ABSTRACT

For effective implementation of knowledge management in organizations, it is crucial for the organization to identify and understand the key factors that will influence the success of knowledge management initiatives as these may have profound effects on the organization performance. The general objective of this study was to determine the effect of knowledge management enablers on organization performance with a particular emphasis on tax authorities. Specifically, the study sought to identify the key knowledge management enablers that affect the performance of Kenya Revenue Authority and to determine the effect of such enablers on the performance of Kenya Revenue Authority. This study was designed as a case study. The focus was the Kenya Revenue Authority. Primary data was collected using a semi-structured interview guide. The respondents were middle level managers in KRA. Data gathered was analyzed using both descriptive (percentages) and content analysis methods. The results are presented in thematic areas based on the objectives of the study. The study found that significant enablers of knowledge management were organizational culture (collaboration, mutual trust, learning, and leadership), structural issues (centralization and formalization), people, and IT infrastructure. The study also revealed that these knowledge management enablers had moderate to high effect on the performance of the organization. The study therefore concludes that knowledge management enablers affect the performance of KRA. The result of this study not just validates theory with reality; it also provides a reference for the academia as well as the business field, therefore it is recommended that firms that seek to improve their performance should consider knowledge management as an important cog in the wheel towards the achievement of that goal.