The Role Of Enabler Factors In Ensuring Success Of Knowledge Management In State Corporations: A Case Of Kenya Wildlife Services

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Abstract: The performance of state corporations is of utmost importance given that these state corporations are used by the government in the realization of its service delivery to its citizens. As a result, the state corporations need well defined strategies to ensure stability in their performance. Studies have shown that meeting performance challenges in organizations necessitates utilization of vital disciplines like Knowledge Management in their management. The use of Knowledge Management for sustainable performance management has shown that effectiveness depends on strategic planning and use of tested models. However, implementation of Knowledge Management has faced a number of challenges. It is on this background that the study sought to establish the role of enabler factors in ensuring success of knowledge management in state corporations in Kenya. This was achieved by meeting the specific objectives of the study which were to determine the effects of technology, culture, funding, leadership and Knowledge Management Strategy as enabler factors in ensuring success of Knowledge Management in Kenya Wildlife Service. The objective of this study was to empirically investigate and test the most critical factors that influence Knowledge Management effectiveness in Kenya Wildlife Service, which in turn influence positively the total performance of the organization. This research also draws from existing studies, frameworks and models that have already identified the factors that potentially affect the success of Knowledge Management with a significant part of this literature pointing to enablers as being a necessary component. The study adopted a survey design and targeted senior management staff at the Kenya Wildlife Service headquarters. The study used random sampling method where 44 senior staff employees from the headquarters were selected and primary data collected from the respondents through structured and semi structured questionnaires. The data collected was sorted and tested for consistency and reliability before being subjected to descriptive analysis of mean and standard deviation and a content analysis on percentile followed by a regression analysis. The study revealed that good planning and utilization of enabler factors plays a critical role in improving Knowledge Management and hence performance of state corporations.

Keywords: Technology, Knowledge management, State corporations, enabler factors

I. INTRODUCTION

A. BACKGROUND TO THE STUDY

In recent times a new branch of management has emerged called *Knowledge Management* (KM) (Hick, 2006). It is meant to achieve breakthrough in business performance through the synergy of people, processes, and technology. It also focuses on the management of change, uncertainty, and complexity. Again it serves as the source and stock of knowledge and the flow of knowledge. This includes knowledge creation, sharing and application to create and or sustain organizational value and competitive advantage (Liew, 2007). According to Wickramasinghe, (2003), in its broadest application KM refers to how firms acquire, apply and store their own intellectual capital.

In a given organization, knowledge management refers to identifying and leveraging the collective knowledge within it in such a way to help the organization compete (Alavi, 2001) . Knowledge management increases innovativeness and responsiveness.

In this study, however, knowledge management is getting the right information to the right people at the right time, and helping people create knowledge, share and act upon information in ways that will measurably improve their performance (Warren, 2006). In other words, it is to utilize individual expertise to get maximum return for an organization.

Knowledge management has several areas that include knowledge management systems, knowledge management practices, knowledge management brokers and others. The paper is concerned with Knowledge Management Practices (KMP). Hicks et al. (2006) articulates that knowledge management has three fundamental concepts, which include: data, information and knowledge. They explain that *data* is a set of records and represents a fact or statement of event and *information* is formed when we attach semantics to the data; when *intelligence* is attached to the information, then knowledge is created (Govil, 2007). The relationship between data, information and knowledge is what is referred to as Knowledge Hierarchy .In *knowledge hierarchy* data is transformed into information, and information into knowledge.

While some scholars are discussing knowledge in terms of knowledge hierarchy concept, others, like Liew, (2007) advocate for data management, information management and knowledge management. He posits that data management is the capture, storage, structure, compilation, retrieval, and analysis of records. Further, it is the reconstruction of recent or historical events as inputs for decision-making and problem solving.

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

a. KNOWLEDGE MANAGEMENT IN AFRICA

Africa is termed as a Knowledge Society (Ondari, 2007). Drucker contends that the basic economic source in Africa would no longer be capital or natural resources or even labor but knowledge. This means that Africa is endowed with Indigenous Knowledge that is needed to capture, share and transfer knowledge. Indigenous knowledge (IK) is defined as the local knowledge that is unique to a given culture or society and forms the basis for decision making within communities (Ndugo, 2007). The drive to manage knowledge in African culture is characterized by an old African proverb that states in Africa, when an old man dies, the entire library is burnt. There is a need in Africa to capture indigenous knowledge, share and transfer it by networking between countries. An electronic network has been created to foster connections across varying boundaries to create a knowledge bank'that links expertise with demand. Among the knowledge bank is Knowledge Management Africa (KMA) which has become a *knowledge engine* that drives appropriate development solutions for Africa, Banhenyi, (2007). The mission of KMA is to promote the use of Africa's collective knowledge as a key development resource and establish KM platforms that will create access to existing networks and facilitate sharing and utilization of knowledge across all sectors. KMA organizes biennial conferences in different countries to boost the implementation of KM in Africa. The KMA 2007' was the second biennial conference held in Nairobi from July 17 to 19, 2007 and brought together diverse international development finance institutions, sector professionals and civil-society organizations. The conference aimed at synthesizing coalitions of independent and interdependent knowledge networks and practitioners into a conduit for the cooperative pursuit of mutual advantage to rival the countervailing dominance of trade, finance and investment by affluent countries having the muscle of strong, hi-tech economies. Adjacent to KMA, is Global Development Network (GDNet) that organizes various workshops in Africa. The Knowledge Sharing for Development: Africa Regional Program workshop was held in Cairo-Egypt on February 27-28, 2005.

The two types of knowledge; tacit and explicit exist. Tacit knowledge is the unwritten, unspoken but often hidden vast storehouse of knowledge held by human beings. Tacit knowledge is based on a person's emotions, experiences, insights, intuition, observations and internalized information. Tacit knowledge is difficult to harness or transfer. Kwanya, (2009) explains that tacit knowledge is personalized and contextualized. Explicit knowledge, on the other hand, is documented and exists in publications, databases or any other media. It is easier to recognize, capture, store, disseminate and perpetuate than tacit knowledge (Sanchez, 2004; Kwanya, 2009). This knowledge management strategy is designed to integrate both tacit and explicit knowledge.

