# THE ROLE OF ENABLER FACTORS ON SUCCESS OF KNOWLEDGE MANAGEMENT IN STATE CORPORATIONS: A CASE OF KENYA WILDLIFE SERVICES.

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## Abstract

**Purpose:** The objectives of the study which were to determine the effects of leadership, technology, culture, people and knowledge management success as enabler factors in ensuring success of knowledge management in Kenya Wildlife Service. The research also draws on existing studies, frameworks and models that have already identified the factors that potentially affect the success of KM. Meeting the challenges of sustainable development in the 21st century necessitates utilization of vital disciplines like KM in the management of state corporations. The use of KM for sustainable development has shown that effectiveness depends on strategic planning and use of tested models.

**Methodology:** A review of the literature shows that most models point to enablers that are necessary. Questionnaires were administered through both e- mails and hand delivery. Secondary data was obtained from both published and unpublished records. Questionnaires were tested for both reliability and validity. Qualitative and quantitative techniques were used to analyze data with the assistance of SPSS software program version 21.

**Results:** A good response rate of 94% was realized. It was established that most of the enabler's factors indicators have positive impact on success of knowledge management. The study further adopted a regression analysis to determine the relationship between the variables at 5% confidence level of significance. The study findings showed that the four variables had a significant influence on performance of the firm.

**Contribution to policy and practice:** The study recommended that a similar research should be conducted in a different fields. The findings showed that 74.7 % of the knowledge management success is explained by the four variables that are leadership, culture, technology and people and the remaining 25.3 % can be accounted by the standard error.

Key Words: *Leadership, Technology, Culture, People, Success Of Knowledge Management, and State Corporations*

## 1.0 INTRODUCTION

In recent times a new branch of management has emerged called Knowledge Management (KM) (Hick, 2006). It is meant to achieve breakthrough in business performance through the synergy of people, processes, and technology. It also focuses on the management of change, uncertainty, and complexity. It also serves as the source and stock of knowledge and the flow of knowledge. This

includes knowledge creation, sharing and application to create and or sustain organizational value and competitive advantage (Liew, 2007). According to Wickrama single, (2003), in its broadest application KM refers to how firms acquire, apply and store their own intellectual capital. In a given organization, knowledge management refers to identifying and leveraging the collective knowledge within it in such a way to help the organization compete (Alavi, 2001). Knowledge management increases innovativeness and responsiveness. In this study, however, knowledge management is getting the right information to the right people at the right time, and helping people to create knowledge, share and act upon information in ways that will measurably improve their performance (Warren, 2006). In other words, it is to utilize individual expertise to get maximum return for an organization. Knowledge management has several areas that include knowledge management systems, knowledge management practices, knowledge management brokers and others. The paper is concerned with Knowledge Management Practices (KMP). Hicks et al. (2006) articulates that knowledge management has three fundamental concepts, which include; data, information and knowledge. They explain that data is a set of records and represents a fact or statement of event and information is formed when we attach semantics to the data; when intelligence is attached to the information, then knowledge is created (Govil, 2007). The relationship between data, information and knowledge is what is referred to as Knowledge Hierarchy. In knowledge hierarchy data is transformed into information, and information into knowledge. While some scholars are discussing knowledge in terms of knowledge hierarchy concept, others, like Liew,(2007) advocate for data management, information management and knowledge management. He posits that data management is the capture, storage, structure, compilation, retrieval, and analysis of records. Further, it is the reconstruction of recent or historical events as inputs for decision-making and problem solving.

Several studies done, especially in developing countries have proposed Knowledge Management frameworks and models to help organizations improve their performance and to gain competitive advantage. All these models and frameworks insist on two kinds of knowledge: explicit knowledge and implicit knowledge. They also tackle the enabler factors and the process. The (KMP) process is the life cycle of capture, organize, share, use and re-use to produce organization's performance and to gain competitive advantage. It is argued that companies are having difficulties in tackling KM. However, those that are advanced in implementing knowledge management are reaping benefits. Knowledge Management practice has great influence in transforming the way organizations do their business and the awareness of knowledge management might depend on the size of the organization. Malhotra, (2000) recognizes that there are many aspects of KM that need to be explored to better understand how KMP can be applied. The exploration of KMP practices in Kenya helps the study to better understand how KMP can apply to an organization in relation to its goals and strategy in two levels that contributes to the originality of this work. The first level in a developing country like Kenya and the second level is at the status of the organization where KMP is applied: for non-profit organization and for profit organization.

**Global perspective of knowledge management**

The republic of Korea and its partners in Sub-Saharan Africa (South Sudan, Equatorial Guinea, Mozambique, Ethiopia, Gabon, South-Africa and Tanzania) has been actively sharing knowledge for development through a Knowledge Sharing Program (KSP) and has achieved significant economic growth and development, recognizes Knowledge Sharing as an effective tool for

development. China's high-priority effort to become a more knowledge-based economy and society means that knowledge management (KM) is increasingly important. For example, the timely transfer and use of business knowledge can provide a competitive advantage in practically any given industry. Despite its enormous promise in business and science, effective KM also faces formidable obstacles. Over past two decades, Malaysia has been transitioning from relying on a production based- economy to a knowledge-based economy (Chang, 2005). The concept of knowledge management in Malaysia was born with the establishment of the "Multimedia Super Corridor (MSC)" in 1990's to accelerate this concept in Malaysia. Actually, there are so many Malaysian companies which they are working on knowledge management and they realize and understand the importance of it in the professional life. In January 15, 2002, one of the prestigious magazines in Malaysia, Computerworld Malaysia organized the Knowledge Management Roundtable 'A Vital Strategy or Expensive Toy'. The participants from various sectors in Malaysia shared their point of views and approaches implemented and exchanged ideas in practicing knowledge management (Chang, 2005).As an example for the practical aspect, there are a number of organizations in Malaysia which are successful in knowledge management initiatives, such as: Malaysian Institute of Microelectronic Systems (MIMOS), MAMPU, Bank Negara Malaysia, Siemens, Nokia Malaysia and Telekom Malaysia, Tenaga Nasional Berhad and Petroleum Nasional Berhad (Petronas) are examples of organizations in Malaysia that have embarked on KM initiatives.

