# KNOWLEDGE MANAGEMENT PRACTICES IN COUNTY INSTITUTIONS: A COMPARATIVE STUDY OF NAIROBI AND EMBU COUNTY GOVERNMENTS.

**ELIZABETH NJOKI NYAGA**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF LIBRARY AND INFORMATION SCIENCE, DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE, UNIVERSITY OF NAIROBI.**

**2014**

## DECLARATION

**Declaration by the Candidate**

This research project is my original work and has not been presented for examination in any other University. No part of this project may be reproduced without the permission of the candidate and/or University of Nairobi.

Sign:…… Date…….

Elizabeth Njoki Nyaga

**C54/60915/2013**

**Declaration by Supervisors**

This research work has been submitted for examination with our approval as University of Nairobi supervisors

Sign:……. Date …….

Dr. Dorothy Njiraine

**Department of Library and Information Science**

Sign:……. Date …….

Dr. Elisha Makori

**Department of Library and Information Science**

## ABSTRACT

Knowledge management (KM) is an effort to increase useful knowledge within the organization by encouraging proper creation, codification, usage, sharing and storage of information within organization and communities of practice. Issues on county institutions to be competitive in the knowledge economy and create effective and decision, they must effectively manage their knowledge assets. Unfortunately, most counties and organizations at large don't adequately leverage on their knowledge due to lack of a systematic and well coordinated approach to managing their knowledge management practices (KMP). The aim of this study was to assess the level of knowledge management practices in county institutions and propose strategies to enhance the processes in regard Nairobi and Embu county governments. The specific objectives of the study were to: Examine level of knowledge management practices ; establish the types of knowledge management tools; assess the competences of information professionals; find out the challenges facing knowledge management practices; Propose possible solutions to knowledge management at Nairobi and Embu county governments. The study is a comparative study, which utilized qualitative research methodology. The sample size constituted of 266 respondents drawn from Nairobi and Embu county governments. Purposive sampling technique was used to select respondents from the two counties, this includes the county secretary, head of departments and key informants were drawn from the counties. Data was collected with the aid of a semi-structured interview schedule and self-administered questionnaires. Data presentation is mainly descriptive while analysis adopted the thematic analysis approach. Key findings of the study show that respondents in Nairobi County were not aware of knowledge management principles and practices at the Nairobi County while others indicated that they were knowledgeable. Knowledge management tools should support the goals of knowledge management initiatives. These tools will assist in information development, storage and access as well as facilitate knowledge transfer and sharing. On competencies and skills, knowledge competencies are critical to performance. The study recommends that County institutions should engage a serious knowledge competence among its staff members. The study also recommends that both Nairobi and Embu County Governments should adopt knowledge management practices and principles to have effective and efficient delivery of services. In addition, both counties should adopt the usage of knowledge management tools as enablers to sustain and improve the performance. The study further recommends that to overcome the barriers to knowledge management we have to move away from the silo mentality to a knowledge-sharing culture. The study recommended that communities of practice should be voluntary but recognized and rewarded by the organization.

## DEDICATION

I dedicate this research project to the Almighty God for His continued blessings throughout the work and to my husband and family. Special thanks for their inspiration and support throughout my research project. Without them, it would be impossible to accomplish this task. May the Good Lord bless them.

## ACKNOWLEDGEMENT

The success of this work is due to the commitment and goodwill of many people. First and foremost, I am thankful to public service management sector of the Nairobi County for granting me the opportunity to pursue my studies to fulfill the course requirements. Secondly I appreciate the University of Nairobi to have given me the opportunity to pursue my studies. I also want appreciate the assistance accorded to me by my supervisors Dr Dorothy Njiraine and Dr Elisha Makori who guided me through the project.

I am deeply thankful the Embu County staff as well as my colleagues who granted me audience, positively responded to my questionnaires and helped to fine tune my research project. Finally my sincere thanks go to my friends and family members whose moral support made this project possible. In special way I am grateful to my husband and children, who not only endured long periods of my studies but were also a great source of inspiration and encouragement.

## TABLE OF CONTENTS

## LIST OF TABLES

## LIST OF FIGURES

## LIST OF ABBREVIATIONS

| | | |
|---|---|---|
| KM | : | Knowledge Management |
| NCC | : | Nairobi City County |
| ICT | : | Information Communication Technology |

# CHAPTER ONE

# INTRODUCTION

## 1.0 Introduction

This chapter provides an introduction and background information about the study. In addition, the chapter presents the statement of the problem, objectives of the study, research questions, significance, scope and limitations of the study. Finally, operational definitions of terms are provided as well as abbreviations and acronyms.

## 1.1 Background to the Study

Organizations have adopted and implemented knowledge management practices in order to promote effective and efficient delivery of services to the public. Studies in developed countries indicate an increased trend towards knowledge management practices in organizations. the last 15–20 years or so, a distinct field called "knowledge management" has emerged (King 2009). Knowledge management is meant to achieve breakthrough in business performance through the synergy of people, processes, and technology ( Liew 2007:107). Knowledge management is based on the premise that, just as human beings are unable to draw on the full potential of the brains, organizations are generally not able to fully utilize the knowledge that they possess.

Cong and Pandya (2003:31) says that knowledge management has three components namely, people, processes and technology. Knowledge management gurus are of the view that knowledge management is composed of 10% technology, 20% of process and 70% of people/cultural components. This implies that people are the most important, as knowledge Management is a people based concept. Cong and Pandya concur that the success of KM initiatives depends on people's motivation, willingness to share, skills, teamwork among others. This demands that the organizational culture is right for knowledge management

These processes entail strategic management of the various stages of knowledge management processes as indicated by various authors (Leask, 2008:2). Processes enhance how knowledge flows in the organization. Technology is the final component of knowledge management, and is usually misconceived as the most important

knowledge management component. Knowledge Management is not about technology, on the contrary, technology should be employed to fit in the organization's people and processes, and otherwise it will not be used. Technology is an enabler that helps people connect with others as well as with information but it's not the solution to KM. For successful KM implementation, it's important to adopt integrated or proportionate approach focusing on the critical components of people, processes and technology (Leask 2008:2).

Knowledge Management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, sharing of lessons learned, and continuous improvement of the organization. Knowledge management can help individuals and groups to share valuable organization insight to reduce work redundancy, avoid reinventing the wheel per se, reduce training time for new employees, retain intellectual capital as employees turnover is experienced in an organization, and to adapt to changing environments and markets (Mutula and Wamukolya, 2007).

In the African context, knowledge management represents deliberate and systematic approach to ensure the proper management of knowledge, expertise, and experience, among others in order to create more efficient organization. Knowledge management as a practice has since been embraced in both private and public sectors in Africa. Knowledge management use is also entrenched in both rural and urban localities. Despite its rapid acceptance, most observers globally believe that much is yet to be accomplished (Leask, 2008:3).

In South Africa studies indicate that knowledge management is fairly well institutionalized in the South African industry ( Kruger, 2007). In addition, another study in a South African province found that, all the organizations approached knowledge management implicitly through knowledge management related practices. (Mbhalati 2010:2). Furthermore, adoption of knowledge management in Africa is evidenced by the publication of United Cities and Local Government (ULA,2013).

Within the Kenyan context, Mutula and Wamukolya (2007) acknowledge that, knowledge Management plays key role in public sector reforms such as e-government implementation. Knowledge management is also useful in the restructuring and improvement of internal management and administrative processes in the government.

These processes include; policy formulation: creation of partnerships involving agencies at different levels of government: reengineering of major public sector systems such as health, justice, land, education among others. Similarly reforms include, fostering of digital democracy, involvement of citizens in governance and promotion of e-commerce by enabling private sector to engage with the government electronically. A number of different authors have contributed perspectives on the nature of knowledge management.

Mosoti and Masheka (2010:129), assert that despite the existing literature on knowledge management, no research on the KM practices in organizations in Nairobi-Kenya had been done. Findings reveal that no research on knowledge management practices has been done within Kenyan counties. Most of the challenges faced by organizations particularly in Nairobi are how to create and implement knowledge management practices as part of organizational culture, organizational strategy and organizational leadership.

Furthermore, some organizations in the country did use knowledge management to some extent. Knowledge management Practices though practiced, was not well understood by most organizations, not withstanding their use of technology (web, internet, and telephone) and lack synergy with other enabling factors (organizational culture, organizational strategy and organizational leadership, (Mosoti and Masheka,2010:117). Findings also reveal that, knowledge management did not favor organizations through capturing tacit knowledge, transforming it into explicit knowledge.

Most of the challenges faced by organizations in Nairobi, such as organizational culture, organizational strategy and organizational leadership can be overcome by effectively implementing capacity development initiatives on KMP. However knowledge management is getting the right information to the right people at the right time and helping people create knowledge, share and act upon information in ways that will measurably improve their performance (Warren et al 2006:107).

### 1.1.1 Nairobi City County

City Council of Nairobi (CCN) was set up in 1952 to deliver services to the residents of Nairobi and maintain the City status of Nairobi. CCN derived its legal mandate from the Local Government Act (Cap 265) of the Laws of Kenya amongst other Acts of Parliament that augment its diverse core functions and priorities (CCN Handbook, 2007). These priorities are contained in various policy and planning documents such as the National Development Plans, Poverty Reduction Strategy Paper and Economic Recovery Strategy (ERS) for Wealth and Employment Creation, Kenya's Vision 2030 and Millennium Development Goals (MDG's) in the long term (CCN Handbook, 2007).

With the current Constitution of 2013, the Nairobi County governments have been established under the Urban Areas and Cities Act of 2011. Nairobi County is mandated to provide and manage basic social and physical infrastructure services to the residents of Nairobi. These services include basic education, housing, health, water and sewerage, refuse and garbage collection, planning and development control, urban public transport and fire services among others (CCN Handbook, 2007). The county has several departments, each with well defined roles and has been collapsed to Ten (10) Sectors.

### 1.1.2 Embu County

Embu County is a largely metropolitan area that includes former Eastern province headquarters. The County occupies an area of 2,818 km2 and includes the following constituencies; Manyatta, Runyenjes, Mbeere North and Mbeere South. The residents of Embu are mainly from an Embu or Mbeere ethnical background Embu County's population is estimated to be at 543,221 persons, with 267,609 male and 275,612 female, with an estimated annual growth rate of 1.7 percent (Kenya Population and Housing Census, 2009). The County is in the final stages of connecting all sub-county headquarters with fibre optic connectivity and putting up digital villages and hot spots. This will largely boost the economy of Embu County by opening up the Local and International markets for all stakeholders especially for farmers to sell agricultural produce online.

## 1.2 Statement of the Problem

From the introduction, there is evidence to demonstrate that organizations have adopted and implemented knowledge management practices in order to promote effective and efficient delivery of service to the public across the globe. Knowledge management is meant to achieve breakthrough in business performance involving the people, processes and technology, the purpose of knowledge management is to support decision making and practices. For effective management of knowledge, human and experience by provision of information processes and technology helps the organizations achieve their ultimate goals globally. Knowledge management has three components; people, processes and technology.

There is evidence that technology solution plays least on the management of information though is an enabler to effective knowledge management. The process is the next aid and people are the most important as knowledge management is people based concept organization culture needs to be right for knowledge management. Processes must entail the strategic management processes. How knowledge flows in organization. Technology should be employed to fit in the organization, people and processes. Technology is an enabler that helps people to connect with others as well as with information but it is not a solution for successful knowledge management implementation. It is important to adopt an integrated approach focusing on the critical component of people, process and technology. Knowledge management focuses on the achievement of organization objectives such as improvement of performance, gaining a competitive, advantage, innovation, sharing of lesson learnt and continuous improvement of the organization.

In African knowledge management represents as deliberate and systematic approach to ensure the proper management of knowledge expertise and experience. Knowledge management as a practice has been enhanced in both private and public.

## 1.4 Purpose of the Study

The purpose of this study was to assess level of knowledge management practices in county institutions and propose strategies to enhance the processes with regard to Nairobi and Embu county governments.

## 1.4 Objectives of the Study

The Objectives of the study included to;

1. Examine level of knowledge management practices at Nairobi and Embu county governments.
2. Establish the types of knowledge management tools in use at the Nairobi and Embu county governments
3. Assess the competencies of information professionals at Nairobi and Embu county governments
4. Find out the challenges facing knowledge management practices in Nairobi and Embu county governments
5. Propose possible solution to knowledge management at Nairobi and Embu county governments.