Knowledge management as a process faces many challenges. Some of these include information overload; lack of obvious linkages between various pieces or categories of knowledge; diverse information and legacy systems; lack of information documentation; existence of redundant, inconsistent and obsolete information; limited human, fiscal and technological resources; diverse user and organizational

interests and needs; established organizational cultures which are difficult to change; organizational politics, competition and lack of cooperation; and dynamic information needs and information seeking behavior (Kwanya, 2009).

In fact Kenya had 83 nonprofit organizations and 277 registered profit organizations as indicated on the 2007 Business Directory and this offers the need to study whether knowledge management is implemented. With the above background in mind the study focused on the knowledge management strategy on performance of state corporations in Kenya Wildlife Service.

b. KENYA WILDLIFE SERVICE

It is a state corporation that was established by an Act of Parliament (Cap 376), now repealed by WCMA (2013), with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations .KWS undertakes conservation and management of wildlife resources across all protected areas systems in collaboration with stakeholders. It is our goal to work with others to conserve, protect and sustainably manage wildlife resources. The community wildlife program of KWS in collaboration with others encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves. The premise is that "if people benefit from wildlife and other natural resources, then they will take care of these resources.

B. STATEMENT OF PROBLEM

As the significance of the intellectual element of products and services advances so does the development of knowledge management in state corporations becomes a priority. This is more evident in modern economy where knowledge conception and growth has become a vital factor in the realization and sustainability of corporate competitiveness and performance. Due to this, many organizations acknowledges that to grow or develop, be competitive and survive in the modern corporate environment, there is need for have to continuous change in corporate strategies to meet, fulfill and satisfy the evolving and newly emerging business demands. Indeed, this explains the growth of interest in knowledge management over the last decade. Organizations that have not embraced this modern corporate framework that based on knowledge management are not only subjected to vast business loss in terms of competitiveness and performance but also are at a high risk of making massive financial losses. For example, according to Al-Ain, (2007) Fortune 500 companies lose at least $31.5 billion a year by failing to share knowledge. They also lose knowledge of best practice in a specific area of operations as a result of a key employee's departure and finally they lose in relationship with a key client or supplier or a sponsor by the departure of key individuals.

As a result of this corporate threat, a study by Brown (2010) confirmed that most organizations are becoming project-based and the question that keeps on coming up is how they share knowledge between projects and project teams, and what type of knowledge is generated during projects. Obviously, such arguments are very dependent on how an organization conducts itself and the kind of structures and strategies that has been put in place to support the activities of its projects (Brown, 2010). In another research, Hawamdeh et al (2010) added that during project execution, critical knowledge resides with the team members, who need to understand the value of knowledge and the value of sharing that knowledge. This is because, these members are normally assembled to steer and drive projects whose success is generally judged when it is completed within the scope, time and cost, which have commonly been regarded as the areas of critical constraint (Yeong & Lim, 2010).

However, the success of knowledge management in state corporations is based on the identification and establishment of a suitable knowledge management system and defining the approaches that drive successful management of the knowledge. Different literatures have linked a wide range of success factors that champion effective knowledge management in modern corporate environment. Also referred to as *Enabler factors*, these factors describes that practices, techniques and procedures adopted in state corporations to ensure effective knowledge management. This study explored various enabler factors and their role in ensuring successful KM (knowledge management) in state corporations. In regard to this, the research investigated the influence and role played by enabler factors such as *Technology, Leadership, Organizational culture (in terms of control, time, motivation and commitment)* and *KM strategy* in guaranteeing successful knowledge management in state corporations: *A case study of KWS*.

Across the globe, state corporations are faced with demands to revolutionize and modernize their operations in order to facilitate growth in the new knowledge economy. This is simply because failure to embrace modern knowledge management principles and approaches presents challenges in conservation of the corporations' intellectual capability. Additionally, ineffectual implementation of KM elements and practices results to insufficient capacity to sustain operations and activities within state corporations thus adversely influencing the economic growth, development as well as expansion. It is in this view that the study aspired to critically examine and investigate how these knowledge management enablers (practices) influenced the performance stability of this industry, so as to continue being successful even into the future.

C. RESEARCH OBJECTIVES

a. GENERAL OBJECTIVE

The general objective of the study will be to determine the Role of enabler factors in ensuring success of KM in state corporations.

b. SPECIFIC OBJECTIVES

- ✓ To find out the role of technology ensuring success of KM in state corporations.
- ✓ To determine the role of culture in ensuring success of KM in state corporations.

- ✓ To establish the extent to which leadership ensures success of KM in state corporations
- ✓ To determine the role of people in ensuring success of KM in state corporations
- ✓ To find out how a KM Strategy ensures success of KM in state corporations.

c. RESEARCH QUESTIONS

- ✓ What is the role of technology ensuring success of KM in state corporations?
- ✓ How does culture ensure success of KM in state corporations?
- ✓ To what extent does leadership ensures success of KM in state corporations?
- ✓ How do people influence success of KM in state corporations?
- ✓ How does KM Strategy ensure success of KM in state corporations?

D. SIGNIFICANCE OF THE STUDY

Findings from this study will provide insights for the state corporations and top level management of the Government with regards to the importance of enabler factors in success of knowledge management. For the organization's stakeholders, the study will provide assessment of their contribution to success of knowledge Management. It will also help them to know how the enabler factors can improve knowledge Management activities amongst themselves besides how to overcome any barriers they may be experiencing.

Collaboration among stakeholders through knowledge sharing can also help create synergy in the organization where knowledge gained in one unit can feed or help another unit and thus avoid duplication and competition among different units. Top level management at KWS will know what challenges they are facing in trying to share knowledge and help solve them. They will also be able to facilitate increased knowledge Management Activities through fostering social networks among members. Such activities will only be achievable when management is willing to commit enabler factors required to achieve a knowledge based organization.

