and 70.65% responded that their leader “seeks differing perspectives when solving problems” ($M = 3.97$, $SD = 0.92$). It was also found at 77.18% of respondents that leaders did not wait for things to go wrong before taking actions ($M=3.90$, $SD=1.18$) and that the leader treats them as an individual rather than just a member of a group ($M=3.86$, $SD=1.06$).

The composite mean responses imply that the leadership at the organization was supportive of KM activities ($M = 3.69$, $SD = 1.06$) which implies that the leaders were instrumental in promoting KM success because their behavior has been shown in previous studies to support KM efforts.

Knowledge management success. It was reported that over the past two (2) years the organization had improved its ability to reduce redundancy of information and knowledge (75.36%; $M = 4.03$, $SD = 0.92$); improved its ability to avoid overlapping development of corporate initiatives (74.64%; $M = 3.96$, $SD = 1.05$); improved its ability to rapidly commercialize new innovations (71.74%; $M = 3.92$, $SD = 1.02$); “adapts quickly to unanticipated changes” (71.74%). In addition, the organization had improved its ability to streamline its internal processes with (70.65%; $M = 4.05$, $SD = 1.18$), and that ability to a quickly adapt its goals and objectives to industry/market changes had improved (69.93%; $M = 3.88$, $SD = 0.97$). Lastly, there had been the capacity to recognize new business openings over the preceding two years ($M = 3.89$, $SD = 1.22$). However, the organization needed to “improve its capacity to be receptive to new market requests” because this was the statement to which the respondents least agreed (56.52%) ($M = 3.66$, $SD = 1.26$).

The aggregate mean response, $M = 3.92$ ($SD = 1.7$), implies that there was knowledge management success in the organizations despite the fact that the responses were widely varied ($SD > 1$).

Summary Status of KM Determinants and its Success

The summary status of Knowledge Management determinants and its success are presented in Table 2.

Table 2: Summary status of KM determinants and its success

Variable	M	SD
Organizational culture	3.76	1.18
Knowledge strategy	3.89	1.11
Information technology	3.84	1.08
Leader behavior	3.93	1.06
KM success	3.92	1.07

Source: Survey Data (2019)

According to the result in Table 2, the extent organizational culture, knowledge strategy, information technology, leader behavior and KM success was moderate ($3 < M < 4$) and the responses on the determinants and KM success were widely varied ($SD > 1.0$). Further, KM implementation was moderately successful ($M = 3.92$, $SD = 1.07$).

Relationship Between Organizational Culture, Knowledge Sstrategy, Information Technology, leader behavior and KM success

The strength of the relationship between KM success and its determinants (organizational culture, knowledge strategy, information technology, leader behavior) was assessed using correlation analysis. The results are presented in Table 3.

Table 3: Relationship between KM success and its determinants

Statement	1	2	3	4	5
Knowledge management success	1				
Organizational culture	.513** <0.001	1			
Knowledge Strategy	.659** <0.001	.278** <0.001	1		
Information Technology	.641** <0.001	.260** <0.001	.368** <0.001	1	
Leader behavior	.553** <0.001	.426** <0.001	.344** <0.001	.330** <0.001	1

Source: Survey Data (2019)

The study found a positive and significant relationship between *organizational culture* and Knowledge management success ($r = 0.513$, $p < 0.001$). This infers that a growth in Organizational culture results in a rise in KM success. In addition, *knowledge strategy* was also found to correlate positively and significantly with *knowledge management success* ($r = 0.659$, $p < 0.001$). This indicates that an increase in Knowledge Strategy results in an increase in Knowledge management success. *Information technology*, likewise showed a positive and significant association with Knowledge management success ($r = 0.641$, $p < 0.001$). This infers that an increase in Information Technology results in an increase in the Knowledge management success. Finally, *leader behavior* was found to correlate positively and significantly with Knowledge management success with ($r = 0.553$, $p < 0.001$). This indicates that an increase in leader behavior results leads to an increase in the Knowledge management success.

The results of this study showed that knowledge strategy is the strongest predictor of KM success followed by information technology, leader behavior and organizational culture. The correlation results on an aggregate imply that an increase in any unit of the measured variables resulted to an improvement of the knowledge management success.

Influence of Organizational Culture, Knowledge Strategy, Information Technology, and Leader Behavior on KM Success

Multiple line regression analysis was used to assess the influence of Organizational culture (OC), Knowledge strategy (KS), Information technology (IT), and Leader behavior (LB) on KM success and the result is presented in Table 4.

Table 4: Model of Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850a	0.722	0.717	0.2081

Source: Survey Data (2019)

The results in Table 4 present the model of fitness of the regression model used in explaining the study phenomena. The study variables, (organizational culture, knowledge strategy, information

technology and leader behavior) were found to be explanatory variables to knowledge management success. This was indicated by the coefficient of determination (R^2 of 0.722. This shows that the combination of organizational culture, knowledge strategy, and information technology and leader behavior explained 72.2% of variation in the knowledge management success.