## 1.5 Research Questions

The following research questions were used in the study

1. Does the Nairobi and Embu county governments have Knowledge Management Principles and practices in place?
2. What types of knowledge management tools are in use at the Nairobi and Embu County governments?
3. What are the competencies of information professionals at the Nairobi and Embu County governments?
4. What are the challenges facing Nairobi and Embu County governments?
5. Which preferred solutions to knowledge management problems would you suggest at Nairobi and Embu County governments?

## 1.6 Assumptions of the Study

The study was based on the following assumptions;

1. Most county institutions do not appreciate the value of knowledge management practices due to inadequate understanding of its principles and practices.
2. County institutions lack well developed knowledge management systems to ensure effective and efficient service delivery.

3. County institutions have inadequate skills and low awareness of information communication technologies (ICTs) as enablers of knowledge management.

### 1.7 Scope of the Study

The study is a comparative study focusing on Nairobi and Embu County governments. As such, it covered possible implications of knowledge management practices in county governments. The respondents in Nairobi County included officers in the office of county secretary, chief officer of the county, and heads of departments. In Embu County the respondents included the heads of administration department. Study also included key informants drawn from the top management/representatives, senior Records officers and staff in the ICT center who are involved in one way or another in information and knowledge management. The top management and representative were expected to avail information on policy issues relating to KM.

### 1.8 Limitations of the Study

The study is concerned with knowledge management practices in the County Institutions, with particular reference to Nairobi and Embu County Governments. In addition the study touches on issues of administration in the County Institutions.

### 1.9 Significance of the Study

The study forms a baseline upon which decision can be made to address challenges facing county institutions which there is already evidence of problems associated with lack of efficient and effective synchrony of technology, persons and information management in county institutions, his study seeks to provide an in depth insight into knowledge management practices. The empirical output from this study therefore was to be benefit administrator of the County Institutions and their stakeholders currently affected by the existing deficit. Specifically, this study will be useful to policy makers and the political arm of the Counties in including members of County Assemblies and the County Executive Committee in the development of knowledge management policy and strategy.

#### 1.9.1 Justification of the study

The proposed km framework/model as an established result of this study will be well informed and as such will be useful in addressing the existing knowledge

management challenges in the County governments, for better operationalization of its management functions It is also expected that the study will contribute significantly to the discussion on knowledge management among stakeholders at Nairobi and Embu County governments Headquarters and that it will create awareness of the key role played by KM for sustainable competitive advantage in the County.

### 1.10 Operational terms

**Communities of Practice**:

People working together towards a common purpose and usually connected through a common language and set of goals (Reneker and Buntzen, 2000).**Culture**

Combination of organization history, shared experience, group expectations unwritten or tacit rules, ethics, and social interactions that affect the behavior of everyone in the organization. Term that encompasses the values, attitudes and behaviors of organizations.

**Explicit knowledge**:

It is the formal, recording, systematic and easy way to communicate in the hard data or codified procedures, rules, organizational archives, principles and can be easily assessed, transmitted, or stored in computer files hard copy.

**Knowledge:**

This is as a result of learning; It is the internalization of information, data, and experience. Collins English Dictionary defines knowledge as the facts, feelings or experiences known by a person or group of people

**Knowledge management**:

Discipline that promotes integrated and collaborative approach to the process of information creation, capture, organization, access and use.

**Knowledge sharing**:

Process of voluntary act of making available to others. This should be distinguished from reporting, which is involuntary exchange of information/ knowledge on a routine structured basis,

**Knowledge Creation**

Process that results in new knowledge, or organizes current knowledge in new ways to make techniques to use existing knowledge.

**Tactic Knowledge**:

Knowledge is characterized as being tacit or explicit, notwithstanding some issues over the exactness of definitions. Internal information, thought processes, experiences and accumulated knowledge (know-how) held within the minds of individuals.

**Knowledge Flow.**

It is the way knowledge travels, grows and is stored. Knowledge flows up and down from management, within circles of sharing such as shared interests between staff performing similar of complementary roles, through planning, investigation, and training; and through common sources such as books, reports, data bases of knowledge bases

1.10. **Summary**

The chapter provides the introduction and background to the study. The chapter also presents background information to Nairobi and Embu county governments; Statement of the problem; aim and objectives of the study; research questions; assumptions and scope of the study; limitations and significances; justification and definition of operational terms.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This section focuses on a number of issues directly related to the area under study. Issues central to the debate include global status of knowledge management practices, county institutions principles on knowledge management practices, case studies, types of tools of knowledge management in county institutions, competences of knowledge information managers, challenges and the knowledge gap. The review is organized from an international perspective to the national aspect and guided by the research questions and objectives of the study.

## 2.2 Knowledge Management

Africa is termed as the Knowledge Society (Ondari & Minishi-Majanja, 2007:107). 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 (IK) that is needed to capture, share and transfer knowledge. Indigenous knowledge 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 et al,(2007:111). The drive to manage knowledge in African culture is characterized by old African proverb that states in Africa, when an old man dies, the entire library is burnt. There is need for Africa to capture indigenous knowledge, share and transfer it by networking between countries. Electronic networks have been developed to foster connections across varying boundaries and create a knowledge bank that links expertise with demand. Among the knowledge bank is knowledge management Africa (KMA) which has become knowledge engine that drives appropriate development solutions for Africa, (Banhenyi, 2007:117).

Benhenyi continues to note that the mission of KMA is to promote the use of Africa's collective knowledge as a key development resource and establish KM platforms that can create access to existing networks and facilitate the sharing and utilization of knowledge across all sectors. KMA organizes biennial conferences in different countries to boost the implementation of KM in Africa.

The Global Development Network (GDNet) organizes various workshops in Africa, for knowledge sharing for development. The workshops target the following three objectives: Firstly share experience - explore a range of tools for research communications and knowledge sharing. Secondly meet research communication and knowledge sharing challenges – identify practical solutions and insights. Finally, build relationships among professionals with similar interests in research, communication and knowledge sharing.

AMREF is a similar organization in Africa that recognizes knowledge as valuable resource that deserves to be consciously captured and managed to facilitate sharing of experiences and lessons learnt from different programmes both internally and externally. The African Medical and Research Foundation (AMREF) is an organization operating seven country programmes in Kenya, Uganda, Ethiopia, Somalia, Tanzania, South Sudan, and South Africa. With its headquarters in Nairobi-Kenya, AMREF works though Africa‘s communities, health systems and governments, generating and applying knowledge that contributes to closing the gaps that prevent people from exercising their basic right to health (Ireri & Wairagu, 2007:112). AMREF‘s strategy is to facilitate the development of innovative models for community participation in the improvement of health.

## 2.3 Knowledge Management Tools

Alexander (2008:3) argues that Knowledge Management technology can be divided into the following general categories:

### 2.3.1 Groupware

Groupware refers to technologies that facilitate collaboration and sharing of organizational information. One of the earliest very successful products in this category was Lotus Notes. Notes provided tools for threaded discussions, sharing of documents, and organization wide email.

### 2.3.2 Workflow

Workflow tools allow the representation of processes associated with the creation, use, and maintenance of organizational knowledge. Workflow system can do things

such as send notifications to appropriate supervisors when a new document has been produced and is waiting their approval ( Alexander, 2008:3)

### 2.3.3 Content/Document Management

Alexander (2008:4) quickly say that content/document management systems are systems designed to automate the process of creating web content and/or documents within an organization. The various roles required in Document management such as editors, graphic designers, writers, and producers can be explicitly modeled along with the various tasks in the process and validation criteria for moving from one step to another. All this information can be used to automate and control the process. Commercial vendors of these tools started either as tools to primarily support documents (e.g., Documentum) or as tools designed to support web content (e.g., Interwoven) but as the Internet grew these functions merged and most vendors now perform both functions, management of web content and of documents. As organizations adopted more and more within Intranets and Extranets, the distinction between the two essentially went away.

### 2.3.4 Enterprise Portals

Enterprise Portals are web sites that aggregate information across the entire organization or for groups within the organization such as project teams.

### 2.3.5 e-Learning

Alexander (2008:4) opines that e-Learning technology enables organizations to create customized training and education software. This can include lesson plans, monitoring progress against learning goals, online classes, etc. E-Learning technology enables organizations to significantly reduce the cost of training and educating their members. As with most KM technology in the business world this was most useful for companies that employ knowledge workers; highly trained staff with areas of deep expertise such as the staff of a consulting firm. Such firms spend a significant amount on educating their employees and even have their own internal schools that are run full-time as well as internal education staff.

### 2.3.6 Scheduling and planning

Scheduling and planning tools automate the creation and maintenance of an organization's schedule: scheduling meetings, notifying people of a meeting, etc. An example of a well known scheduling tool is Microsoft Outlook. The planning aspect can integrate with project management tools such as Microsoft Project. Some of the earliest successful uses of KM technology in the business world was the development of an n online versions of the corporate "yellow pages", listing contact information and relevant knowledge and work history (Alexander 2008:4)

### 2.3.7 Telepresence

Telepresence technology enables individuals to have virtual meetings rather than having to be in the same place. Videoconferencing is the most obvious example.

One of the most important trends in knowledge management technology was the adoption of Internet standards. Original knowledge management technology products such as Lotus Notes defined their own proprietary formats for email, documents, forms, etc. The explosive growth of the Internet drove most vendors to abandon proprietary formats and adopt Internet formats such as HTML, HTTP, and XML. In addition, open source and freeware tools for the creation of blogs and wikis now enable capabilities that used to require expensive commercial tools to be available for little or no cost. One of the most important ongoing developments in KM technology is adoption of tools that enable organizations to work at the semantic level. Many of these tools are being developed as part of the Semantic Web. (Alexander 2008:4)

### 2.3.8 Tacit knowledge.

Chris (2013:4) Tacit knowledge is believed to be the expertise a professional possesses and utilizes whenever needed. One can orally explain it and if necessary write down. For example, a classifier can lucidly explain the rule of classification, and write it down. Following which an inexperienced classifier will be able to classify a book. Initially, s/he will take time for the job, and gradually s/he will pick up speed. On the other hand, a tea tester tests tea and grade six cups of tea as excellent, very god, good, fair, bad and very bad, according to its quality. Now, it will be very

difficult for the taster to neither explain nor write down how s/he has decided the quality of tea as excellent or bad. This is inexpressible tacit knowledge. Take another example, with the basic ingredients of milk and sugar, a cook demonstrates to a layperson how a rosogolla is made. The methodology can also be written down. When the layperson tries to prepare the rosogolla following the same method, the sweetmeat does not become so tasty. Here lies the tacit knowledge of the experienced cook, which has been developed through years of experimentation and experience.

Undeniably, the tacit knowledge of the employees is an asset to an organization and its proper utilization and nurturing is a good example of knowledge management. Moreover, the case descriptions of highly successful projects usually include 'a statement of the problem being solved, the circumstance that are relevant to the case, the steps the expert goes through in the solutions of the problem, the specification of useful data and information relevant to the exercise, and the outcome' (Blair 2002: 1025). These case descriptions form a firm base for the establishment of a set of best practices which often serve as a benchmark for comparing the quality expected of practicing experts (Blair 2002). Collection of 'good practices' is an important component of knowledge management.

**2.4 Technologies for knowledge management**

Mairer, (2007) Much of knowledge resides in documents as well as in the brains of experts. Retrieving necessary information from such a multitude of sources is undeniably a daunting task. Fortunately, Data Base Management System (DBMS) developed by Oracle, International Business Machines (IBM) and informix can cope with efficiently with a wide variety of information media to retrieve desired information.

The advent of internet, World Wide Web, high bandwidth communication technology, Transmission Control/ Internet Protocol (TCP/IP) communication protocol, digital networks like Integrated Services Digital Network (ISDN) and Data Set Level (DSL); multimedia mark-up languages like Hypertext Markup Language (HTMLK) and XML have added unimaginable dimension to knowledge management.

Now, we can think of managing knowledge on a global scale. A multinational company may have branches all over the world with thousands of employees working in them. Managing the knowledge of the company lying in files, blue prints, drawings, variety of reports, books and other published documents, press clippings, data sheets, human brains, and so on was unthinkable two decades ago. This huge quantum of knowledge can now be managed by storing them in databases, and getting the databases connected through internet or intranet.