Other organizations will also be able to assess the levels of enabler factors activities in their institutions based on the use of the findings to build stronger knowledge networks. In the view of the global shift from an information age to knowledge economies, a study on knowledge strategies will help provide a framework that managers can use to encourage enabler factors in other organizations in the country and thereby speed up the shift towards a knowledge economy.

The study will provide background information to research Organizations and scholars who may want to carry out further research in this area. The study will also facilitate individual Researchers to identify gaps in the current research and carry out research in those respective areas.

E. SCOPE OF THE STUDY

The study will be limited to the Kenya Wildlife Service as a state corporation and as a case study it would be ideal to study the Role of enabler factors in ensuring success of KM.

II. LITERATURE REVIEW

A. THEORETICAL REVIEW

The study will be guided by various theories which define and describe the KM cycle. These theories attempts to show the process through which corporations such as KWS adopts to transform information into knowledge within the organization. Furthermore, these models justify how knowledge is secured, processed and disseminated in the organization. Therefore the following models have been linked to this study based on their ability to meet and satisfy the increasing demands.

KM Process Model-Botha 2008: provides a more practical and reasonable synopsis of the KM process in which the three main components intersect and interrelate. The connectivity between the components defines how managerial initiatives champions knowledge creation within the organization. The model also demonstrates which of the three components is people oriented or technology focused. The figure below illustrates the model as presented by Botha et al. (2008).
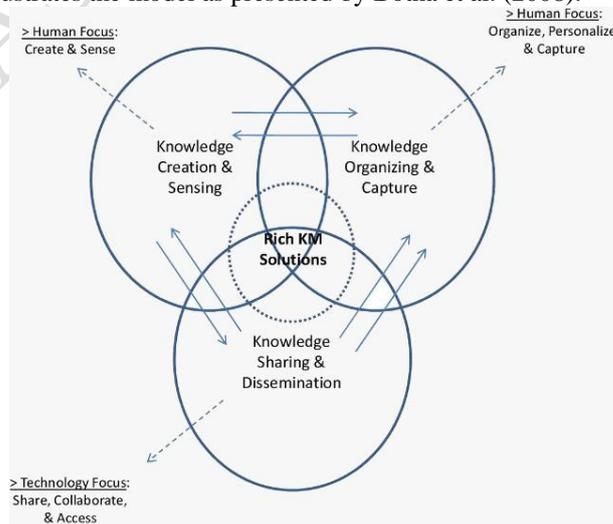

Figure 1: KM Process Model- Botha 2008

KM Process Framework- Bukowitz & Williams 1999: in the context of this study, the model attempts to reveal a knowledge management process framework that discloses how state corporations generate, conserve and develop strategically viable volumes of knowledge in order to create value. Additionally, the model provides the strategy for the management to establish, divest and improve knowledge assets within the organization. Its principle power is implanted within its strategic focus which places knowledge management action into context. The figure below shows the KM Process Framework.
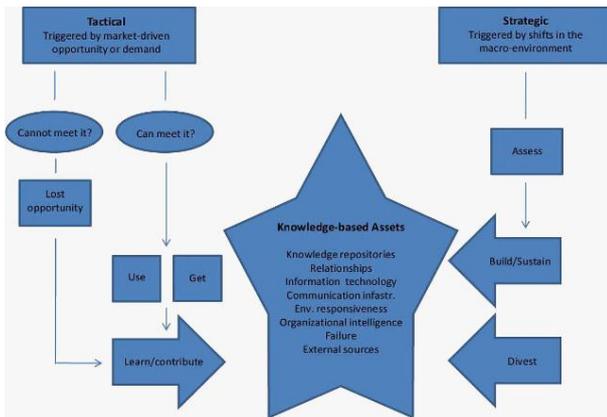
Figure 2: KM Process Framework- Bukowitz &Williams 1999

KM Matrix- Gamble and Blackwell 2001: offers a theoretical structure with specific standards for KM implementation. Its structure describes four areas of concern:

- ✓ *Management*: is responsible for locating sources of knowledge within organization
- ✓ *Organization*: involves sorting and arrangement of the knowledge in order to evaluate the organization's strength and weakness as well as determine the knowledge relevance and reusability.
- ✓ *Socialization*: determining which techniques can be utilized to help share and disseminate the knowledge to appropriate users within the organization.
- ✓ *Internalization*: describes the ease and convenience of applying the knowledge in the firm's operations and activities.

The figure below summarizes the aspects of the model described above

Type / Approach	Embodied	Represented	Embedded
Sense	Observe	Gather	Hypothesize
Organize	Contextualize	Categorize	Map
Socialize	Share	Disseminate	Simulate
Internalize	Apply, Decide, Act		

Figure 3: KM Matrix- Gamble and Blackwell 2001

a. KNOWLEDGE MANAGEMENT PROCESS MODEL

This model attempts to offer a more realistic overview of the KM process. The three broad categories overlap and interact with one another. Like Gamble & Blackwell, the focus is on managerial initiatives. Here too the strategic focus (the when and the why as opposed to the what) is omitted. It is noteworthy that this model does include the creation of new knowledge as a specific KM initiative.

The model further shows which of the three categories are more people oriented and which are more technology focused. Whether or not knowledge sharing should be largely technology focused is certainly debatable and it is something that needs to be addressed in future sections. However, for better or for worse, this is largely how organizations tend to

approach the issue i.e. as a technological rather than organizational and social challenge.

b. KNOWLEDGE PROCESS FRAMEWORK

This KM model depicts the process that defines the strategy for management to build, divest, and enhance knowledge assets. It is a model that emphasizes the "why" and "when" aspects. The strengths of this model rest on its strategic focus, which essentially puts knowledge management action into context. It is also worth noting that the notion of divestment is included - something which is often missing from KM models.