## Regional perspective of Knowledge Management

In Africa, the World Bank Group (2011), in its Knowledge for Development (K4D) program provides a platform for stakeholders and policy makers in African economies to access, apply and share knowledge to grow and become more competitive. The World Bank Group (2011) add that K4D program has been rolled out in countries such as Senegal, Tanzania, South Africa and Ghana. The African Development Bank (AfDB), asserts that generating and sharing knowledge is key to poverty reduction and sustainable economic development on the continent (African Development Bank Group, 2014). To achieve this, AfDB has systematically emphasized the critical role that Knowledge Sharing plays in the transformation of African economies. Africa is termed as a Knowledge Society (Ondari, 2007). Drucker contends that the basic economic source in Africa would no longer be capital or natural resources or even labor but knowledge. This means that Africa is endowed with indigenous Knowledge that is needed to capture, share and transfer knowledge. Indigenous knowledge (IK) is defined as the local knowledge that is unique to a given culture or society and forms the basis for decision making within communities (Ndugo, 2007). The drive to manage knowledge in African culture is characterized by an old African proverb that states in Africa, when an old man dies, the entire library is burnt. There is a need in Africa to capture indigenous knowledge, share and transfer it by networking between countries. An electronic network has been created to foster connections across varying boundaries to create a knowledge bank that links expertise with demand. Among the knowledge bank is Knowledge Management Africa (KMA) which has become acknowledge engine that drives appropriate development solutions for Africa, Banhenyi, (2007). The mission of KMA is to promote the use of Africa's collective knowledge as a key development resource and establish KM platforms that will create access to existing networks and facilitate sharing and utilization of knowledge across all sectors. KMA organizes biennial conferences in different countries to boost the implementation of KM in Africa.

**Local perspective of Knowledge management**

The KMA 2007' was the second biennial conference held in Nairobi from July 17 to 19, 2007 and brought together diverse international development finance institutions, sector professionals and civil-society organizations. The conference aimed at synthesizing coalitions of independent and interdependent knowledge networks and practitioners into a conduit for the cooperative pursuit of mutual advantage to rival the countervailing dominance of trade, finance and investment by affluent countries having the muscle of strong, hi-tech economies. Adjacent to KMA, is Global Development Network (GDNet) that organizes various workshops in Africa. The Knowledge Sharing for Development: Africa Regional Program workshop was held in Cairo-Egypt on February 27-28, 2005. The two types of knowledge; tacit and explicit exist. Tacit knowledge is the unwritten, unspoken but often hidden vast storehouse of knowledge held by human beings. Tacit knowledge is based on a person's emotions, experiences, insights, intuition, observations and internalized information. Tacit knowledge is difficult to harness or transfer. Kwanya (2009) explains that tacit knowledge is personalized and contextualized. Explicit knowledge, on the other hand, is documented and exists in publications, databases or any other media. It is easier to recognize, capture, store, disseminate and perpetuate than tacit knowledge (Sanchez, 2004; Kwanya, 2009). This knowledge management strategy is designed to integrate both tacit and explicit knowledge.

Knowledge management as a process faces many challenges. Some of these include information overload; lack of obvious linkages between various pieces or categories of knowledge; diverse information and legacy systems; lack of information documentation; existence of redundant, inconsistent and obsolete information; limited human, fiscal and technological resources; diverse user and organizational interests and needs; established organizational cultures which are difficult to change; organizational politics, competition and lack of cooperation; and dynamic information needs and information seeking behavior (Kwanya, 2009). In fact Kenya had 83 nonprofit organizations and 277 registered profit organizations as indicated on the 2007 Business Directory and this offers the need to study whether knowledge management is implemented.

**Kenya Wildlife Service**

The Kenya Wildlife Service (KWS) is a Kenyan state corporation that was established in 1989 to conserve and manage Kenya's wildlife. It is established under an Act of Parliament Cap 376 (The Wildlife Conservation and Management (Amendment 1989) Act) with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. It manages the biodiversity of the country, protecting and conserving the flora and fauna. KWS manages most of the National Parks and Reserves in Kenya, the most popular exception being the Maasai Mara National Reserve, which is managed by local authorities. The money collected as entrance fees in the parks is used to help in the conservation of the plants and animals within the parkswith the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. KWS undertakes conservation and management of wildlife resources across all protected areas systems in collaboration with stakeholders. It is our goal to work with others to conserve, protect and sustainably manage wildlife resources. The community wildlife program of KWS in collaboration with others encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves. The

premise is that "if people benefit from wildlife and other natural resources, then they will take care of these resources."

## 1.1 Statement of Problem

As the significance of the intellectual element of products and services advances so does the development of knowledge management in state corporations becomes a priority. This is more evident in modern economy where knowledge conception and growth has become a vital factor in the realization and sustainability of corporate competitiveness and performance. Due to this, many organizations acknowledges that to grow or develop, be competitive and survive in the modern corporate environment, there is need for have to continuous change in corporate strategies to meet, fulfill and satisfy the evolving and newly emerging business demands. Indeed, this explains the growth of interest in knowledge management over the last decade. Organizations that have not embraced this modern corporate framework that is based on knowledge management are not only subjected to vast business loss in terms of competitiveness and performance but are also at a high risk of making massive financial losses. For example, according to Al-Ain, (2007) Fortune 500 companies loose at least $31.5 billion a year by failing to share knowledge. They also loose knowledge of best practice in a specific area of operation as a result of a key employee's departure and finally the lose in relationship with a key clients or suppliers or a sponsor by the departure of key individuals. As a result of this corporate threat, a study by Brown (2010) confirmed that most organizations are becoming project-based and the question that keeps on coming up is how they share knowledge between projects and project teams, and what type of knowledge is generated during projects. Obviously, such arguments are very dependent on how an organization conducts itself and the kind of structures and strategies that has been put in place to support the activities of its projects (Brown, 2010). In another research, Hawamdeh et al (2010) added that during project execution, critical knowledge resides with the team members, who need to understand the value of knowledge and the value of sharing that knowledge. This is because, these members are normally assembled to steer and drive projects whose success is generally judged when it is completed within the scope, time and cost, which have commonly been regarded as the areas of critical constraint (Yeong& Lim, 2010).