As far as storing is concerned, there is no problem as such. A single Dewey Decimal Classification (DDC) can store information scattered in thousands of sources. The problem still exists with the retrieval of information. Today in most cases we try to retrieve information using words which almost invariably yield huge amount of garbage any a time hiding the required information. The retrieval mechanism is yet raw and requires a great deal of sophistication.

### 2.5 Competencies of knowledge management

Prerequisites of knowledge expertise, knowledge mapping, management comprise of sharing. Knowledge workers and value creation. (Noordin ,2008)

#### 2.5.1 Hiring expertise

Noordin (2008)In an organization each person possesses some expertise. For example, in a library one may be an expert in classification, another in cataloguing, the third person in computer application and so on. When a new person joins a post, in many cases s/he may be totally fresh from the universe with nil experience. In such a case the new entrant may require the help of his/her seniors who are experts in their respective areas. Here comes the question of sharing expertise. If the seniors share their expertise with the new entrant, then s/he will pick up his/her job fast, his/her productivity will improve, and gradually s/he will also turn in to an expert. On the other hand, if the senior does not share his/her knowledge with the new entrant, s/he at a time may commit a mistake, and obviously will take time to learn his/her job. It will not be beneficial to the organization. A culture of expertise sharing should be developed in an organization, failure to which the organization will suffer.

### 2.5.2 Knowledge mapping

No two individuals possess exact equal knowledge. A few people in an organization may have equal qualifications and experience but then their knowledge will not be the same. Hence knowledge mapping of every employee is considered so important. While mapping knowledge, apart from listing the employees, consider their specific problem solving capacities.

### 2.5.3 Knowledge workers

A knowledge worker is ‘a member of the organization who uses knowledge to be a more productive worker. These workers use all varieties of knowledge in the performance of their regular business activities. Everyone, who uses any form of recorded knowledge, is a ‘knowledge worker’ (EarthLink 2005). These definitions provide a clear understanding of the concept of ‘knowledge worker’.

The first definition is more elaborate and better portrays a knowledge worker. It says a knowledge worker uses ‘knowledge’ which belongs to his/her and acquires some more from other sources like WWW and other experts.

The second part of the definition mentions that knowledge workers use ‘all varieties of knowledge’s, i.e. knowledge which is recorded in documents or websites in the form of data or information, tacit knowledge of the worker herself, and also of other experts of the trade. To be successful knowledge worker, s/he should have the ability to pick up from the bewildering multitude of information sources the information that is authentic and validated. Otherwise anytime s/he may slip in to a pitfall.

### 2.5.4Value creation

Earthlink (2005)One of the most desired goals of knowledge management in an organization should be value creation within the organization. This value does not necessarily mean the economic value. Philanthropic organizations, government bodies etc do not create economic vales. Value creation is directly related to providing support to effective decision-making.

### 2.6 Challenges of Knowledge Management

Malhotra ,(2004) Major challenges of knowledge management relate to the sharing and attainment of expertise, handling tacit knowledge, legal issues

### 2.6.1 Lack of expertise sharing

Malhotra (2004) continues The sharing of expertise fosters friendship, generates amicable relations, promotes cooperation and creates a congenial atmosphere in an organization highly conducive to work. Unfortunately expertise sharing is not always smooth. This is because, many experts feel that if they divulge their expertise completely, they will loose their importance and will no more be the so called 'experts'. They may not feel interested in sharing expertise when they know very well that they are not going to get anything in return. Instances show that whenever a knowledgeable person leaves, an organization losses useful expertise, sometimes the loss is too much to run a project. Finding a good replacement for an expert quite often proves to be difficult.

### 2.6.2 Attaining expertise

There is some understanding as to how a person becomes an expert. However, the process in not yet completely understood. Several persons with the same qualification and experience will not have the equal expertise. A tricky problem in a complicated machine that baffles an engineer with brilliant academic records and sound experience can at times be detected and rectified by a simple mechanic practically in no time. This is the beauty of expertise. (Malhotra 2004).

#### 2.6.2.1 Handling Tacit Knowledge

Malhotra (2004) opines to the opinion tha tacit knowledge that is expressible poses no major problem. It can be recorded and used any number of times depending on the need. The inexpressible tacit knowledge is still a formidable problem in knowledge management. The expert cannot express it in words hence it cannot be recorded. Some people during the course of their work develop sixth sense or presence of mind which at times helps them tide over a difficult situation. The person concerned may not even know how the sixth sense or presence of mind developed in him or her. Obviously the person will not be able to explain how he developed it. It is not known how this problem will be solved, when it will be solved, or if it will be solved at all.

### 2.6.3 Legal issues

Legal issues relate to intellectual property rights (IPR). Knowledge or expertise gained by Sya Ms. X, with these categories are neither rigidly defined nor exhaustive. Workflow for example is a significant aspect of a content or document management system and most content and document management systems have tools for developing enterprise portals her own efforts in his/her intellectual property. While

leaving Ms. X will not be able to deposit back her intellectual property to the organization. She will carry it with her. If the uses or divulges this intellectual property in another organizations, will it be a breach of IPR? If the answer is 'yes', then immediately the question arises -what is the solution? What mechanisms guidelines the organization should have to stall the transfer of the property to another organization? It should also be remembered that quite often an organization poaches an employee of another organization at a high cost to utilize and exploit the intellectual property s/he has gained there. This is a tricky problem of knowledge management begging for a solution. (Malhotra, 2004)

### 2.7 Knowledge Gaps

Past empirical studies have not been domiciled to any particular state administrative unit or agency in Kenya and thus do not present a true picture of KM practices in the country, particularly as far as public sector administration is concerned. Secondly, past studies were done at least three (3) years ago (KM practices in rural South Africa; Mbalahti 2010). With the subject matter being such a chronologically sensitive affair, the time span is a long time; many things could have changed within that period. Thirdly, except for the study done in Nepal (Nirmala and Shretha 2009), the other studies used cross-sectional research designs hence their generalized reports. The study conducted in Nepal covered the entire public sector and did not focus on any particular state agency or department. Thus the present research is further justified in this respect.

The present study sought to integrate the knowledge on KM and its practices in the world, Africa and to present an outcome on whether Nairobi and Embu County governments' administration is globally competitive as far as knowledge management practices are concerned. The findings would be used to advise policy makers locally on what should be done, bearing in mind some aspects of KM that could have been employed elsewhere in the world and considering what their outcomes or outputs were.

Past studies show that indeed there were knowledge management practices in Kenya, Africa and the world. However, there was not even one study that provided case study on a given organization in Kenya and how it performs KM practices. Moreover, the studies did not present any outcome that directly relates to or posed to be solutions to

problems of knowledge management at Nairobi and Embu County governments administration as outlined in the statement of the problem (chapter one of this study).

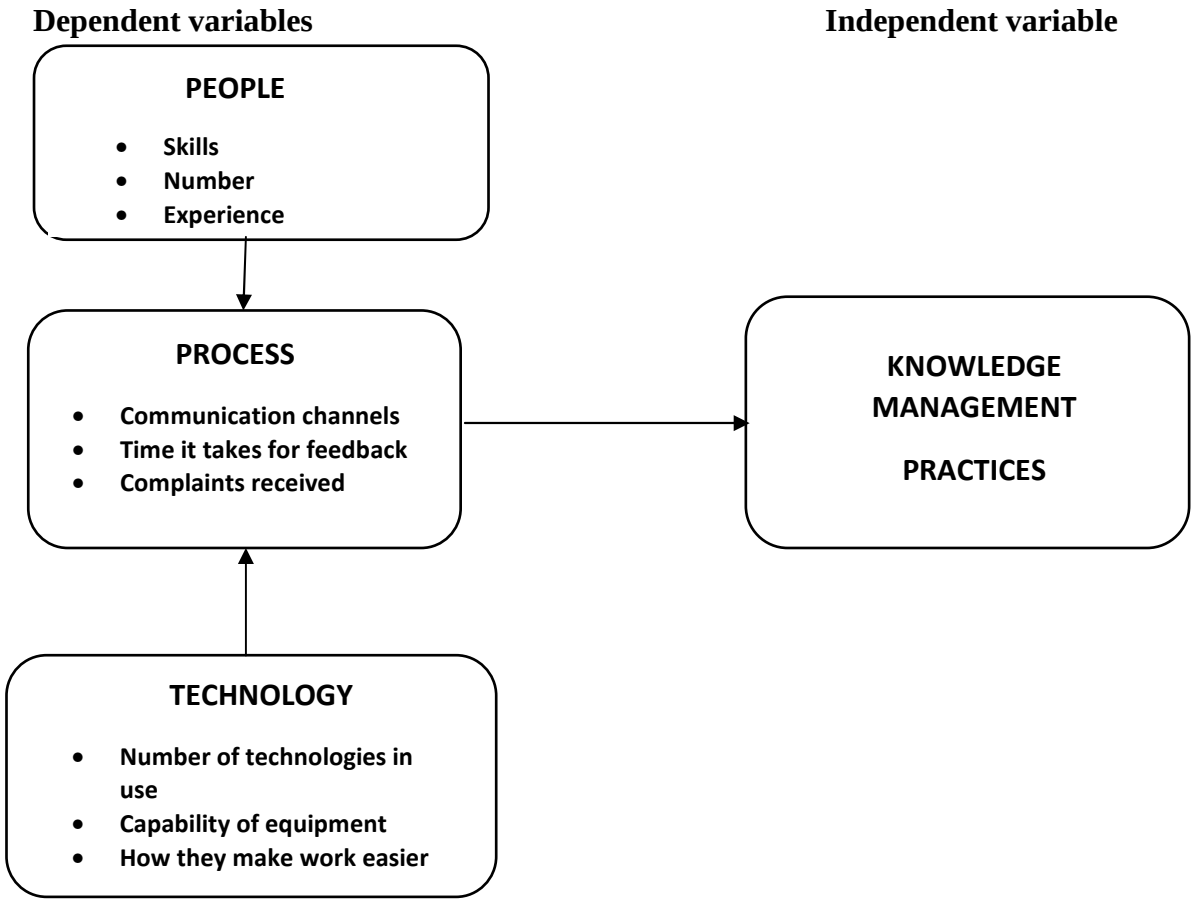
### 2.8 Solution to knowledge Management

There are a number of claims on the solution to knowledge management efforts but the researcher ascertains some from school of thought 2013 that by

- Making available increased knowledge content in the development and provision of products and services.
- Facilitating and managing innovation and organizational learning.
- Leveraging the expertise of people across the organization.
- Increasing network connectivity between internal and external individuals.
- Managing business environments and allowing employees to obtain relevant insights and ideas appropriate to their work.
- Solving intractable or wicked problems.
- Managing intellectual capital and intellectual assets in the workforce (such as the KM Technologies.

## 2.9 Conceptual Framework

**Figure 2.1: Conceptual Framework**




**Source; (Author, 2014)**

Indicators for the respective independent variables are discussed below:

**People**: The study will look at the key competencies of the personnel handling the organization's Knowledge management affairs. For instance, how versed are they with the organizations policies regarding information storage, transmission and withholding? The indicators include people skills and competences/experience, the number of people handling the KMP functions and their effectiveness as measured by how well their respective departments or duty stations are performing.

**Process**: Processes aspect looks at the information transmission procedures and administrative policies in use. Indicators include incidents in which top-down, horizontal or bottom-up communication channels are used. Another indicator isthe

means through which these communications are made and their effectiveness, as measured by responses to the communications. The categories are neither rigidly defined nor exhaustive. Workflow for example is a significant aspect of a content or document management system and most content and document management systems have tools for developing enterprise portals other indicator for effectiveness of the processes is the number of complaints received by the organization. The processes are more effective if the stakeholders have least complaints

**Technology**: Technology is the enabler of KMP. It combines People aspect and the existing processes to deliver KMP output. Indicators for technological impact to KMP at an organization include; the number of technologies in use, their level of technology (version or abilities of particular equipment), effectiveness of the equipment (measured by how they make work easier e.g. sending an e-mail-delivery time compared to sending a letter or issuing a memo and also durability/reliability of the technology in use.