KM initiatives are the result of the response to tactical and strategic changes and needs. The model provides a great overview of the strategy behind KM but it does not include any deeper insight into what initiatives are suitable in a given instance.
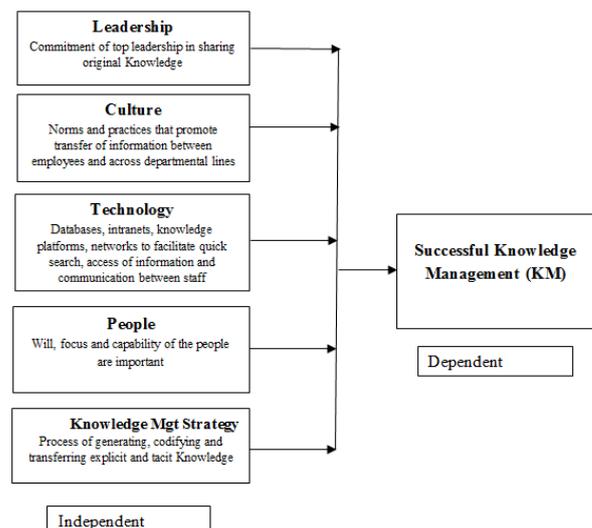
c. KNOWLEDGE MANAGEMENT MATRIX

This KM model presents a general theoretical framework, as well as specific guidelines for implementation.

The KM process is split into four stages. First management must locate the sources of knowledge. Then they must organize this knowledge so as to assess the firm's strengths and weaknesses and determine its relevance and reusability. This is followed by socialization, where various techniques are used to help share and disseminate it to whomever needs it in the organization. Finally, the knowledge is internalized through use.

As all sequential models, the steps are not to be taken literally, but they do provide an excellent overview of the role of the KM manager. However, one limitation of this model is its focus. First of all, the overall strategic role outline by Bukowitz and Williams is not included. Secondly, enabler factors role here is limited to knowledge sharing, omitting the processes of knowledge acquisition/creation and divestment. This is a perfectly legitimate approach to KM where the focus is on the sharing and retrieval of existing knowledge.

d. CONCEPTUAL FRAMEWORK

B. EMPIRICAL REVIEW

a. ROLE OF TECHNOLOGY IN ENSURING SUCCESS OF KNOWLEDGE MANAGEMENT

Technology is a powerful enabler of knowledge management success. It is generally accepted that databases, intranets, knowledge platforms and networks are the main blocks that support knowledge management (Gibbons, 2002). Information Technology facilitates quick search, access of information, cooperation and communication between organizational members. It is indisputable that Information Technology is one of the key factors that influence knowledge management implementation. There is an extensive collection of information technologies such as data warehousing, intranet, internet, which can be implemented and integrated in an organization's technological platform and work together as knowledge management system. Luan and Serban (2002) grouped information technologies into more than one category: business intelligence, knowledge base, collaboration, content and document management, portals, customer relationship management, data mining, workflow, search, and e-learning.

Information technology plays different roles in knowledge management including:
✓ Obtaining knowledge
✓ Define, store, categorise, index, and link knowledge-related digital items
✓ Seek and identify related content
✓ Flexibly express the content based on the various utilisation background

In addition, Hedelin and Allwood, (2002) have found out that information technology has a direct and indirect influence on the motivation of sharing knowledge, due to the fact that it can accomplish four different functions: to eliminate obstacles, provide channels to obtain information, correct flow processes, and identify the location of knowledge carrier and knowledge seeker. Properly use of information technology can accelerate knowledge management .In KWS the implementation of knowledge management technologies without ensuring that the organizations employees are well informed about the organization's overall goals and objectives, and how this technology can facilitate the success of these goals, will lead to disappointing returns on the technology investment.

b. EFFECTS OF CULTURE AND KM STRATEGY

Culture is important for facilitating sharing, learning, and knowledge creation. Culture is values, beliefs, norms, and symbols. In general, culture highly values knowledge, encourages its creation, sharing, application, and promotes open climate for free flow of ideas. The development of such culture is the major challenge for knowledge management efforts. Culture can be an obstacle that organizations deal with in order to create a successful knowledge-based business.

Organizational cultures change over time as organizations adjust to environmental contingencies (Boyd, 2012). Every organization has its own particular culture and its own unique practices. An effective culture for knowledge management consists of norms and practices that promote the transfer of information between employees and across department lines. Building an effective culture where people operate in an organization is a critical requirement for effective knowledge management (Ndugo, 2007).

Many studies conducted to investigate causes of knowledge management initiative failure, have recognised that organizational culture is the main barrier to knowledge management success. Culture is a broad concept that consists of many aspects. One aspect which is considered important for knowledge management is collaboration. Goh, (2002) highlighted that collaborative culture is significant for knowledge distribution among individuals and groups. Collaboration has also been empirically proved an important contributor to knowledge creation. Sveiby and Simons, (2002) argue that collaborative climate is one of the key factors that influence the effectiveness of knowledge management. Effective knowledge management requires the creation of a supportive and collaborative culture.

Another fundamental aspect of knowledge management is trust. According to Swowden, (2000) trust is the most crucial requirement for knowledge transfer. The absence of mutual trust, will lead people to be sceptical about the intentions and behaviours of others and therefore they will possibly withhold their knowledge. Building a trust relationship among individuals and groups will facilitate knowledge sharing process, while the lack of trust can undoubtedly hinder the sharing of knowledge. Without trust, the knowledge management program will fail. The creation of new, useful, and lucrative knowledge is impossible without trust. Companies have to make certain that their initiatives harmonise with organizational culture. If the situation is different the company should take actions so as to induce matching. Effective knowledge management cannot be accomplished without extensive behavioural, cultural, and organizational change.

c. LEADERSHIP AND KM

Both practitioners and academics agree that the leadership plays a major role in the creation and management of knowledge in the organization, therefore the organizational goal of knowledge management for competitive advantage is facilitated by the practices that leadership implements (Singh, 2008). A study by Andersen and APQC concluded that organization failure to leverage knowledge is due to the lack of commitment of top leadership in sharing organizational knowledge.