Table 5: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	23.738	4	5.935	137.076	.000b
Residual	9.1350	211	0.043		
Total	32.873	215			

Source: Survey Data (2019)

The ANOVA results indicated that there was significance from the overall model. The study variables indicated by Organizational culture, Knowledge Strategy, Information Technology and leader behavior were good determinants of the dependent variable that is, knowledge management success. The F statistic of 137.076 which is greater than the critical value supported the p value (0.000), which was significant as it was below 0.05 significance level i.e. $0.000 < 0.05$.

Table 6: Regression of coefficients

	B	Std. Error	t	Sig.
(Constant)	-0.205	0.177	-1.158	0.248
Organizational culture	0.185	0.034	5.436	0.000
Knowledge strategy	0.368	0.038	9.622	0.000
Information technology	0.338	0.037	9.247	0.000
Leader behavior	0.187	0.039	4.764	0.000

Source: Survey Data (2019)

Table 6 presented the regression coefficients results. From these results it is observed that organizational culture, knowledge strategy, information technology and leader behavior positively and significantly influenced KM success (OC: $\beta = 0.185$, $t = 5.436$, $p < 0.001$; KS: $\beta = 0.368$, $t = 9.622$, $p < 0.001$; IT: $\beta = 0.338$, $t = 9.247$, $p < 0.001$; LB: $\beta = 0.187$, $t = 4.764$, $p < 0.001$).

Further the four hypotheses were tested at 5% significance level which means that the null hypotheses would be rejected if $t > 1.96$ or $p < .05$. Specifically, R^2 , F statistic, and regression/beta coefficients were evaluated for significance using p values. The critical p value was set at 0.05.

The findings were that generally organizational culture, knowledge strategy, information technology and leader behavior had a positive and significant relation to knowledge management success; and that the four predictor variables explained 72.2% variation in knowledge management success and that the remaining 27.8% of the variation in KM success could be as a result of other variables not included in the present study. Based on the findings, all the null hypotheses was rejected because the t and p – vales were above ($t > 1.96$) or below the threshold ($p < .05$)

CONCLUSIONS

This study concludes that Knowledge management success in public companies in Kenya is as a result of a strong organizational culture that exists. The study established that not only do the employees at public companies understand the importance of knowledge to corporate success but they are also encouraged to explore, experiment and ask others for assistance when needed. The study established that the management seeks to recruit and continuously train employees on the job, this addresses weaknesses and lead to improved employee performance. The study determined that the companies also value teamwork between staff this promotes collaboration with members of different expertise leading to creation of learning opportunities. The public companies were also found to have in place clear vision and objectives which defined the purpose of the organization and acted as a guide on what is expected of its employees. It was noted that evaluation of individual knowledge contribution and assimilation is carried out and rewarded an indication of the value attached to appraisals.

It was noted that public companies in Kenya create an enabling environment for learning and sharing ideas, it was evident from the responses that employees are encouraged to be innovative and creative. The public companies systematically promote the creativity and expression of new concepts and the effective conversion of these ideas into new services. This indicates that public companies values knowledge as a source of better service provision and quality assurance to the customers. Furthermore, the public companies were concluded to involve the employees in the decision making process for suggestions and ideas an indication of the importance attached to communication.

Concerning information technology (IT), as per the study Public companies in Kenya allow the use of IT in its operations, this is key to firm efficiency and productivity. IT has been used to allow employees to collaborate with other persons inside and outside the organization. Owing to the IT developments, there has been an improved efficiency in research and development which has encouraged the advancement of innovation and creation of new geographical, market, product and price opportunities.

It was further determined that leaders at public companies portrayed required behavior for promoting knowledge management. Leaders provided guidance by outlining what needed to be done and how to do it. The leaders also spoke about their important values and belief which created awareness to staff and offered a direction they could look up to. Leaders at public companies were found to be supportive as they helped staff develop their strengths; they also consulted and sought alternatives to solve problems. They were also proactive because they did not wait for things to go wrong before acting which is an important component in pursuit of novel knowledge.

RECOMMENDATIONS

It is recommended efforts be made at all levels of the organization to create and maintain the desired organizational culture. Further, organizations should formulate KM strategies, introduce and adapt not only what covers available strategies, but also reinforce their applicability to what is consistent with organizational requirements. In addition IT should be designed, implemented, and its effect measured in the context of improvement of efficiency for the entire organizational success. In particular, the traditional role of information technology in public companies should be

expanded into the strategic and operational areas, human resources. Management, organization, learning, and technology must be in harmony, and interact seamlessly to produce improvements in efficiency and effectiveness. Finally this study proposes continuous training of leaders in order to acquire behavioral skills that enable, support and encourage an organizational culture of creating, acquiring, sharing, using and promoting new knowledge

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