## 2.10 Summary

The chapter attempted to discuss various issues of significance to knowledge management such as empirical studies, knowledge management practices, knowledge competences, knowledge tools, challenges and solutions, knowledge gaps and conceptual framework.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter presents the research methodology used in this study. This chapter focuses on the study's research design, selection methodology, locale of the study, description of the target population, sampling strategy, data collection approaches and instruments, pilot and pretesting of instruments reliability and validity, data collection procedures and data analysis and presentation.

## 3.2 Research Design.

The study adopted qualitative survey designs or approaches that enabled in-depth or detailed examination of knowledge management practices in county institutions. The study adopted survey research design to collect data from county institutions. The design provided the opportunity to gather detailed information in relation to specific objectives and research questions. The design was appropriate in answering what, why, and how the County officers perceive knowledge management principles and practices, the ICT'challenges and solutions. Questionnaires of closed and open ended design and interview schedules were used to get ideas and suggestions from respondents. In addition, the study used document analysis to collect data and information. The qualitative approach provided opportunities of collecting data and getting detailed information from the respondents. In addition, an element of quantitative techniques was also used.

## 3.3 Study Area

The study involved a comparative design of county governments of Nairobi and Embu. The study compared the two areas understudy. Nairobi County is a metropolitan city in nature while Embu is a municipal town. The study sort to understand whether knowledge management practices has been appreciated or there is some disparities on how knowledge is created, coded, shared and stored. In addition, the study investigated whether the infrastructures are in place, and also the ascertained the levels of competences of those who are involved in knowledge management practices.

### 3.4 Target Population

The target population for this study was respondents from Nairobi and Embu County governments. The population in Nairobi County included officers in the office of County Secretary, chief officer of the county; heads of departments of the Sector while in Embu County the population included administration and human resource department. The population was purposively selected, targeting only those members of the county government who are knowledgeable about possible implications of knowledge management practices in institutions. In Nairobi County a total of 200 respondents were selected for the study census sampling design was used given the small number of population For Embu County a total of 190 staff members were selected in specific department in the county government making the total population for both Nairobi and Embu County as 390 respondents.

### 3.5 Sample and Sampling Technique

#### 3.5.1 Sample Size

The sample size for this study was 266 since the study used Census sampling design. This was 140 staff members from Nairobi County and 126 from Embu County. Respondents included professionals dealing and handling knowledge management practices. Shapiro (2014) defines sampling as the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group.

#### 3.5.1 Sampling Techniques

This study adopted various sampling techniques as follows. The study used comparative study which compared staff from Nairobi an Embu county governments and the respondents were basically selected on purpose. The sample was conveniently selected.

### 3.6 Data Collection Methods

Research methods helps in data and information collection processes. In view of in-depth nature of the study, this study employed various methods of data collection. Instruments used included; questionnaires, interview guides (structured or loosely structured), observation check list and analysis of documents.

### 3.6.1Questionnaires

Data was collected from the respondents using semi-structured questionnaires administered to Nairobi and Embu county governments. Questionnaires tend to be more objective and provide detailed in-depth information in relation to the study, especially when gathering information from large portion of a population study. The questionnaires were directly given to the respondents in the respective counties and collected after three days so as to give the respondent enough time to address the study issues comprehensively. It also provided the opportunity to interview persons dealing with KMP.

### 3.6.2 Interviews

Since this is a case study, the use of interviews as the main method of data collection was most appropriate for in-depth information. The approaches emphasizes oral communication and gives respondents the chance to state the issues or suggests and participate in seeking and ascertain solutions.

### 3.6.3 Observation

Since knowledge is shared through personal interactions, observation method was employed. The researcher observed the participants in their natural work environment. Observation provides first hand information regarding interpersonal relations and the culture of sharing and consultation. Observation check list will enable to observe practical application on issues related to km. In this respect the researcher used check list that indicates the practices. The method facilitated gathering of objective information by observing issues such as the organization processes, personal interactions ICT's facilities and infrastructure. The method therefore assisted in overcoming the limitations of the self – report method of data collection by verifying and confirming stated facts. Observation schedule was used to guide the recording of observations during data collection.

### 3.6.4 Documentary Review

Current information drawn from county institutions sources were used. These included policy documents, minutes of proceedings and code of ethics. The aim of this documentary review was to obtain current views regarding knowledge management practices in county institution

### 3.7 Research Instruments

#### 3.7.1 Pilot study

In this study, a pilot study was conducted so as to assess the validity and reliability of the data collection methods. The pilot study was conducted on a sample population similar to the target population in order to assess and ascertain validity and reliability of the research instruments used in the study. The purpose of the pilot study was to familiarize and assess issues that might affect the data collection process, assess the effectiveness of the questionnaires, help remove redundancies from questions so as to ensure easy understanding, organization and smooth flow of the study. Pilot study was in the county of Machakos. The county was purposefully sampled for the study.

#### 3.7.2 Validity

Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study (Best and Khan, 1993). It is the accuracy and meaningfulness of inferences, which are based on research results. Validity refers to the agreement between the value of a measurement and its true value. Validity was ensured by piloting the instruments and making all necessary adjustment to ensure consistency.

#### 3.7.3 Reliability

Reliability of the instruments reflects the stability and consistency that the instrument or procedure demonstrates. Reliability refers to the reproducibility of a measurement. Reliability was censured by conducting brief interviews. and that they will be taken almost the same of the day.

#### 3.7.4 Ethical Consideration

The researcher obtained permission from the (County Secretary's office to carry out this research, prior to commencement of the data collection process. Respondents were assured of confidentiality of information they would volunteer. The name and the address of the respondents were not to be recorded anywhere in the questionnaires. Through the survey, questionnaires and the interviews enabled verification of the findings of the study as valid. Reliability concerns the degree of confidence that can be placed in the results and the data (Cohen et al., 2000:334). The reliability of these findings will be enhanced by the use of a range of statistical techniques such as the Mann-Whitney test and the multi-regression analysis.

### 3.8 Data Analysis and Presentation

Data analysis was done with objectives and research questions of the study in mind. It was done qualitatively and quantitatively with the aid of descriptive statistics and content analysis. Data collected was processed then analyzed using Statistical Package for Social Sciences program (SPSS). The analyzed data have been presented using frequency tables, cross-tabulation tables, bar graphs, pie charts and percentages accordingly.

### 3.9 Summary

This chapter discusses the study design, and the research methodology employed in the study. The study adopted qualitative research design which was found to be appropriate for the nature of the study. Interviews and questionnaires were described as the preferred method for data collection. The study also discussed thematic analysis as the method for analysis of data, and included an account of ethical consideration and strategies for the dissemination of the findings.

# CHAPTER FOUR

# DATA ANALYSIS, RESULTS AND DISCUSSION

## 4.1 Introduction

This chapter contains data analysis, interpretations and discussions. Information in this chapter is divided into two sections. The first section details the analysis of general information of the respondents while the second section deals with analysis of data on the two objectives based on descriptive statistics.

## 4.2 Response Rate

The study targeted a total population of 266 respondents (140 from Nairobi County and 126 from Embu County). From the total population, the researcher distributed questionnaires to 130 respondents in Nairobi County, while 10 top managers were interviewed using an interview schedule. In Embu County, the study provided questionnaires to118 Respondents' while 8 top management were interviewed. Out of 130 questionnaires from Nairobi County, 117 questionnaires were responded and returned while 13 were not returned. From the 10 interview schedules planned in Nairobi County, 7 were successfully carried out while 3 interviews were not carried out since, one top manager was on paternity leave, and one was on study leave while one was off duty for the internal inter-county games. From the Embu County, 108 questionnaires were filled and returned from the possible 118 questionnaires while 10 were not returned. The interviews inEmbu County were all carried out successfully. The overall response rate was 84% which was very adequate for analysis. According to Mugenda and Mugenda (2010) a 50% response rate is adequate, 60% good and above 70% rated very well. Based on this assertion, the response rate in this case of over 70% was very good. 73.82% was large enough to offer credible and dependable information about family owned businesses.

## 4.3 General Information

The study found it important to get the respondent' general information to give a background on their gender, work experience, highest education level and job group. This was essential to give a strong authenticity and achieve the main purpose of this study while helping to understand from the background the respondent would be answering their questions.

### 4.3.1 Respondents Gender Distribution

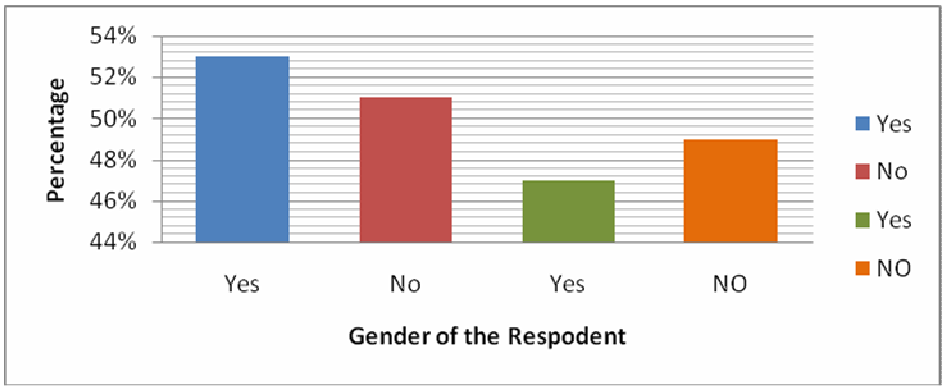
**Table 4.1: Gender of the Respondents**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Knowledge Management | Embu County Knowledge Management |
|---|---|---|---|---|
| Male | 35 | 24 | 63 | 59 |
| Female | 82 | 84 | 61 | 57 |
| **Total** | **117** | **108** | **124** | **116** |

**Source: (Author, 2014)**

The analysis indicates that majority of the respondents were male while the minority were female. It was found that from the total number of respondents, male respondents were 63 (53%) from Nairobi County and 59 (51%) from Embu County while female respondents were 61 (47%) from Nairobi County and 57 (49%) from Embu County. This implies that the ratio of the male to female in Nairobi County and Embu County are almost equal with a very small margin of difference.

**Figure 4.1: Gender of the Respondents**




**Source; (Author, 2014)**

However, studies have indicated that female respondents in many studies carried out in public places are much less than that of the male counterparts. A study by (Ondari & Minishi-Majanja; 2007) indicated that as much as young working women today are not as big in number as compared to male counter parts, they are making more money relative to men their age than their mothers and grandmothers did. This is not only due to the rising earnings of women, but also to the declining earnings of men. In 2012, young women earned 93% of the average hourly wage of men the same age. This indicates that as much as women in this study were fewer than male counter parts, the number of female in the formal employment and particularly engaged in Knowledge management practices are increasing in number than male counter parts.