Leaders are responsible on how the companies should approach and deal with knowledge management processes as well as practices. The introduction of a knowledge management program can be a major organization change and for this reason the involvement of leadership is considered imperious. Leadership should create a climate that encourages the distribution of knowledge, so that people feel safe to contribute in every way, and the contributions are recognized by them. In addition, they should have the will to share and offer their knowledge to others in the organization, to learn constantly, and to seek new ideas and knowledge (Malhotra, 2000).

Top managers have to understand the importance of knowledge management so as to support and play an aggressive role in decision making and to motivate employees, provide them with equal opportunities and development, measuring and rewarding the performance, behaviours, and attitude that is considered necessary for effective knowledge management. Companies with greatly effective incentive programs will not manage to be successful without devoted and responsible managers. Many times employees get into conflicts of interest with knowledge management practices, for that reason leaders should facilitate employees to overcome those conflicts when they appear. Knowledge management executives in every level are primarily responsible for ensuring that knowledge management objectives are in line with organizational strategies and objectives.

d. PEOPLE AND KM

The role of people in knowledge management success is major. People are actors and the persons that carry out work within an organization. People create and share knowledge, and for this reason managing the persons who have the intension to create and share their knowledge is considered very important. Since, people are the exclusive creators of knowledge, managing knowledge is managing people, and managing people is managing knowledge (Demeester, 2005).

Knowledge is hold by individuals and the process of transferring this hidden knowledge to other members within an organization is very important. In other words, to share, use, and convert individual knowledge into organizational knowledge is a crucial procedure of outmost importance. Thus, a key factor for an organization to meet success is to support people communicate and share knowledge with others. Organizations should perceive employees as a vital knowledge resource and adjust knowledge management into their employees' management policy. It is critical for an employee to be motivated to take part in the obtaining and sharing of knowledge (Wong, 2005).

People are a significant part of knowledge management and of organization because they are the source of creativeness. Many organizations in order to enhance their firm tend to invest in technology rather than in employees. However, this attitude will not have the desirable result if the firm's employees are not able to use these systems. Therefore, it is noticed that many successful companies prepare to invest in their employees in order to enhance their visions, capabilities, and experiences for the universal working environment (Bozbura, 2007).

e. KNOWLEDGE MANAGEMENT STRATEGY

An effective knowledge management implementation will add more value to the overall performance of the organization. Hlupic et al., (2002) argue that knowledge management is a vehicle for organizations' effectiveness and competitiveness. Moreover, Gold et al., (2001) states that the successful application of knowledge management enables a firm to become innovative, harmonize its efforts better, commercialize new products quickly, foresee surprises, and

become more responsive to market change. Organizations nowadays have realised that in order to succeed they have to view knowledge as an asset and manage it effectively. Knowledge management facilitates companies to be faster, more efficient, and more innovative. The effective knowledge management is a valuable activity due to its consequences to firm performance (Boyd, 2012).

Several organizations establish knowledge management in order to improve performance. Improving organization performance by using knowledge management initiatives is a kind of an investment. Knowledge management is of great importance to firm performance due to its contribution on innovation improvement, enhancement of coordination of efforts, better decision making, and ultimately better financial results. Thus, most organizations today have identified knowledge management as a critical success factor for companies.

Effective knowledge management means that there is an accurate use of resources which will result to better outcomes such as innovation, and better financial performance. Ernest Young's Center for business innovation survey suggested that measuring the value and performance of knowledge asset is the second most important activity that organizations should adapt after the activity of changing people's behaviour. Gloet and Barrell, (2003) believe that organizations see knowledge management as a way to provide competitive advantage and contribution to their bottom line. A study conducted in USA of 40 top management consultancies, revealed that over 60 per cent of them believed that knowledge management is a key success factor of their businesses.

Managing knowledge is significant because knowledge is a strategic weapon that can lead to sustained increase in profits. Organizations achieve the competitive advantage only when accurate and important knowledge is transformed, distributed, and intergraded .Companies that generate new knowledge and distribute it broadly throughout the organization and rapidly embody it into new technologies and products are considered successful. Successful knowledge management programs provide competitive advantage, reduced costs, customer focus, employee relations development, and accelerate innovation.

C. CRITIQUE OF THE STUDY

The studies by Mpofu (2010), Mashavira & Nyanga, (2013) and Obara et al ,(2010) show that the challenges facing strategy implementation among the state corporations are universal especially in Africa given that the studies were conducted in South Africa, Zimbabwe and Kenya Respectively but gave the same findings thus implementation of strategies among state corporations in Africa is affected by Poor Financing, Negative attitude towards change due to the fear of the Unknown, poor strategic planning as well as poor evaluation of the implementation due to a culture of complacency in the state corporations and political influence. The studies also show that the use of a wide range of state corporations and the use of a single line of state corporations would also give the same findings as seen for the fact that the study by (Obara, 2010) which used 65 state corporations, gave the same finding to that of Kihara, (2013) which only used one

state corporation the Kenya Rural Roads Authority. This shows that a study on KWS will also give the same findings as a study using several state corporations. As a result, the findings of the study by Njagi, (2012) can be generalized to other state corporations. However more evidence would be needed to make such an inference calling for another study to compare the findings. In addition, the study by Njagi, (2012) is an ANOVA analysis which just indicates that strategy leads to improved performance but does not give specific quantifiable relationship in terms of magnitude and direction which would only be given by a regression analysis. The literature review also shows that the studies all used case study research methodology which makes it the ideal for this type of study. This will thus be the methodology used for the present study. The studies however used two main data analysis techniques the ANOVA and regression analysis. The regression analysis has advantage over ANOVA in that it can give specific quantifiable relationship between variables both in magnitude and direction. This is from the fact that from the Contingency theory assertions, different strategies can be used to the same end thus the managers need to get the optimal strategy. Deciding the optimal strategy needs comparison of each based on magnitude and direction thus need for regression analysis.