However, the success of knowledge management in state corporations is based on the identification and establishment of a suitable knowledge management system and defining the approaches that drive successful management of the knowledge. Different literatures have linked a wide range of success factors that champion effective knowledge management in modern corporate environment. Also referred to as Enabler factors, these factors describes that practices, techniques and procedures adopted in state corporations to ensure effective knowledge management. This study explored various enabler factors and their roles in ensuring successful KM (knowledge management) in state corporations. In regard to this, the research investigated the influence and role played by enabler factors such as Technology, Leadership, Organizational culture (in terms of control, time, motivation and commitment) and KM strategy in guaranteeing successful knowledge management in state corporations: A case study of KWS. Across the globe, state corporations are faced with demands to revolutionize and modernize their operations in order to facilitate growth in the new knowledge economy. This is simply because failure to embrace modern knowledge management principles and approaches presents challenges in conservation of the corporations' intellectual capability. Additionally, ineffectual implementation of KM elements

and practices results to insufficient capacity to sustain operations and activities within state corporations thus adversely influencing the economic growth, development as well as expansion. It is in this view that the study aspired to critically examine and investigate how these knowledge management enablers (practices)influenced the performance stability of this industry, so as to continue being successful even into the future.

## 1.2 Research Objectives

i.   To find out the role of technology on success of knowledge management in state corporations.

ii.  To determine the role of culture on success of knowledge management in state corporations.

iii. To establish the extent to which leadership contributes to success of knowledge management in state corporations

iv.  To determine the role of people on success of knowledge management in state corporations

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical Review

### 2.1.1 Self-determination Theory

Gagné and Deci (2005) and Porter and Lawler(1968)suggested a model of leadership based on the motivation theory that highlight two types; intrinsic and extrinsic motivation. This notes that intrinsic motivation is about staff executing their duties because they enjoy and drive satisfaction from what they are doing while extrinsic motivation is where staff execute their duties because of the verbal or tangible reward appended to the tasks. The satisfaction is not derived from the task they are carrying out but rather from the extrinsic effects provided by the task. In the case of knowledge sharing being viewed as a task, according to self-determination theory, staff who are intrinsically motivated share their knowledge because they enjoy sharing their knowledge so that their colleagues can be able to learn and execute their duties efficiently while the extrinsically motivated staff need to be motivated through rewards such as money, trip to destination of their choice, acknowledgement letter, promotions so as to share their knowledge.

### 2.1.2 Organizational Learning Theory

Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. To function effectively and maintain their competitive edge, organizations acquire knowledge from employees sharing knowledge among themselves and learn. Learning in an organization has been greatly attributed to contributing successful innovation, which actually determines and supports an organization's success (Karanja&Mwaura, 2017).For an organization to survive fiercely competitive market and the ever changing technology, it needs to embrace and adopt organizational learning culture. The study is supported by this theory because every time employees share knowledge among themselves they continue to learn which leads to acquiring of new knowledge as well as coming up of new ideas for innovation.

### 2.1.3 Social Exchange Theory

This theory is highly used as a model in interpersonal interactions in social psychology. The theory deals with interpersonal interactions involving behavior, affections, products and communication, yet without the explicit barter of an economy exchange (Cook et al., 2013).This theory views interpersonal interactions from a cost benefit perspective same as economy exchange rather than a social exchange. Social exchange involves exchange of intangible social costs and benefit such as trust respect, honor, friendship and caring and is not governed by explicit rules or agreements like economic exchange. Both economic exchange and social exchange assume that individuals take part in an exchange only when they expect their reward from the exchange justifies the cost of taking part in it. However, the major difference between social and economic exchange is that social exchange has no surety of return for the invested costs or effort, because unlike in economic exchange there are no binding agreement for governing the interaction. The only surety in social exchange is the belief that the party will reciprocate as they are expected to(Cook et al., 2013).