### 4.3.2Age of the Respondents

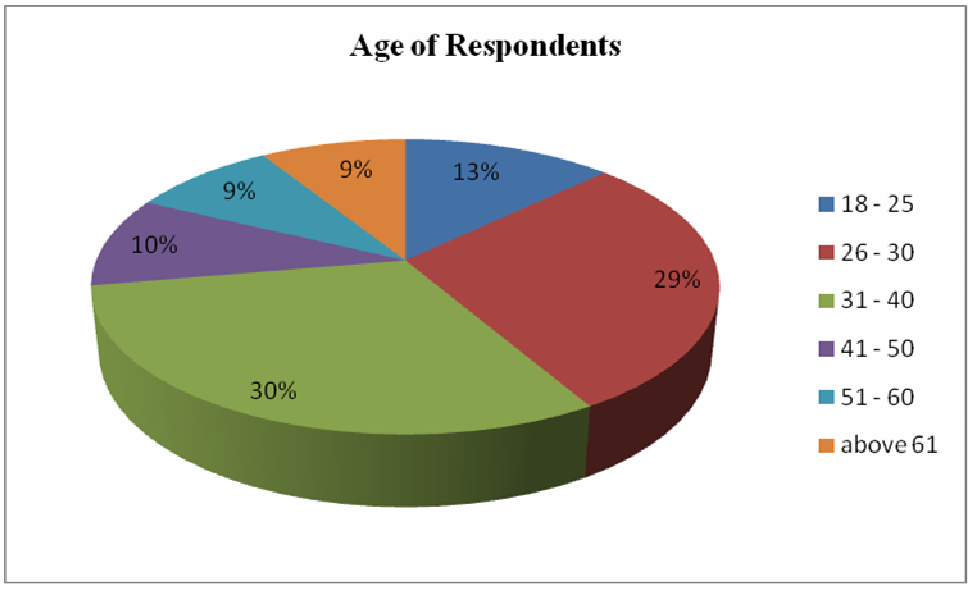
**Table 4.2: Age of the Respondents**

| | Frequency Nairobi County | Frequency Embu County | Staffs Nairobi County | Staffs Embu County |
|---|---|---|---|---|
| 18-25 Years | 15 | 12 | 16 | 13 |
| 26-30 Years | 34 | 29 | 36 | 33 |
| 31-40 Years | 36 | 34 | 38 | 36 |
| 41-50 Years | 12 | 11 | 13 | 12 |
| 51-60 Years | 10 | 12 | 11 | 11 |
| Above 61 Years | 10 | 10 | 11 | 10 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The study sought to find out the age of the respondents as distributed in different clusters. The age of the staff working in an organization helps one to know the success plan in place and the experience. The study found that most of the respondents were of the middle age than younger age in both Nairobi and Embu County. The analysis found that those of the age between 18-25 years were 16 (13%) in Nairobi and 13 (11%) in Embu County, those of the age between 26-30 years were 36 (29%), in Nairobi and 33 (28%) in Embu County, those of the age between 31-40 were 38 (31%), in Nairobi and 12 (31%) in Embu County and those of the age between 41-50 years were 13 (10%) in Nairobi and 12 (10%) Embu County, those

aged between 51-60 years were aged between 11 (9%) in Nairobi County while in Embu County 13 (11%). Finally the group of respondents aged above 61 years was 11 (9%) in Nairobi County and 10 (9%) in Embu County. The study found that some of the employee's, though few in number were approaching or were at the retirement age. The analysis further found that there is a big similarity in the number and age of the staff members in Nairobi and Embu county government which indicated that most of the staff members are between 34 and 50 years. This indicated that most of these employee are well established in their careers and not yet near regiment. However, a study by (Banhenyi, 2007) found that the Employment Act does not have a provision for retirement age.




**Source; (Author, 2014)**

**Figure 4.2: Age of Respondents**

However, the Pensions Act Section 9 provides that a public officer or a Government employee should retire any time after attaining the age of 50. However, the recognized retirement age, especially for civil and public servants, has always been 55 years. Section 20 of the Pensions Act indicates that the Act only applies to civil servants and all government employees and, therefore, ideally the retirement age should only be applicable to them. However, this age has been adopted by most companies and organizations and is the recognized retirement age. Different

companies, organizations and institutions have different provisions for retirement age and this is mainly provided for in the policy of the organization or company**.**

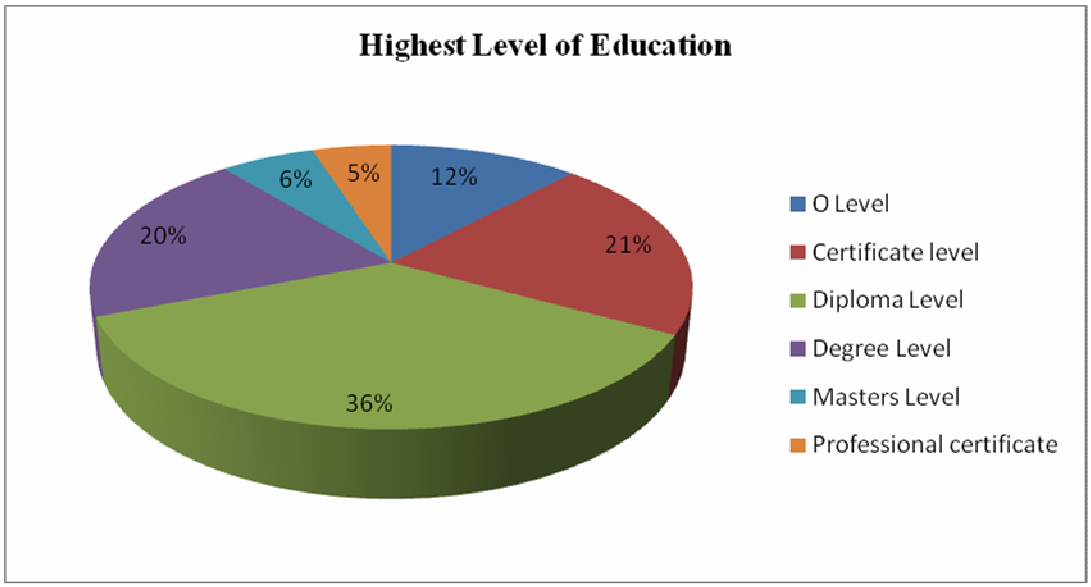
### 4.3.3 Highest Education Level

**Table 4.3: Highest Education Level**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Qualifications | Embu County Qualifications |
|---|---|---|---|---|
| Form Four (O Levels) | 14 | 12 | 15 | 13 |
| Certificate Level | 25 | 24 | 26 | 25 |
| Diploma Level | 42 | 38 | 45 | 40 |
| Degree Level | 23 | 24 | 24 | 25 |
| Masters | 7 | 6 | 7 | 7 |
| Professional Certifications (eg CPAs) | 6 | 4 | 7 | 6 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The study investigated the academic qualifications of the respondents. The analysis found that 15(12%) of the respondent from Nairobi county had O level education (form four) while 13(11%) had the same qualification in Embu County, 26 (21%) in Nairobi County had Certificate level while 25 (22%) from Embu county had the same qualification. The analysis also found that 45 (36%) From Nairobi County and 40 (35%) from Embu County had diploma level, while 24 (20%) from Nairobi County and 40 (22%) from Embu County had degree level. The analysis further found that 7 (6%) in Nairobi and 7 (6%) in Embu county governments had masters level while 7 (5%) in Nairobi and 6 (4%) in Embu County had professional certificates. Most of the employee in the County Governments of Nairobi and Embu was diploma holders and a few had degrees.




**Source; (Author, 2014)**

**Figure 4.3: Highest Education Level**

The analysis further found that there was very big similarity on education level between the two county governments because employees were devolved after the devolution of county governments. This indicated that such employees were all hired in the same criteria and within the same job level and qualifications. However, those with professional qualifications like CPAs and those with master degrees were very few in numbers. The study indicated that there is need of an enhanced level of learning especially by managers in the human resource department to be able to manage the knowledge practices in the council. A study by Ireri & Wairagu, (2007) indicated that many occupations require a certain level of education in order for someone to be eligible to work in that profession. Employers usually include the educational requirements for a job in job postings and in job descriptions. Therefore the level of education is very important in managing the knowledge in the organization. This is because the purpose of knowledge management is to harness, develop and direct the expertise of the organization and to apply it effectively to achieve strategic objectives. Its purpose is also to encourage learning and innovation as sources of competitive advantage.

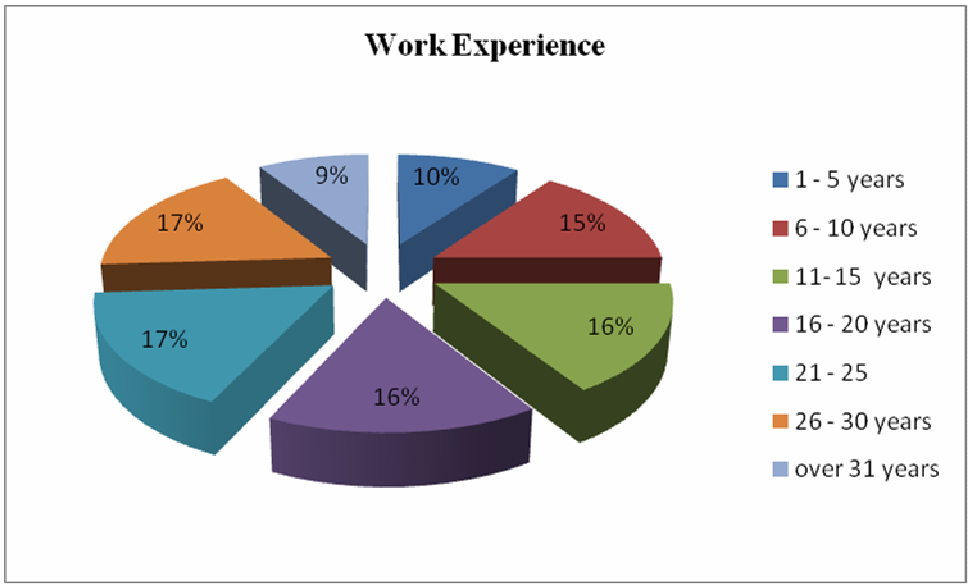
### 4.3.4 Work Experience

**Table 4.4: Work Experience**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Experience | Embu County Experience |
|---|---|---|---|---|
| 1-5 Years | 12 | 14 | 13 | 15 |
| 6-10 Years | 17 | 14 | 18 | 15 |
| 11-15 Years | 19 | 20 | 20 | 22 |
| 16-20 Years | 19 | 22 | 20 | 23 |
| 21-25 Years | 20 | 18 | 21 | 20 |
| 26-30 Years | 20 | 12 | 21 | 13 |
| Over 31 Years | 10 | 8 | 11 | 8 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The analysis indicated the work experience of the respondents in different groupings both in Nairobi and Embu County. It was found that most of the respondents had many years of experience while others had a few years of experience in the two Counties. The study found that respondents with experience between 1-5 were 13 (10%) in Nairobi County had 15 (13%) in Embu County. The analysis further found that respondents with 6-10 Years of experience were 18 (15%) and 15 (13%) in Nairobi and Embu County respectively. Those with 11-15 years were 20 (16%) in Nairobi and 22 (19%) in Embu County; those with 16-20years of experience were 20 (16%) in Nairobi County and 23 (20%) in Embu County. The analysis further found that those with 21-25 years of experience were 21 (17%) in both Nairobi and Embu County, while those with 26-30 years were 21 (17%) in Nairobi and 13 (11%) in Embu County. Finally the study found that those with over 31 years of experience were only 11 (9%) in Nairobi County and 8 (7%) in Embu County.




**Source; (Author, 2014)**

**Figure 4.4: Work Experience**

The work experience for the respondents in Nairobi County was found to be greater than those in Embu County and vice versa. The study found that work experience is very critical to the development and management of work professionals in the organization and specifically in the County Governments. The analysis indicated that work experience is vital to the successful knowledge management in the organization. This finding agrees with the study by Mosoti and Basheka (2010) that a well-designed and -implemented knowledge management initiative can result in higher agent productivity as well as shorter call times, greater self-service customer satisfaction, and reduced costs if there is proper employee experience in knowledge management. In contrast, a poorly designed and implemented knowledge management system can drive up call time, annoy customers (leading them to abandon self-service), and increase agent frustration (due to the distraction of too many tools on agents' desktops). To succeed, knowledge management initiatives require well-thought-out strategies that align closely with the needs of contact center agents and self-service customers.

### 4.4 Knowledge Management Practices

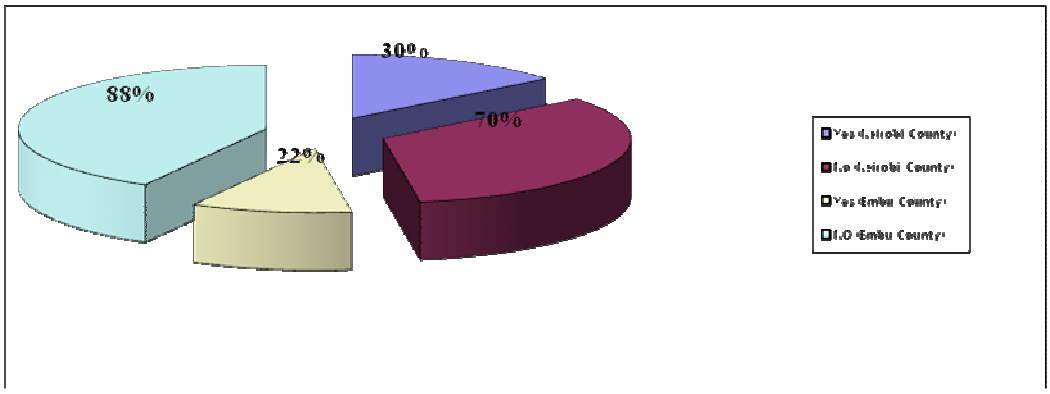
On the question of whether respondent were aware of knowledge management principles and practices at the Nairobi and Embu County Governments the responses were as follows.