D. SUMMARY OF THE LITERATURE REVIEW

The literature review shows that the study is founded on contingency theory which asserts that a manager has the obligation of ensuring that an organization has attained a strategic fit in order to survive. This strategic fit can be achieved at different levels thus gradual movement and revision of strategies is advised for. In addition, the manager has various options to achieving this strategic fit thus optimal strategies are to be selected by the managers in order to enhance
performance of the organization.

This performance can be measured through various means but the literature review identifies three main measures of organizational performance that is abnormal returns, employee satisfaction and customer satisfaction. These will thus be used for the study Moreover, the literature review shows that studies have been conducted using ANOVA and Regression with a preference for Regression which will thus determine the data analysis technique. Finally, the literature review shows that the studies were mostly on challenges to the implementation and the impacts of strategy without addressing specific measurable relationships. As a result, this study will seek to give a specific measurable relationship between KM strategy and Corporation performance.

E. RESEARCH GAP

As KM continues to be recognized and appreciated as an indispensable strategic resource within the corporate setting, organizations' capability to acquire, develop, share and utilize knowledge is highly rooted in its ability to properly manage the organizational intellectual sources. This is primarily aimed at ensuring a stable and sustainable competitive advantage and performance in the corporate environment. However, this

success is only guaranteed if the firm is able to identify effective and relevant knowledge management approaches so as to eliminate and prevent undesirable impacts during the implementation phase. In this paper, the exploration of the role of the enabler factors in driving and ensuring success of KM in state corporations has helped to establish two models of research gaps: *inefficiencies and ineptitudes arising from implementation of KM practices* as well as *a survey into the context approaches deployed to foster knowledge growth and development*. To get to the insight of these research gaps, the study critically and statistically examined the role and influence of the KM enabler factors on the success and performance of state corporations.

III. MATERIALS AND METHODS

A. RESEARCH DESIGN

The research design adopted in the study was a descriptive Survey design. This designed was considered suitable for the study because the population included employees from various cadres of Kenya Wildlife Service. A survey was an appropriate technique for generating original data from a large population which could not be directly observed.

B. TARGET POPULATION

The population of the study was composed of 148 permanent employees of Kenya Wildlife Service. Information on the employees sampled was obtained from the payroll data provided by the Human Capital Department of the Kenya Wildlife Service.

C. SAMPLING FRAME

	Senior
Head quarters	148

Table 1: Sample Size

D. SAMPLE AND SAMPLING TECHNIQUES

The total target population comprised of 148 respondents who were mainly senior employees at Kenya Wildlife Service (KWS) based at the headquarters. A representative study sample was drawn from this target population using a random sampling technique where a 30% population rule was utilized as supported by Neumann (2007) and calculated as below.

Sample size = (30/100) * 148
= 44 participants

Therefore, the population sample size incorporated 44 respondents who were engaged in the survey and data collection process.

E. RESEARCH INSTRUMENTS

a. QUESTIONNAIRE

The research data was collected by use of questionnaires that were hand delivered to the target population. A self-administered questionnaire elicited self-report on people's opinion, attitudes, beliefs and values. A comprehensive questionnaire with the aim of bringing out the objectives of the research was also given out to relevant and knowledgeable individuals in the institution indicated (middle management personnel).

b. PERSONAL INTERVIEWS

Face to face interviews were also deployed in the data collection process by the researcher to help get in depth information from the KWS staff.

F. DATA COLLECTION PROCEDURE

Data collection was conducted at the KWS offices, where the researcher used in-depth interviews to gather adequate first-hand data. Preparations were also made on when and how the entire data collection process was to be carried out. While collecting the primary data, it was the responsibility of the researcher to direct and assist the staff on how to fill the questionnaire and at the end to counter check and confirm any issues arising out of the data collected.

G. PILOT TEST

The researcher then conducted a pilot test to assess the study tools on KWS staff that were to participate in the study before administering the research tools. Pilot testing was done in an attempt to test the reliability and validity of the research tools. The research tool was administered to the respondents who were permitted ample time to respond. The data collected was tested for reliability to establish various issues such as data sources, methods of data collection, time of collection, presence of any biasness and the level of accuracy. The test for reliability was to establish the extent to which the results will be consistent over time.

H. DATA ANALYSIS

Data collected was inspected and the completed questionnaires were edited for completeness and consistency. The data was then coded in SPSS to facilitate grouping of responses into various categories. According to Mugenda & Mugenda (2012), coding is a system of classifying a variable into categories and assigning different numbers to various classifications to enable quantitative analysis to be conducted. The responses were tabulated accordingly. Inferential statistics and descriptive statistics including means, standard deviation and frequency distribution were applied in analyzing the data. In addition the study employed multiple regression analysis to assess the influence of the independent variables on the dependent variable.

Regression analysis was described as a type of analysis used when a researcher is interested in finding out whether an independent variable predicts a given independent variable. Multiple regression analysis is an analysis of association in which the effects of two or more independent variables on a single, interval-scaled or ratio-scaled dependent variable are investigated simultaneously. In this regard the linear regression formula stated below was used to determine the relationship between the dependent and independent variables:

$$Y = a_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby:

Y = Successful KM

A_1 = constant term

B_1, B_2, B_3 = coefficients of the determinants of knowledge management strategy.

X_1 = Technology

X_2 = Culture

X_3 = Leadership

X_4 = People

X_5 = KM Strategy

ε = Error term

IV. DATA ANALYSIS, RESULTS AND DISCUSSION

A. INTRODUCTION

In this chapter data collected from the staff and employees of Kenya Wildlife Service (KWS) by use of questionnaires is presented and analyzed with the primary aim of addressing the general objective of the study which is *to determine the role of enabler factors in ensuring success of KM in state corporations*. The analysis is targeted at generating and providing adequate and reliable facts and information that can be used to test and verify the study hypothesis, answering the research questions as well as driving the study as a whole towards the attainment of the intended research objectives. Hence, the chapter focuses on the presentation of analysis output designed to respond to the research questions as outlined in the study. To achieve this objective, the data collected was coded and entered on a statistical application known as SPSS (*version 20*) in order to run various analysis tests. The analysis outcome obtained was based on the design format of the questionnaire tool which is composed of six sub-sections that attempts to address specific research aspects of the study. Thus, the analysis outputs are as follows;

B. TEST FOR VALIDITY AND RELIABILITY

The first test was to check for the validity and reliability of the enabler factors in championing and ensuring success of KM (Knowledge Management) in the corporation (KWS). In statistics, the recommended validity and reliability of the data should have coefficients of 0.70 and more. In this case the Cronbach's (α) test is used to gauge the reliability of the collected data as an assurance of accurate analysis result. The outcome of the Cronbach's (α) test is as summarized on the table below.