## 2.2 Conceptual framework
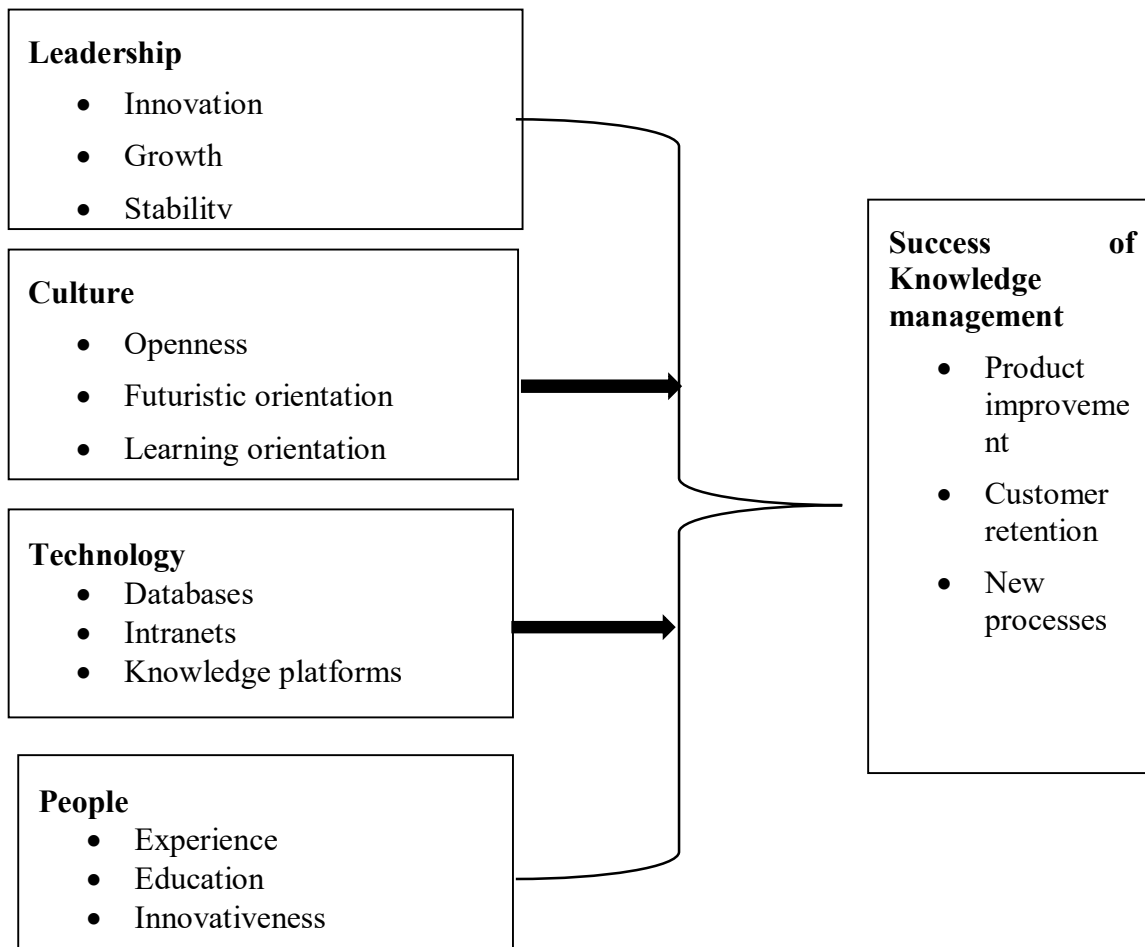


**Independent variables**                                             **Dependent variable**

**Figure 1: Conceptual Framework**

## 2.3 Empirical Review

### 2.3.1 Leadership

Both practitioners and academics agree that the leadership plays a major role in the creation and management of knowledge in the organization, therefore the organizational goal of knowledge management for competitive advantage is facilitated by the practices that leadership implements (Singh, 2008). A study by Andersen and APQC concluded that organization failure to leverage knowledge is due to the lack of commitment of top leadership in sharing organizational knowledge. Leaders are responsible on how the companies should approach and deal with knowledge management processes as well as practices. The introduction of a knowledge management program can be a major organization change and for this reason the involvement of leadership is considered imperious. Leadership should create a climate that encourages the distribution of knowledge, so that people feel safe to contribute in every way, and the contributions are recognized by them. In addition, they should have the will to share and offer their knowledge to others in the organization, to learn constantly, and to seek new ideas and knowledge (Malhotra, 2000). Top managers have to understand the importance of knowledge management so as to support and play an aggressive role in decision making and to motivate employees, provide them with equal opportunities and development, measuring and rewarding the performance, behaviours, and attitude that is considered necessary for effective knowledge management. Companies with greatly effective incentive programs will not manage to be successful without devoted and responsible managers. Many times employees get into conflicts of interest with knowledge management practices, for that reason leaders should facilitate employees to overcome those conflicts when they appear. Knowledge management executives in every level are primarily responsible for ensuring that knowledge management objectives are in line with organizational strategies and objectives.

### 2.3.2 Culture

Culture is important for facilitating sharing, learning, and knowledge creation. Culture is values, beliefs, norms, and symbols. In general, culture highly values knowledge, encourages its creation, sharing, application, and promotes open climate for free flow of ideas. The development of such culture is the major challenge for knowledge management efforts. Culture can be an obstacle that organizations deal with in order to create a successful knowledge-based business. Organizational cultures change over time as organizations adjust to environmental contingencies (Boyd, 2012). Every organization has its own particular culture and its own unique practices. An effective culture for knowledge management consists of norms and practices that promote the transfer of information between employees and across department lines. Building an effective culture where people operate in an organization is a critical requirement for effective knowledge management (Ndugo, 2007). Culture is a broad concept that consists of many aspects. One aspect which is considered important for knowledge management is collaboration. Goh, (2002) highlighted that collaborative culture is significant for knowledge distribution among individuals and groups. Collaboration has also been empirically proved an important contributor to knowledge creation. Sveiby and Simons, (2002) argue that collaborative climate is one of the key factors that influence the effectiveness of knowledge management. Effective knowledge management requires the creation of a supportive and collaborative culture. Another fundamental aspect of knowledge management is trust. According to Swowden, (2000) trust is the most crucial requirement for knowledge transfer. The absence of mutual trust, will lead people to be sceptical about the

intentions and behaviours of others and therefore they will possibly withhold their knowledge. Building a trusting relationship among individuals and groups will facilitate knowledge sharing process, while the lack of trust can undoubtedly hinder the sharing of knowledge. Without trust, the knowledge management program will fail. The creation of new, useful, and lucrative knowledge is impossible without trust. Companies have to make certain that their initiatives harmonise with organizational culture. If the situation is different the company should take actions so as to induce matching. Effective knowledge management cannot be accomplished without extensive behavioural, cultural, and organizational change.