**Table 4.5: Knowledge Management**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Knowledge Management | Embu County Knowledge Management |
|---|---|---|---|---|
| Yes | 35 | 24 | 37 | 26 |
| No | 82 | 84 | 87 | 90 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The analysis sought to understand whether respondents were aware of knowledge management principles and practices at the Nairobi and Embu County Governments. The study found that 87 (70%) of the respondents in Nairobi County did not know and were not aware of knowledge management principles and practices at the Nairobi county government while 37 (30%) indicated that they were knowledgeable about knowledge management principles and practices at the Nairobi county government. In Embu County, the study found that 90 (88%) did not know knowledge management principles and practices in Embu County while 26 (22%) indicated they were aware of the knowledge management principles and practices.




**Source; (Author, 2014)**

**Figure 4.5: Knowledge Management Practices**

The absence of critical and deep need for knowledge management at the County Institutions has been a challenge to the management. The study by (Riege, 2005) indicated that most excellent practices in knowledge distribution have been gaining increased attention amongst academicians and business executives over the years. According to Riege it's because the commercial success and competitive advantage of enterprises is dependent on application of knowledge to maximize on firm performance and competiveness. It facilitates connecting the right knowledge to the right people at the right time for timely decision-making.

### 4.4.1 Knowledge Management Practices and knowledge creation, sharing and storage County Institutions

The study sought to understand whether practices help communication flow in the county. The responses were as follows;

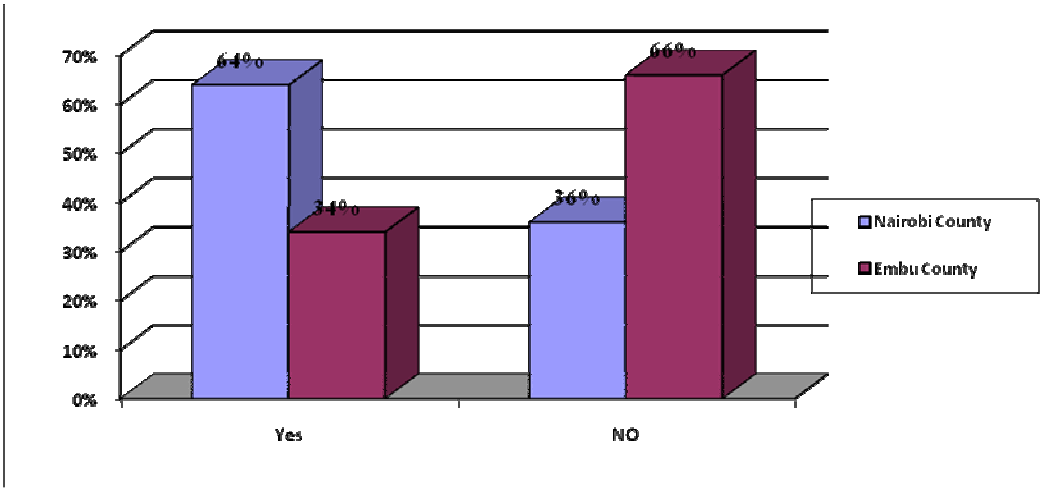
**Table 4.6: Knowledge Management Practices and knowledge creation, sharing and storage.**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Management practice / knowledge creation | Embu County Management practice / knowledge creation |
|---|---|---|---|---|
| Yes | 75 | 37 | 79 | 39 |
| No | 42 | 71 | 45 | 77 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The analysis sought to establish whether knowledge management practices affect knowledge creation, sharing, and storage in the County Institutions. The study found from 79 (64%) of the respondents in Nairobi County acknowledge that knowledge management practices creation, sharing and storage has been a big contributing factor towards knowledge management practices in the county while the same sentiments were reflected by 39 (66%) of the respondents in Embu County. However, 45 (36%) of the respondents from Nairobi County and 77 (34%) of respondents in Embu

County indicated that a knowledge management practice that is creation, sharing and storage do not affect daily business in the county either. The analysis implies that all employees in County Institutions believe and agree that knowledge management practices have been a big contributing factor towards effectiveness and efficiency of creation, sharing and storage in the county. The study agrees with studies by a number of scholars. According to (Van den Hooff & de Ridder, 2004), any knowledge sharing process consists of two parts- donating and collecting.




**Source; (Author, 2014)**

**Figure 4.6: Knowledge Management Practices and knowledge creation, sharing and storage.**

### 4.5 Knowledge Management Tools in the Use

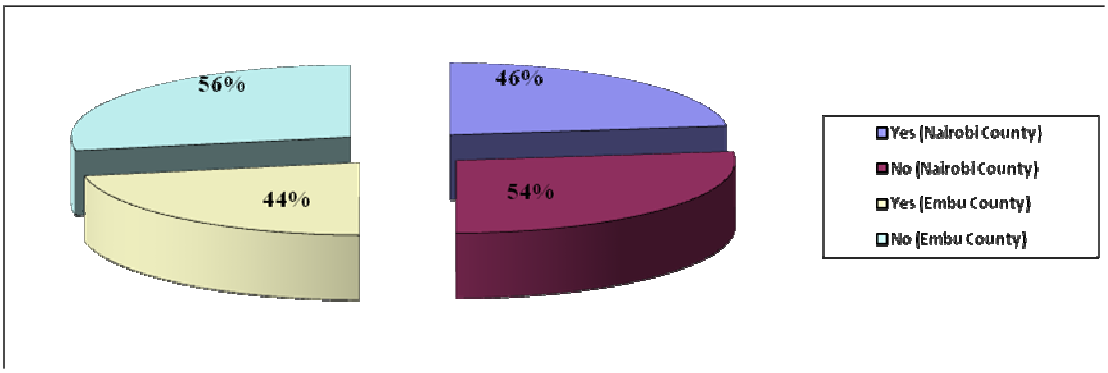
The study sought to know whether the respondents are aware of the types of knowledge management tools used in the County Institutions. The responses were as follows;

**Table 4.7: Knowledge Management Tools in the Use**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Knowledge Management Tools | Embu County Knowledge Management Tools |
|---|---|---|---|---|
| Yes | 64 | 47 | 57 | 51 |
| No | 53 | 61 | 67 | 65 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The analysis sought to establish whether the respondents are aware of the types of knowledge management tools used in the County Institutions. The study found that 67 (54%) of the respondents In Nairobi county government and 65 (56%) in Embu county Government do not know the knowledge management tools used in the Nairobi and Embu County Governments while 57 (46%) in Nairobi County government and 51 (44%) in Embu County Government indicated that they know the knowledge management tools in use. A study by Ondari & Minishi-Majanja; (2007) indicated that Governments need to continually learn in order to remain relevant to the constituents they serve. Different knowledge management learning programs have to be put in place. Top managers and sponsors would require basic understanding how KM can improve the government processes, its integration with the broader goals of e-Government implementation; and implementation requirements including technical and legislative changes. Programs for educating the civil servants on how to use KM effectively and incorporate its usage into existing government functions are also required.




**Source; (Author, 2014)**

**Figure 4.7: Knowledge Management Tools in the Use**

### 4.6 Staff Competences

The study sought to know whether staff competences can hinder knowledge creation sharing and storage in County Institutions The study findings were as follows;

**Table 4.8: Staff Competences**

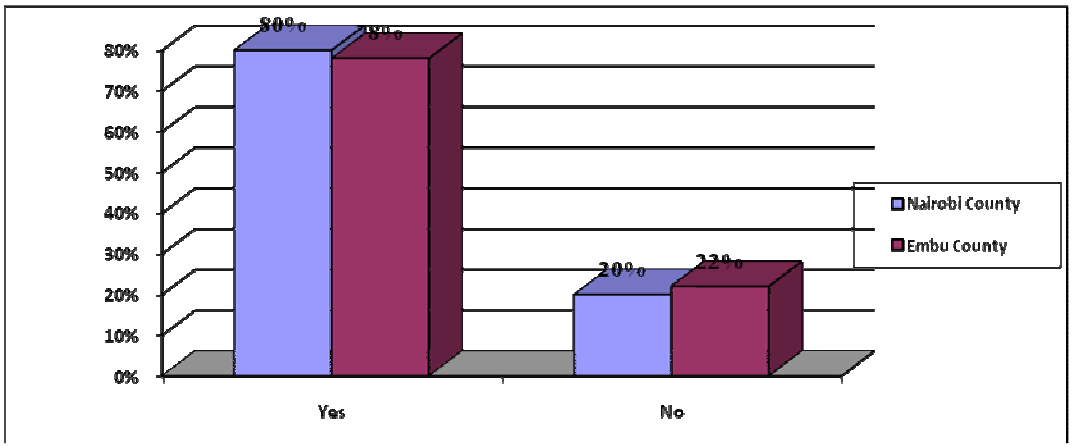
| | Frequency Nairobi County | Frequency Embu County | Nairobi County Staff Competence | Embu County Staff Competence |
|---|---|---|---|---|
| Yes | 94 | 84 | 99 | 91 |
| No | 23 | 24 | 25 | 51 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

The study indicated that staff competences can hinder knowledge creation sharing and storage in the County Institutions. The analysis found from 99 (80%) of the respondents from Nairobi County and 91 (78%) from Embu County that staff competences can hinder while 25 (20%) of the respondent in Nairobi County and 51 (22%) in Embu County believed that staff competences can not hinder knowledge creation, sharing and storage. The analysis shows a very tight and familiar similarity between responses in Nairobi and Embu county government indicating that both counties experience the same level of knowledge management practices and experience. The analysis indicated that there are various factors that can affect the knowledge management practices in the County Institutions which can be attested

from the responses but which implies that they also affect both counties equally and in the same measure.

| Model | R | R | Adjusted | Std. Error of | Change Statistics |
|---|---|---|---|---|---|




**Source; (Author, 2014)**

**Figure 4.8: Staff Competences**

### 4.7 Regression Model Summary For Knowledge management practices in Nairobi and Embu County Governments

From the table below, the significance of F (.000) is below .05 which indicates that the model is within the 95% significance level. The value of R squared at .743 indicates that 74.3% of the variations in knowledge management practices in Nairobi and Embu County Governments are related to the predictors (Knowledge management Practices, Knowledge management Tools, Staff Competencies, Solution to the challenges). Only 25.7% of variations in knowledge management practices in Nairobi and Embu County Governments are not accounted for by change in the independent variables in the model. The whole model has a coefficient of correlation

| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .862[a] | .743 | .733 | .24878 | .743 | 80.747 | 4 | 112 | .000 |
| a. Predictors: (Constant), Knowledge management Practices, Knowledge management Tools, Staff Competencies, Solution to the challenges | | | | | | | | | |

**Table 4.9: Regression Model Summary for Knowledge management practices in Nairobi and Embu County Governments**

**Source; (Author, 2014)**

(R) as 0.862 which is a very strong positive correlation. This indicates that changes in the predictor variable would be very closely associated with changes in the levels of Knowledge management practices in Nairobi and Embu County Governments in the same direction.

### 4.8 Interview Schedule Analysis

The interview schedule was developed for the 10 top managers in the Nairobi county government and 8 top managers in Embu County Government. 7 top managers in the Nairobi county Government successfully responded to the interview schedule.

3 interviews that were to be conducted in Nairobi county Government were not carried out since one top manager was on paternity leave, and one was on study leave while one was off duty for the internal inter-county games. All the 8 interviews in Embu County were successfully carried out without failure.