Factors	No. of Variables Tested	Cronbach's Coefficient	Remarks
Technology on ensuring success of KM	6	0.839	Reliable
Culture on success of KM	5	0.821	Reliable
Leadership on successful KM	5	0.885	Reliable
People on success of KM	4	0.848	Reliable
KM Strategy on success of KM	6	0.944	Reliable

Table 2: Summary of Cronbach's test output

Based on the result above, it is evident that the instruments used in data gathering process were valid and reliable to guarantee and assure the generation of dependable analysis output.

C. SECTION A: DEMOGRAPHIC OUTPUT

A descriptive test was conducted on participants' demographic information comprising of the gender, highest academic level, duration of time worked at KWS and their respective departments. The analysis output shows that a total of 48 respondents were engaged in the study in which 60.4% of the participants were male and 39.6% were female as summarized below

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	60.4	60.4	60.4
	Female	19	39.6	39.6	100.0
	Total	48	100.0	100.0	

Table 3: Test result based on gender
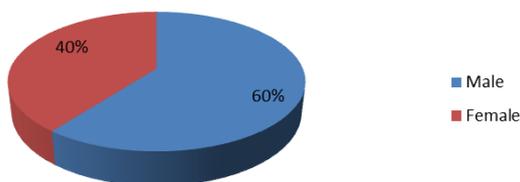
Participants gender representation

Figure 4: Participants gender representation

The test was also conducted on the variable *Department* against *Gender* in effort to determine the number of sections involved in the study and the population of participants in each department based on gender. The result illustrates that a total of 17 departments were engaged with majority of the participants originating from the Human Capital department which had a total of 11 respondents. The ICT department was second with a total number of 9 participants while the

remaining 28 participants were distributed among the rest of the departments.

		Business Development	Strategy & Change	Customer Service	Human Capital	Projects Resource Mobilization	Safaricard	Communicati & Landscape	Research &	Environmenta	& Management	Research	Finance	Species	CITES Impl.	Total
Gender	M	2	2	1	6	1	0	1	4	1	1	3	2	1	1	29
	F	0	0	1	5	0	2	0	5	2	1	0	0	3	0	19
Total		2	2	11	1	2	1	9	3	2	3	2	1	4	1	1	48

*Table 4: Gender of the respondent * Department of the respondent Cross tabulation*

Furthermore, the descriptive test also revealed that majority (100%) of the participants engaged have their highest education level being at College/University level as summarized on the chart below.
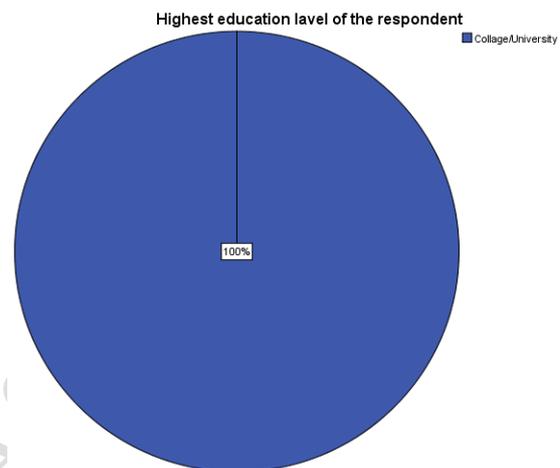
Highest education level of the respondent

Figure 5: Highest education level

This is attributed to the responsibilities and professionalism recommended by the organization human resource policy which aims at providing a high standard of service to the public. This is further evident through another test assessing the level of education at the participants' employment into the organization. The output of this test showed that 79% of the participants confirmed that they started working at College/University education level while only 21% refuting as shown below.

Did you start working at the level of education marked					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	38	79.2	79.2	79.2
	No	10	20.8	20.8	100.0
	Total	48	100.0	100.0	

Table 5: Started working at the level of education marked

Did you start working at the level of education marked?
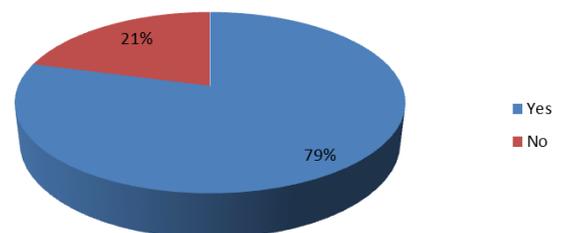

Figure 6: Began work at the education level marked

Another area of focus was the number of years that each respondent has worked for the organization (KWS). This was aimed at establishing the level of experience obtained by each participant in order to determine how the enabler factors have affected the success of KM in corporation. A test conducted on the variable *Work Duration* indicated that most of the respondents (about 67%) have worked in the organization for over 10 years. 29% of the population have worked in the organization for 6-10 years while only 4% of the population have worked for 0-5 years.