### 2.3.3 Technology

Technology is a powerful enabler of knowledge management success. It is generally accepted that databases, intranets, knowledge platforms and networks are the main blocks that support knowledge management (Gibbons, 2002). Information Technology facilitates quick search, access of information, cooperation and communication between organizational members. It is indisputable that Information Technology is one of the key factors that influence knowledge management implementation. There is an extensive collection of information technologies such as data warehousing, intranet, internet, which can be implemented and integrated in an organization's technological platform and work together as knowledge management system. Luan and Serban (2002) grouped information technologies into more than one category: business intelligence, knowledge base, collaboration, content and document management, portals, customer relationship management, data mining, workflow, search, and e-learning. In addition, Hedelin and Allwood, (2002) have found out that information technology has a direct and indirect influence on the motivation of sharing knowledge, due to the fact that it can accomplish four different functions: to eliminate obstacles, provide channels to obtain information, correct flow processes, and identify the location of knowledge carrier and knowledge seeker. Properly use of information technology can accelerate knowledge management .In KWS the implementation of knowledge management technologies without ensuring that the organizations employees are well informed about the organization's overall goals and objectives, and how this technology can facilitate the success of these goals, will lead to disappointing returns on the technology investment.

### 2.3.4 People

The role of people in knowledge management success is major. People are actors and the persons that carry out work within an organization. People create and share knowledge, and for this reason managing the persons who have the intension to create and share their knowledge is considered very important. Since, people are the exclusive creators of knowledge, managing knowledge is managing people, and managing people is managing knowledge (Demeester, 2005). Knowledge is hold by individuals and the process of transferring this hidden knowledge to other members within an organization is very important. In other words, to share, use, and convert individual knowledge into organizational knowledge is a crucial procedure of outmost importance. Thus, a key factor for an organization to meet success is to support people communicate and share knowledge with others. Organizations should perceive employees as a vital knowledge resource and adjust knowledge management into their employees' management policy. It is critical for an employee to be motivated to take part in the obtaining and sharing of knowledge (Wong, 2005). People are a significant part of knowledge management and of organization because they are the source of creativeness. Many organizations in order to enhance their firm tend to invest in

technology rather than in employees. However, this attitude will not have the desirable result if the firm's employees are not able to use these systems. Therefore, it is noticed that many successful companies prepare to invest in their employees in order to enhance their visions, capabilities, and experiences for the universal working environment (Bozbura, 2007).

### 2.3.5 Knowledge Management Success

An effective knowledge management implementation will add more value to the overall performance of the organization. Hlupicet al., (2002) argue that knowledge management is a vehicle for organizations' effectiveness and competitiveness. Moreover, Gold et al., (2001) states that the successful application of knowledge management enables a firm to become innovative, harmonize its efforts better, commercialize new products quickly, foresee surprises, and become more responsive to market change. Organizations nowadays have realised that in order to succeed they have to view knowledge as an asset and manage it effectively. Knowledge management facilitates companies to be faster, more efficient, and more innovative. The effective knowledge management is a valuable activity due to its consequences to firm performance (Boyd, 2012). Several organizations establish knowledge management in order to improve performance. Improving organization performance by using knowledge management initiatives is a kind of an investment. Knowledge management is of great importance to firm performance due to its contribution on innovation improvement, enhancement of coordination of efforts, better decision making, and ultimately better financial results. Thus, most organizations today have identified knowledge management as a critical success factor for companies. Effective knowledge management means that there is an accurate use of resources which will result to better outcomes such as innovation, and better financial performance. Ernest Young's Center for business innovation survey suggested that measuring the value and performance of knowledge asset is the second most important activity that organizations should adapt after the activity of changing people's behaviour. Gloet and Barrell, (2003) believe that organizations see knowledge management as a way to provide competitive advantage and contribution to their bottom line. A study conducted in USA of 40 top management consultancies, revealed that over 60 per cent of them believed that knowledge management is a key success factor of their businesses. Managing knowledge is significant because knowledge is a strategic weapon that can lead to sustained increase in profits. Organizations achieve the competitive advantage only when accurate and important knowledge is transformed, distributed, and intergraded .Companies that generate new knowledge and distribute it broadly throughout the organization and rapidly embody it into new technologies and products are considered successful. Successful knowledge management programs provide competitive advantage, reduced costs, customer focus, employee relations development, and accelerate innovation.

### 3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design and targeted 145 permanent employees of Kenya Wildlife in senior, middle and general staff level. The study adopted Yamane formula to derive a sample of 106 respondents. Questionnaires were used to collect primary data from respondents. Inferential and descriptive statistics was used to analyse data. Results of the analysis were presented by use of tables and figures. Inferential statistics was used to establish the association between independent variables and dependent variable. The study used the following regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y = Knowledge management Success; $\beta_0$ = Constant Term; $\beta_1$, $\beta_2$, $\beta_3$ and $\beta_4$ = Beta coefficients; $X_1$= leadership; $X_2$= Culture; $X_3$=Technology; $X_4$=people $\varepsilon$ = Error term.

## 4.0 RESULTS

The study administered 106 questionnaires where 100 questionnaires were filled and returned. This represented a response rate of 94%. The response rate was adequate for the study since Mugenda and Mugenda (2013) asserts that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is satisfactory and a response rate of 70% and over is excellent.

### 4.1 Descriptive statistics

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data (Kothari, 2012).The respondents were requested to indicate their agreement or disagreement with statements based on the five variables under study on scale of 1- 5 where 1=Strongly Disagree(SD), 2=Disagree(D), 3=Neutral (N), 4= Agree (A), 5= Strongly Agree (SA).

**Role of leadership on success of knowledge management**

**Table 1: Role of leadership on success of knowledge management**

|  | SD | D | N | A | SA | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| Commitment of Top leadership in sharing original knowledge enhances knowledge management success | 1 | 4 | 14 | 47 | 34 | 4.1 | 0.9 |
| Top leadership understanding of the importance of knowledge management facilitates success of knowledge management | 4 | 6 | 19 | 31 | 40 | 4.0 | 1.1 |
| Presence of incentives enhances knowledge management success | 3 | 4 | 17 | 38 | 38 | 4.0 | 1.0 |
| Leadership has enabled a climate that encourages sharing of Knowledge, and contributions recognized | 5 | 1 | 7 | 22 | 65 | 4.4 | 1.0 |
| Knowledge management objectives in line with organizational strategies is critical in facilitating knowledge management | 6 | 7 | 12 | 23 | 52 | 4.1 | 1.2 |
| Employees who excel in knowledge sharing are always acknowledged | 7 | 4 | 10 | 27 | 52 | 4.1 | 1.2 |
| **Overall average** |  |  |  |  |  | **4.1** | **1.1** |