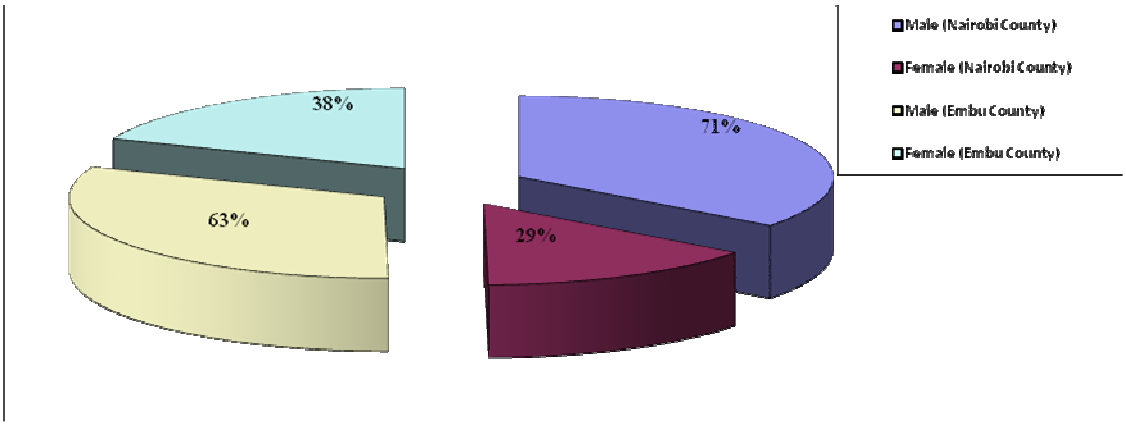
### 4.8.1 Age of the Respondents

**Table 4.10: Ages of the Respondents**

| | Nairobi County Interviewee | Embu County Interviewee |
|---|---|---|
| Male | 5 | 5 |
| Female | 2 | 3 |
| **Total** | **7** | **8** |

**Source; (Author, 2014)**

The analysis drawn from interviewees in Nairobi County, 5 interviewees were male, representing 71%,while 2 were female respondents which translated to 29%. From Embu county 5 (63%) were male while 3 (38%) were female respondents. The study found that the top management at the Nairobi and Embu County Governments is highly dominated by male than female counterparts. The study indicated that knowledge management at the top level management at the Nairobi and Embu County Governments is highly managed and monitored by male counter parts more than female counterparts.




**Source; (Author, 2014)**

**Figure 4.10: Ages of the Respondents**

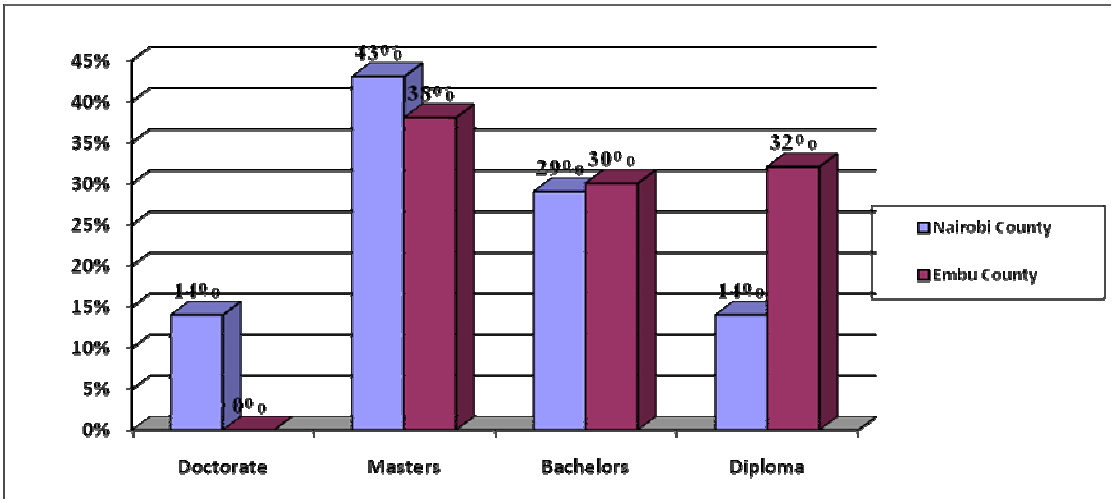
### 4.8.2 Work Experience at Nairobi and Embu County Governments

**Table 4.11: Academic Qualification**

| | Frequency Nairobi County | Frequency Embu County | Nairobi County Qualifications | Embu County Qualifications |
|---|---|---|---|---|
| Doctorate | 14 | 12 | 17 | 0 |
| Masters | 30 | 24 | 53 | 44 |
| Bachelors | 50 | 38 | 36 | 35 |
| Diploma | 23 | 34 | 18 | 37 |
| **Total** | **117** | **108** | **124** | **116** |

**Source; (Author, 2014)**

In respect to the highest level of education among the interviewees, the study found that most of the top management at the Nairobi and Embu County Governments had Masters Level of education which was represented by 53 (43%) of respondents in Nairobi county and 44 (38%) in Embu county government, Those with degree level of education were 36 (29%) in Nairobi county government while Embu county government indicated 35 (30%). It was clear that in Embu county government, there was no single person holding a doctorate degree working in the top management while in Nairobi county government there were 17 (14%) who had doctorate. The study found that those with diploma level in Nairobi county government were 18 (14%) same as those with doctorate in the same county while in Embu County were 37 (32%). The analysis indicates that Nairobi county government has a bigger number of personnel with higher levels of education than Embu county government and that Embu county government has more personnel holding bachelors and diplomas. The analysis thus indicates that most of the top management at the Nairobi and Embu County Governments is well educated and experienced for Knowledge management practices at the county government.




**Source; (Author, 2014)**

**Figure 4.11: Academic Qualification**

### 4.8.3 Knowledge Management Practices

The respondents indicated that the major functions of Nairobi and Embu County Governments top management teams to whom responsibility is bestowed to manage knowledge management practice have to get more information about compliance and counseling, training and development, employee relations employee appointments, salaries The interviewees indicated that the knowledge of the staff is gathered and captured through reports, forums, workshops and seminars among other meetings. In both Embu and Nairobi county governments, the process of transferring best practices are documented through memos, telephone conversations, emails other documentation procedures. The interviewees felt that formal knowledge is valued and transferred across the County Institutions through sharing of documents, on job training and baseline surveys. However in Embu County, the respondents noted that more need be done to improve knowledge management and improve the county personal and staff management.

### 4.8.4 Knowledge Management Tools

The interviewees in both County Institutions indicated that technology links staff internally and externally through emails, mobile phones, letters and memos. The study found that the postal and telecommunications sector is well developed in Embu County. Embu County also has a 98 per cent mobile network cover. The interviewees indicted that they were able to access information/services using technology through

emails and e-pay slips. Most of the interviewees thought that technology was used to share knowledge and information in the sector. The study further found that technology supports collaborations in available to staff through mobile, internal memos and internet and computers.

### 4.8.5 Knowledge Competencies

The respondents indicated that both Nairobi and Embu County Governments top management staff have skills and competences through the use of computers in human resource management, accounting, secretarial and finance management issues which are used in the management of the county resources. The analysis indicated that not all members of staff create codes and sharing of information or knowledge. The study indicated that there are staff members who possess the skills but do not share the information.

### 4.8.6 Challenges and Preferred Solutions

Some of the management barriers in knowledge management include budget constraints, inadequate technology, staff competences especially in finance and ICT, inadequate human resource management and even working resources. The interviewees indicated that the possible solution to such challenges include; The Nairobi and Embu County Governments should provide a solution for the implementation of the knowledge management, the management should facilitate implantation of the same, there should be an adequate budget for the knowledge management practices, policies which will enable the sector to override the challenges should be put in place, ensure proper training and development, facilitate networking amongst all officials and finally change management systems and equip the management with the latest technologies.

# CHAPTER FIVE

# SUMMARYOF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

The purpose of this study was to analyze the Knowledge management practices in County Institutions. The study explored to examine existence and level of Knowledge Management Practices at the Nairobi and Embu County Governments, to establish the types of KM tools in use at the Governments, to determine the competences of information professionals and to identify challenges and preferred solutions to KM at the Governments. This chapter presents a summary of the findings of the study, giving conclusions and recommendations that reflect the answers to the specific questions for possible action and suggestions for further research.

## 5.2 Summary of the Findings

The study analysis indicated that response rate was 206 (86%) which was very adequate for analysis. This implied that respondents were very much willing to participate and adequate efforts were made to obtain the targeted responses. The study found that male respondents were 66 (53%) from Nairobi County and 59 (51%) From Embu County while female respondents were 58 (47%) from Nairobi County and 57 (49%) from Embu County. This implies that the ratio of the male to female in Nairobi County and Embu County are almost equal with a very small margin of difference. However, studies have indicated that female respondent in many studies carried out in public places are much less than that of the male counterparts. The study further indicated that majority of the respondents had Diploma and undergraduate degrees in Knowledge management practices in Nairobi County and Embu County governments. This implied that respondents were knowledgeable about management practices and specifically knowledge management practices. According to Banhenyi (2007) knowledge management is the process through which organizations generate value from their intellectual capital and knowledge-based assets. Usually, the value is obtained by finding what employees, partners and customers know, and sharing information with employees, departments and even with other companies, in order to find best practices. For companies, it is important to understand 'what they know'. This knowledge is contained in databases, research and development activities, competent staff and quality products that are supplied in the market.

The study found that 87 (70%) of the respondents in Nairobi County did not know and were not aware of knowledge management principles and practices at the Nairobi County while 37 (30%) indicated that they were knowledgeable. In Embu County, the study found that 102 (88%) did not know knowledge management principles and practices in Embu County while 14 (22%) indicated they were aware of the knowledge management principles and practices. According to Ireri & Wairagu, (2007) Knowledge management is the development, organization, access and leveraging of knowledge by an organization. Knowledge management tools should support the goals of knowledge management initiatives. These tools will assist in information development, storage and access as well as facilitate knowledge transfer and sharing.

The study found that knowledge competencies are critical to the performance of the City Council of Nairobi. The study found that 99 (80%) of the respondents from Nairobi County and 91 (78%) from Embu County agreed that staff competences can hinder communication flow while 25 (20%) of the respondent in Nairobi County and 25 (22%) in Embu County believed that staff competences can not hinder communication flow. This agrees with Mbhaluto (2010) who argues that Competencies are descriptions of the skills, know-how, abilities, and personal qualities needed to perform a particular role successfully. Organizations now recognize that clarifying the competencies that their staff need and supporting individual and team development can be a major factor in their success. Often these competencies will be documented as a set of core competencies or a competency framework. The content will include core competencies that are needed by everyone for good performance and the specific professional competencies required by people working in specific functions and roles.

The analysis finally found that Knowledge management practices are vital to the development of Knowledge management practices in Nairobi and Embu county governments. The value of R squared at .743 indicates that 74.3% of the variations in knowledge management practices in Nairobi city county government Nairobi are related to the predictors (Knowledge management Practices, Knowledge management Tools, Staff Competencies, Solution to the challenges). Only 25.7% of variations in knowledge management practices in Nairobi and Embu county governments are not

accounted for by change in the independent variables in the model. The whole model has a coefficient of correlation (R) as 0.862 which is a very strong positive correlation. This indicates that changes in the predictor variable would be very closely associated with changes in the levels of Knowledge management practices in Nairobi and Embu county governments, an in the same direction.

### 5.3 Conclusion

The study concluded that some of the issues raised by knowledge management practices enhance implementation of knowledge management The study concluded that Knowledge management practices and especially the codification of knowledge in information systems, databases and knowledge repositories does not guarantee efficient knowledge management, but has a potential to influence it in a positive way. It is important to notice that Information technology does not have a direct influence on knowledge, but an indirect one, This is through organizational elements which act as an enabler of better collaboration among people in the organization, motivation of people in the organization and the process view of the organization.

The study concluded that there are various knowledge management tools that should be applied to enhance knowledge management in the Nairobi and Embu county governments' human resource management. The study also concluded that the decision on whether or not an organization should outsource a part of their business is a complicated one, and should not be taken lightly. Searching for short-term cost savings is not a bad idea, but choosing outsourcing based solely on cost reduction or tactical problems is a short-term solution and will undermine a company's potential for long term success.

The study concluded that there are additional "workplace competencies" needed in the knowledge economy knowledge management skills, problem-solving skills, the ability to work in teams and ICT skills, among others. These are becoming important and complementary to basic core or foundation skills as workers rely on workplace competencies more than other workers. It was concluded that organizations should have sufficient management skills and the ability to adapt new behaviors and processes to successfully manage an external part of their business. These skills should include knowledge management abilities and a willingness to apply them to a new and more challenging situation. Tacit knowledge must specifically be considered

when planning an outsourcing strategy, particularly if the component of the business to be outsourced already exists internally and valuable institutional knowledge risks to be lost.