The first objective of the study sought to establish the role of leadership in ensuring success of knowledge management. Respondents rating were sought on a five point scale and descriptive statistics using mean, standard deviation and percentage were used to summarize the data as shown in Table 1. On the respondents' level of agreement on statements related to the role of leadership in ensuring success of knowledge management in Kenya wild life. The study found that majority of the respondents agreed Commitment of Top leadership in sharing original knowledge enhances knowledge management success as shown by a mean of 4.1 and standard deviation of 0.9, Top

leadership understanding of the importance of knowledge management facilitates success of knowledge management as shown by a mean of 4.0 and standard deviation of 1.1, Presence of incentives enhances knowledge management success as shown by a mean of 4.0 and standard deviation of 1.0, Leadership has enabled a climate that encourages sharing of Knowledge, and contributions recognized as shown by a mean of 4.4 and standard deviation of 1.0, Knowledge management objectives in line with organizational strategies is critical in facilitating knowledge management as shown by a mean of 4.1 and standard deviation of 1.2, Employees who excel in knowledge management are always acknowledged by a mean of 4.1 and standard deviation of 1.2. These findings were in support of Okungu (2017) who found that top management characteristics had greater impact on knowledge management implementation.

### Role of culture on success of knowledge management

The second objective of the study sought to determine the role of culture on success of knowledge management in Kenya wildlife. Respondents rating on a five point scale were summarized as shown in Table 2. On overall most of the respondents agreed (mean = 3.7, standard deviation = 1.2) Culture facilitates communication, decision making and control and create cooperation collaboration among the staff. Most of the respondents agreed (mean = 4.3, standard deviation = 1.0 Culture enhances knowledge distribution and enhances trust. Other respondents agreed (mean = 3.5, standard deviation = 1.1) Culture facilitates sharing, learning and knowledge creation as shown by a mean of 3.3 and standard deviation of 1.2, while other represented by a mean of 3.6, Effective culture consists of norms and practices that promote the transfer of information between employees and across department lines These findings mirrored Campos et al., (2015) who reported that knowledge management is highly dependent on organizational culture which was skewed towards decision making capabilities of a given organization.

**Table 2: Role of culture on success of knowledge management in Kenya wildlife**

|  | SD | D | N | A | SA | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| Culture facilitates communication, decision making and control and create cooperation collaboration among the staff | 1 | 9 | 7 | 26 | 57 | 4.3 | 1.0 |
| Culture enhances knowledge distribution and enhances trust. | 5 | 13 | 29 | 29 | 24 | 3.5 | 1.1 |
| Culture facilitates sharing, learning and knowledge creation | 9 | 16 | 26 | 31 | 18 | 3.3 | 1.2 |
| Effective culture consists of norms and practices that promote the transfer of information between employees and across department lines | 9 | 14 | 15 | 33 | 29 | 3.6 | 1.3 |
| **Overall average** |  |  |  |  |  | **3.7** | **1.2** |

### Role of technology on success of knowledge management.

The third objective of the study sought to determine role of technology on success of knowledge management. Results of the study shown in Table 3 revealed that majority agreed (mean = 3.8, standard deviation = 1.1) Technology has enabled easier searching of required content. Most of the respondents agreed (mean = 4.0, standard deviation = 0.9) Technology provides quick search and access of information represented by a mean of 3.9 agreed that If properly used technology accelerates knowledge management, while others, represented by a mean of 3.9 agreed that Technology flexibly expresses the content based on the various utilization backgrounds.

**Table 3 Role of technology on success of knowledge management in Kenya wildlife**

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| Technology has enabled easier searching of required content | 3 | 1 | 17 | 51 | 28 | 4.0 | 0.9 |
| Technology provides quick search and access of information | 4 | 4 | 20 | 39 | 33 | 3.9 | 1.0 |
| If properly used technology accelerates knowledge management | 1 | 4 | 29 | 33 | 33 | 3.9 | 0.9 |
| Technology flexibly expresses the content based on the various utilization backgrounds | 3 | 16 | 14 | 33 | 34 | 3.8 | 1.2 |
| Technology obtains knowledge | 5 | 8 | 16 | 35 | 36 | 3.9 | 1.1 |
| Our organisation provides to train employees on technology implemented to facilitates knowledge sharing | 8 | 20 | 34 | 22 | 16 | 3.2 | 1.2 |
| The technology put in place is easy to use in knowledge sharing | 5 | 8 | 15 | 37 | 35 | 3.9 | 1.1 |
| **Overall Average** | | | | | | **3.8** | **1.1** |

Other respondents agreed (mean = 3.9) that Technology obtains knowledge, while others represented by a mean of 3.2 agreed that The technology put in place is easy to use in knowledge sharing Other respondents were in agreement that Technology flexibly expresses the content based on the various utilization backgrounds, these were represented by a mean of 3.9.

**Role of people on the success if knowledge management on Kenya wildlife**

**Table 4: Role of people on the success of knowledge management in Kenya wildlife**

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| Organizations should perceive employees as a vital knowledge resource and adjust KM in to their employees management policy | 12 | 15 | 16 | 37 | 20 | 3.6 | 1.3 |
| People are a significant part of KM and of firm because they are the source of creativeness | 5 | 11 | 21 | 46 | 17 | 3.6 | 1.1 |
| People are the actors and the persons that carry out work within an organization | 2 | 8 | 6 | 29 | 55 | 4.3 | 1.0 |
| People create and share knowledge | 8 | 9 | 15 | 30 | 38 | 3.8 | 1.3 |
| In our organization we proactively share knowledge resources (ideas, insights, etc.) | 9 | 12 | 15 | 40 | 24 | 4.2 | 1.1 |
| Our organization encourages its workforce to regularly interact with each other in order to share knowledge and experiences. | 5 | 11 | 19 | 35 | 30 | 4.1 | 1.1 |
| **Overall Average** | | | | | | **3.9** | **1.1** |

The fourth objective of the study examined the role of people in success of knowledge management in Kenya wildlife**.** Results of the study are summarized in Table 4. On overall majority of the respondents agreed (mean = 3.9, standard deviation = 1.1) that Organizations should perceive employees as a vital knowledge resource and adjust KM in to their employees management policy represented by a mean of 3.6 either agreed that People are a significant part of KM and of firm because they are the source of creativeness. Fifty Five (55%) of the respondents strongly agreed that People are the actors and the persons that carry out work within an organization. Moreover,

38% of the respondents agreed that People create and share knowledge. Further, 40% agreed that the in our organization we proactively share knowledge resources (ideas, insights, etc.). Further, majority mean = 4.1, agreed that organization encourages its workforce to regularly interact with each other in order to share knowledge and experiences. These results supported Musso and Francioni (2012) who argued that decision maker character of a person influence the knowledge management. Further, the findings mirrored Kaueret al., (2011) who argued that people skills had significant influence on knowledge management strategy implementation.

### Knowledge management success

Further the study sought the level of agreement on knowledge management success on a five point likert scale. Results of the study shown in Table 5 revealed that on average the respondents agreed that Effective application of knowledge management enables a firm to become innovative (mean = 3.8, standard deviation = 1.2). Knowledge management facilitates companies to be more efficient. 28 percent of the respondents strongly agreed and 25 percent agreed that Effective knowledge management increases competitive advantage of the organization. Further, 50 percent agreed that they had sufficient allocation of resources for decision making.

**Table 5 Knowledge management success**

| Statement | SD | D | N | A | SA | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| Effective application of knowledge management enables a firm to become innovative | 10 | 17 | 15 | 33 | 25 | 3.8 | 1.2 |
| Knowledge management facilitates companies to be more efficient. | 9 | 17 | 21 | 25 | 28 | 3.5 | 1.3 |
| Effective knowledge management increases competitive advantage of the organization | 7 | 9 | 12 | 50 | 22 | 3.7 | 1.1 |
| Knowledge management is a critical success factor for companies | 10 | 25 | 24 | 17 | 24 | 3.9 | 1.3 |
| Knowledge management is a strategic weapon that can lead to sustained increase in profits | 9 | 12 | 11 | 46 | 22 | 3.6 | 1.2 |
| Successful knowledge management provide competitive advantage, reduced costs and employee relations development | 18 | 8 | 18 | 20 | 36 | 3.9 | 1.5 |
| Knowledge management enhances customer satisfaction | 1 | 2 | 11 | 36 | 50 | 4.3 | 0.8 |
| **Overall average** | | | | | | **3.8** | **1.2** |

Moreover, 46 percent agreed that Knowledge management is a strategic weapon that can lead to sustained increase in profits and 50 percent strongly agreed that Knowledge management enhances customer satisfaction.

### 4.2 Inferential Statistics

### 4.2.1 Correlation Analysis

**Table 6: Correlation Analysis**

| | | KMS | Leadership | Culture | Technology | People |
|---|---|---|---|---|---|---|
| Knowledge management success | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| Leadership | Pearson Correlation | .586** | 1 | | | |
| | Sig. (2-tailed) | 0.00 | | | | |
| culture | Pearson Correlation | .497** | 0.09 | 1 | | |
| | Sig. (2-tailed) | 0.00 | 0.371 | | | |
| technology | Pearson Correlation | .429** | 0.096 | -.457** | 1 | |
| | Sig. (2-tailed) | 0.00 | 0.344 | 0.00 | | |
| People | Pearson Correlation | .479** | .360** | -0.041 | 0.072 | 1 |
| | Sig. (2-tailed) | 0.00 | 0.00 | 0.688 | 0.477 | |
| | N | 100 | 100 | 100 | 100 | 100 |

After the descriptive analysis, inferential analysis was conducted using correlation and multiple regressions to determine the extent and direction of relationship of leadership, culture, technology and people. As shown in Table 6 there was a positive and significant relationship between leadership and success of knowledge management in Kenya wildlife. (rho = 0.586, p value <0.05). Secondly, there was a positive and significant relationship between culture and success of knowledge management in Kenya wildlife (rho = 0.497, p value <0.05). Thirdly, there was a positive and significant relationship between technology and success of knowledge management in Kenya wildlife (rho = 0.429, p value <0.05). Finally, there was a positive and significant relationship between people management and success of knowledge management in Kenya wildlife (rho = 0.479, p value <0.05).

**Regression Analysis**

From the findings, the value of adjusted R squared was 0.747 indicating that there was a variation of 74.7 % on knowledge management due to change in enabler factors at 95 percent confidence interval which meant that 74.7% changes in knowledge management could be associated with changes in enabler factors with the remaining 25.3 % being explained by other variables that were not captured in this study's model. Further, results of the correlation coefficient R, which shows the relationship between the study variables stood at 0.864 indicating the existence of a strong positive relationship between the independent and dependent variables.

**Table 7: Model Summary**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| .864a | 0.7470 | 0.7370 | 0.534327 |

As shown in Table 8, an F statistic of 70.191 and p value of 0.000 revealed that there was a joint significance between diversity of leadership, culture, technology, people all jointly had significant influence on knowledge management success in Kenya wildlife. This implies that at least one of the slope coefficients is not zero.