The study concluded that the transfer of tacit knowledge can have a profound effect on quality and overall strategic business value. Cultural and language barriers add challenges to the already difficult process of transferring tacit knowledge and are of particular concern in cases of cross-border outsourcing. Finally, once a decision has been made to outsource aspects of a business, specific knowledge management strategies can be implemented that will maximize the benefits that are available from a decentralized business model.

## 5.4 Recommendations

### 5.4.1 Knowledge Management Practices

The study recommended that Nairobi and Embu County Governments should adopt knowledge management practices and principles to have effective and efficient delivery of services. The study recommended that Nairobi County should take kknowledge as a dynamic combination of experience, expert insight, values and contextual information. The management of the human resource and any other resources in the County should constitute of knowledge management practices. A foundation for evaluating new experiences and information and is continually shaped through new experiences.

### 5.4.2 Knowledge Management Tools

The study recommends that County Institutions should adopt the usage of knowledge management tools as enablers to sustain and improve the performance of in the county staffs. The study found that Nairobi and Embu County Governments should adopt different knowledge management tools to ensure works have got what that can do in the best way possible

### 5.4.3 Knowledge Competencies

The study recommended that County Institutions should pursue in developing knowledge competence among its staff members. The study recommended that staff members should be trained on the importance of being competent, get encouraged to have more education and share more skills with others. It was recommended that

effective knowledge be should transferred to competent staff members should be sharing their skills and this is a key component in the creation of learning organizations, both between organization members and with others external to the organization. One specific aspect of this is knowledge sharing (KS) that takes place between academics and individuals/teams in business and other organizations.

### 5.4.4 Knowledge Management Barriers

The ability to learn highly depends on how knowledge is managed. Specifically, different techniques for note-taking utilize different cognitive processes and strategies. The study recommended that to overcome the barriers to knowledge management, one is required is to move away from the silo mentality and move to a knowledge-sharing culture. When it comes to technology, the study recommended that KM should address usability aspects ('keep it simple') and the need of a proper implementation plan – including learning sessions. The study recommended that communities of practice should be voluntary but recognized and rewarded by the organization. However, it was noted that in many knowledge management initiatives, the management cannot resist the temptation to demand that communities of practice are formed as they have frowned on 'informal networks' in the past.

## 5.5 Suggestions for Further Research

The following suggestions are made for further research;

- The current study was an investigation into knowledge management practices in county institutions with specific the county of Nairobi and Embu county governments. The study suggests a similar study to be conducted in other counties governments in Kenya for comparison of results and validation of the findings from this study.
- Additional research should be conducted to establish the relationship between cultural and technological aspects of knowledge management in county governments in Kenya.
- The researcher also recommends further research on the adoption and utilization of tools for knowledge sharing in Nairobi and Embu county governments and other county governments in Kenya.

- Further research should be conducted on the utilization of knowledge management for competitive advantage in county governments in Kenya.
- Another possible area of further study is on knowledge creation and loss in the County Governments Kenya.

## REFERENCES


Banhenyi, S. (2007). *A Knowledge Engine Driving Africa's Development.// A* paper

presented in KMAfrica, (online) available at < www.kmafrica.info/news,5-18

Bechina, A., Bommen, T. (2006) "*Knowledge sharing practices: analyses of a global Scandinavian consulting company" The Electronic journal of knowledge management,* vol 4 Issue2 pp. 109-116

Biloslavavo,R., Trnavevic, k. (2007). *Knowledge Management audit in higher education: a case study"*. *Knowledge and process Management*. Vol no 4 pp 275-286;

Bouthillier, F. and Shearer, K. (2002) **"***Understanding Knowledge management and information management: the need for an empirical perspective" Information Research,* 8 (1), paper no 141. Available at http:// InformationR.net/ir/8-1/paper1/paper 141.html (Accessed 20 may 2014);

Booker, Lorne; Bontis, Nick; Serenko, Alexander (2008). "*The relevance of knowledge management and intellectual capital research". Knowledge and Process Management* 15 (4): 235–246. doi:10.1002/kpm.314.

C.J Neels, Kruger R.D. Johnson (2007) *Assessment of Knowledge Management Growth: A South Africa Perspective.* Accessed on June 27, 2014 1.13PM online at

City Council of Nairobi (2007) *Handbook.* CCN Press. Nairobi Kenya

Cong, X., Pandya, K.V (2003) "Issues of KM in the public sector" *Electronic journal of Knowledge Management,* Vol 1 issues 2: pp. 25-33

Dalkir, K. (2005). *Knowledge in Theory and Practice*. Burlinton: Elsevier Butterwort-Heinemann

Earl, M.J., L.A. (1999). *"Opinion: What is Chief Knowledge Officer?" Sloan Management Review,* Vol 40 No 2. pp. 29-38

G.Babu, Dr. S.Ahmed, Y. Mahfooz, Dr. K.S Gupta (2007*) Knowledge Generation Process: A Measurement Approach. Globalization: Opportunities & Challenges,* In (eds) Pramod Verma, P Bala Bhaskaran and Pankaj M. Madhani, Wisdom Publications

Gartner Group (2000). *Knowledge Management*. Available Accessed 10 May 2014

Graduate School of Business, University of Pittsburgh http://www.academia.edu/574125/Assessment_of_knowledge_management_growth_a_South_Africa_perspective

Kimble, Chris (2013) *Knowledge management, codification and tacit knowledge: Information Research.vol 18 no 2*

Maier, R. (2007). *Knowledge Management Systems: Information And Communication Technologies for Knowledge Management (3rd edition)*. Berlin: Springer.

McAdam, R., Reid, R. (2000). *"A comparison of public and private perceptions and use of Knowledge Management" Journal of European Industrial Training,* Vol 24, No. 6, pp 317-329.;

McAdam, Rodney & Sandra Mc Creedy (2000). *"A Critique of Knowledge Management: using a Social Constructionist model.* New Technology, Work and Employment". Availableat http:// paper.ssrn.com/so13/papers.cfm/abstract id=239247. Accessed 16 May 2014;

Minishi-Majanja, M. (2005). *Mapping and Audit of Information and Communication Technologies in LIS Education in Africa: thesis.* University of Zululand, South Africa.

Mutula, Stephen M., Wamukoya. Justus M. (2007). *Web Information Management: across-disciplinary textbook. Oxford*: Chando's publishing

Ndugo .S. et al,(2007).—*Indigenous Tools of Capturing Knowledge: Trachoma Bead System.* Available at http

Neef, Dale (2001). *Making the case for knowledge management: the bigger picture" Management Decision*, Vol. 37, No. 1. Available at http:///first . emeraldinsight.com/articles/km.html. Accessed 15 may 2014

O. J. Mbhalati (2010) *Knowledge Management Practices in Rural Areas of South Africa*. Graduate School of Business Leadership, University Of South Africa, Republic Of South Africa

Roberts, Joanne (2009). *"The global knowledge economy in question"*. *Critical perspectives on International Business*, Vol 5, No.4. Available at: http:// first.emeraldinsight.com/articles/global km.html. Accessed 15 may 2014.

Sage (2013) *Research methods:* Charles Sturt University, Australia, inc. Available at Accessed on 2nd October 2014

Salleh, Y., Gor, W.K. (2002), *Managing human resources toward achieving knowledge management Journal of knowledge management*. Vol. 6 No 5 pp.457-468. Accessed on May 2014

Singh, Shashi, Prabha (2007). What are we managing- knowledge or information? *The journal of information and knowledge management systems*, Vol. 37, no 2. Available at. http://first.emaraldinsight.com/articles/managing km.html.

Skyrme, J (2002), *Knowledge Management: Approaches and Policies* David Skyrme Associates Limited, Highclere, England

Snowdon, Dave (2008). *KM definition*. Available at.. Accessed 18 may 2014.

United Cities and Local Government of Africa (2013) *Knowledge Management Strategy*

King, W.R. (2009) *Knowledge Management and Organizational Learning*. Katz

Ward, Martin (2007). How Knowledge Companies Succeed. *Journal of knowledge management*. Vol. 1 No 6. Pp, 16-27 Knowledge Management Africa (2008) *Brochure. KMA***,** Nairobi Kenya

Zachary Mosoti, B. Masheka. Knowledge Management: The Case for Kenya. *The Journal of Language, Technology & Entrepreneurship in Africa, Vol. 2. No.1. 2010, AISSN 1998-1279*

# APPENDICES


**UNIVERSITY OF NAIROBI**

**FACULTY OF ARTS**

**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE**

*Telephone: +254 20 318262, Ext. 28095*
*Telegram: Varsity*
*Fax: +254 20 2245566*

*P.O. Box 30197- 00100 GPO*
*Nairobi, Kenya.*
*dnjiraine@uonbi.ac.ke*


**Our Ref: UON/CHSS/DLIS/303** **5th Sept, 2014**

To County Secretary
Embu County Government
P. O. Box 36-60100
Embu.

Dear Sir/ Madam,

**RE: NYAGA ELIZABETH NJOKI REG NO: C54/60915/2013**

The above named is a bonafide student at the University of Nairobi undertaking a Master of Library and Information Science (MLIS). She is currently in the process of collecting data as part of the requirements for the course.

Her topic is "*Knowledge management practices: a comparative study of Nairobi City County and Embu County Governments.*

Any assistance accorded to her will highly be appreciated.

Regards,



For. Dr. Dorothy Njiraine
**Ag. Chairperson**
**Department of Library & Information Science (DLIS)**

## APPENDIX II: INTERVIEW SCHEDULE FOR STAFF WORKIN IN COUNTYINSTITUTIONS

**Background Information**

1) Position…….

2) Working experience in the County ?

   (a) Less than five years

   (b) 6-10 years

   (c) 11-15 years

   (d) Over 15 years

3) Academic qualifications ----------

**Knowledge Management Practices**

4) Highlight the major functions of human resource management in the County?

   ……

   ……

   ……

   ……

5) How is knowledge is created, codified, used, shared and stored in the County

   ……

   ……

   ……

   ……

6) In your own opinion, how is tacit/informal knowledge valued and transferred across the department in the county institutions?

……

……

**Knowledge Management tools**

7) To what extent does technology link staff internally and externally?

……
……
……
……

8) Highlight the extent to which technology is used?

……
……
……
……

9) State the leading technologically solutions that knowledge management supports collaboration and comment on their application.to how it applied

……
……
……
……

**Knowledge Competencies and Skills**

10) Do you think staffs working in the human resource management in county institutions have adequate skills and competencies to handle and manage knowledge?

……
……
……

11) To what extents are the members of staff involved in knowledge creation, coding and sharing?

……
……

……
……

12) ‘Explain how tacit’ Knowledge is valued and transfer across the Departments?

……
……
……
……

**Knowledge Management Barriers**

13) What are the barriers that hinder knowledge management in county institutions?

……
……
……
……

14) Suggest possible solution to the identified barriers

……
……
……

## APPENDIX III

## QUESTIONNAIRE FOR THE STAFF WORKING IN THE COUNTY INSTITUTIONS.

**Instructions**

Please tick where appropriate and fill in the spaces provided in case you are giving an opinion or a comment.

**Background Information**

1) Name of the county
2) Department……
3) Gender……
4) Age……
5) Academic Qualification
6) Working Experience……
7) Nature of your work……..
   ……

**Knowledge Management practices**

8) Are you aware of knowledge management principles and practices in the county institutions?
   a) Yes
   b) No
9) Do you think the practices help knowledge creation, sharing and storage in the county?
   a) Yes
   b) No
10) If yes, briefly explain how knowledge management practices and processes help knowledge sharing
    ……
    ……

……
……

**Types of knowledge Management Tools in Use**

11) Highlight the types of knowledge management tools used in the County Institutions?

**Staff Competencies**

12) A) In your own opinion do you think staff competencies can hinder knowledge management practices and processes in the County? In either case explain why

13) In general what are the challenges which you encounter while managing knowledge in your area of work.

……
……
……
……
……
……
……

**Possible Solution to the Challenges**

Give your general opinion on the possible solution to the challenges above

……
……
……
……
……