**Table 8: Analysis of Variance**

|            | Sum of Squares | Df | Mean Square | F      | Sig.  |
|------------|----------------|----|-------------|--------|-------|
| Regression | 80.16          | 4  | 20.04       | 70.191 | .000b |
| Residual   | 27.123         | 95 | 0.286       |        |       |
| **Total**  | **107.283**    | **99** |         |        |       |

Regression coefficients in Table 9, shows the nature of the role of leadership on the knowledge management success. The first research question investigated the role of leadership on knowledge management success. Results of the study revealed that there was a positive and significant relationship between leadership and knowledge management success in Kenya wildlife (β= 0.487, p value <0.05). This implies that an increase in leadership increased success of knowledge management in Kenya wildlife. These findings were in agreement with Radomska (2014) revealed that there was a positive and significant relationship between leadership and effective knowledge management implementation. Further, these findings cemented Markiewicz (2014) supported the role of leadership in knowledge management. The second research question examined the role of culture on success of knowledge management. Results of the study revealed positive and significant relationship between culture and knowledge management success in Kenya wildlife (β = 0.316, p value <0.05). This implies that a unit change in culture increases success of knowledge management by 0.316 units while holding leadership, culture and technology constant. These results were in support of Ucakturk and Villard (2013) who found that there was a positive and significant relationship between culture and knowledge management success. Moreover, they concluded that knowledge management is supported by effective cultural practices. The third research question sought to determine the role of technology on success of knowledge management in Kenya wildlife. Results of the study revealed positive and significant relationship between technology and knowledge management success in Kenya wildlife (β = 0.375, p value <0.05). These findings were in support of Cheruiyot (2013) who found positive and significant relationship between technological advancement and knowledge management success. The fourth research question determined the role of people in ensuring success of knowledge management. Results of the study revealed positive and significant relationship between people and knowledge management success in Kenya wildlife (β = 0.354, p value <0.05). This implies a unit change in people activities increased knowledge management success by 0.354 units. These results are in congruence with stewardship theory. Moreover, the findings supported Kauer et al., (2007) who reported positive and significant relationship between people and knowledge management successes. Similarly, Musso and Francioni (2012) argued that decision maker's character of a person had significant knowledge sharing.

The resultant model of the study becomes:

**Knowledge Management Success = -0.023 + 0.487(Leadership) + 0.375(Technology) + 0.354(People) + 0.316 (Culture)**

**Table 9: Regression Coefficient**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | -0.0230 | 0.0530 | | -0.4280 | 0.6700 |
| Leadership | 0.4870 | 0.0590 | 0.4680 | 8.2542 | 0.0000 |
| Culture | 0.3160 | 0.0610 | 0.3040 | 5.1803 | 0.0000 |
| Technology | 0.3750 | 0.0610 | 0.3600 | 6.1475 | 0.0000 |
| People | 0.3540 | 0.0560 | 0.3490 | 6.3214 | 0.0000 |

## 5.0 CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

Knowledge management is key in driving the Organizations success. It defines the strategies that the organization is going to employ for a number of years depending on its plan period. Most organization's knowledge management runs for a period of three to five years. Top Management experience in implementation of strategies play a key role as it determines the success of failure of the adopted strategies. From this study, descriptive analysis revealed that majority of the respondents was in agreement that Commitment of top leadership in sharing original knowledge and knowledge management success in general. Correlation analysis revealed strong positive and significant relationship between leadership and knowledge management success in Kenya wildlife. Further, regression analysis revealed positive and significant relationship between Top leadership understandings of the importance of knowledge management and enhancing the success of knowledge management. Failure to understand the culture of an Organization has more often be attributed to the massive decline in knowledge management success in an organization. Being receptive to new ideas and ability to implement them has been seen to determine the success or failure of the knowledge management. The research found out that culture has a positive influence on the success of knowledge management. Most of the respondents agreed that culture facilitates communication, decision making and control and create cooperation collaboration among the staff of Kenya wildlife service. Pearson correlation coefficient revealed their positive and significant relationship between culture and success of knowledge management in wild life in Kenya. Further, regression analysis revealed that Culture enhances knowledge distribution and enhances trust.

Technology provides a number of functionalities that may enable knowledge management success, managing explicit knowledge require significant investment in Technology (Hansen et al., 2014). Knowledge extracted from experts, organizational policies and procedures, problem solving episodes, etc. are captured in the organizational knowledge base. Browsing, presentation, location, and filtering functions are deployed to provide knowledge workers access to this knowledge. An expert system may also be used as a vehicle for knowledge reuse (Liebowitz and Beckman, 2008). Technology, thus, plays a key role in facilitating knowledge management success. It has been proven that people of diverse backgrounds make better decisions and therefore making it easy to implement strategies. The mix of knowledge management experts is funder mental in knowledge management success since it is crucial for making effective decisions and taking effective action. Concisely, Knowledge Management framework is a complete system of People who ensures that Knowledge management is applied systematically and effectively to improve business results.

Results of the study revealed that majority agreed that Organizations should perceive employees as a vital knowledge resource and adjust knowledge management in to their employee's management policy. Correlation analysis revealed positive and significant relationship between people and knowledge management success.

## 5.2Recommendations

The study established that leadership is the strongest predictor of variation in knowledge management success therefore Kenya wildlife should direct more resources on leadership management to enhance knowledge success. In order to prioritize on leadership the organization should focus on leadership plan tactics, leadership support, leadership creativity and leadership values. The study established that culture affects the success of knowledge management. The organization needs to put more emphasis on Function culture, Process-driven culture, Time-based culture which focuses on the decision making and individual role in the organization hierarchy, this will assist the organization to achieve the knowledge management success. Network culture is also important for the organization since it assist in designing work that enables competencies in organization knowledge management implementation and success. On Technology, the organization should put resources on its development and implementation in the entire organization. Technology is an important tool in supporting the knowledge management process and its overall effect on success of knowledge management. Organizations should embrace Technology and develop clear policies on the same. The policy should entail continuous training on the emerging technological issues as well as address the knowledge gap among the employees. Organizations which embrace the Technology as a support tool have a competitive edge.  The found out that People are a significant part of knowledge management because they are the source of creativeness. As such, the study recommends that Organizations should perceive employees as a vital knowledge resource and adjust knowledge management in to their employee's management policy.

## 6.0 ACKNOWLEDGEMENT

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