How many years have you worked with KWS

		Frequency	Percent	Valid Percent	Cumulative Percent
	0-5years	2	4.2	4.2	4.2
	6-10 years	14	29.2	29.2	33.3
Valid	Over 10 years	32	66.7	66.7	100.0
	Total	48	100.0	100.0	

Table 6: Years worked at KWS

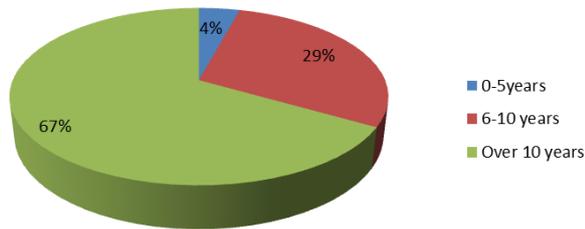**How many years have you worked with KWS?**

Figure 7: Years worked at KWS

This result reveal that most of the participants engaged in study have a longer experience working for KWS and therefore providing a suitable population sample for investigating the role of enabler factors in championing successful knowledge management in the organization. Thus, to establish the nature of experience that the population has had within the organization during their work duration and whether they can recommend the organization to job seekers, an analysis test was performed on the variable *KWS Environment*. The result revealed that 26 participants said the experience is good and would recommend job seekers; 11 participants said that they had good career progression experience while 4 participants said the experience was poor due to political, tribalism, nepotism interference. 3 participants did not respond with the remaining number of participants having varying responses e.g. discipline experience; learning experience; Low career progression and Minimal supervision as evident on the chart below.

What is your experience working at KWS and would you recommend it to new job seekers?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Missing	3	6.3	6.3	6.3
Valid	Discipline, respect and hard work	1	2.1	2.1	8.3
	Good	26	54.2	54.2	62.5
	Good career progressions	11	22.9	22.9	85.4
	Learning Experience	1	2.1	2.1	87.5
	Low career progression	1	2.1	2.1	89.6
	Minimal supervision	1	2.1	2.1	91.7
	Poor due to political, tribalism, nepotism interference	4	8.3	8.3	100.0
	Total	48	100.0	100.0	

Table 7: Experience of working at KWS

The researcher was also interested in the establishing how the corporation (KWS) has empowered its employees/ staff to share information as strategy to facilitate knowledge management. A test conducted on the variable *Empowerment* showed that 18 participants said that they are empowered through training and travelling across the globe to share knowledge; 10 participants stated they are empowered through provision of various tools and platforms while 5 participants did not respond to the question. The rest of the participants had varied responses as shown on the output table below.

How has KWS empowered you to share knowledge?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Missing	5	10.4	10.4	10.4
	Collaboration based policies	4	8.3	8.3	18.8
	No way because of political interference	3	6.3	6.3	25.0
	Not in any way	1	2.1	2.1	27.1
	Protocol based empowerment	2	4.2	4.2	31.3
Valid	Provision of various tools and platforms	10	20.8	20.8	52.1
	Through policies	1	2.1	2.1	54.2
	Training and travelling across the globe to share knowledge	18	37.5	37.5	91.7
	Yes	4	8.3	8.3	100.0
	Total	48	100.0	100.0	

Table 8: KWS employee empowerment

The researcher was also concerned if the organization offered high-involvement opportunities for its employees to share knowledge resulting into another test being conducted on the variable *High Involvement*. The test uncovered that 73% acknowledge that the organization provide high-involvement opportunities to share knowledge while only 27% opposed saying there was no adequate opportunities and majority of them are offered to senior staff.

Does KWS provide you with high-involvement opportunities to share knowledge?

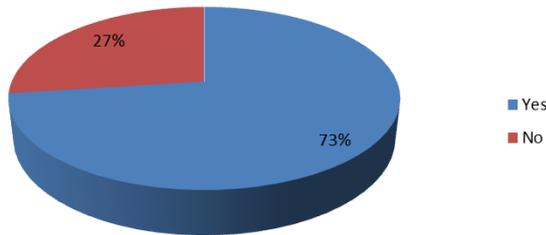|		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	35	72.9	72.9	72.9
Valid	No	13	27.1	27.1	100.0
	Total	48	100.0	100.0	

Table 9: Provision of high involvement opportunities

Figure 8: High involvement opportunities

The other area of focus on the participants' demographic data was how the corporation has invested in its employees. In relation to this, researcher asked the participants to rate how the organizations has invested in training, education and development of its employees. A test conducted on the variable *Empoyee Investment* evidently shows that 44% of the population rated employee investment as good; 35% rate it satisfying; 19% rate it not good with only 2% rating it as excellent. Those who rated it not good argued that the investment is not evenly distributed among the different level of management such that those who benefit are senior staff.

How can you rate the organizations investment in training, education and development of its employees?

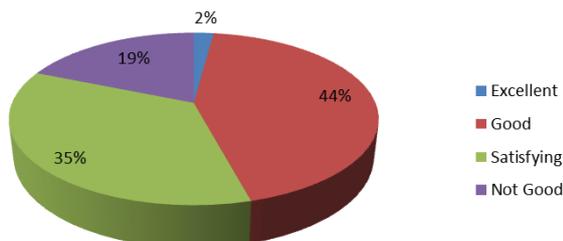|	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	1	2.1	2.1	2.1
Good	21	43.8	43.8	45.8
Valid Satisfying	17	35.4	35.4	81.3
Not Good	9	18.8	18.8	100.0
Total	48	100.0	100.0	

Table 10: KWS rating

Figure 9: Employee investment

D. SECTION B: TECHNOLOGY IN ENSURING SUCCESS OF KNOWLEDGE MANAGEMENT

Technology continues to revolutionize and influence organizations, businesses, firms as well as institution. This is attributed to the impact that technology has on organizational information and data. In regard to this, the study reflected on the role of technology in ensuring success of knowledge management at KWS. A test analysis based on six variables related to element of technology was performed and the output is shown below.

Technology in ensuring success of Knowledge Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing
Technology has enabled easier searching of required content	1	0	2	22	23	0
Technology provides quick search and access of information	2	0	0	21	25	0
If properly used technology accelerates knowledge management	1	0	4	19	24	0
Technology flexibly expresses the content based on the various utilization backgrounds	1	3	6	27	10	1
Technology obtains knowledge	1	3	7	22	14	1

Table 11: Technology in ensuring KM success

As evident from the output table above, the result shows that majority (approximately 86%) of the participants agrees or strongly agrees that technology has significantly contributed to the success of knowledge management within KWS. This attributed based on its ability to allow easy browsing and searching of necessary content as well as provision flexibility capability in knowledge utilization and sharing.
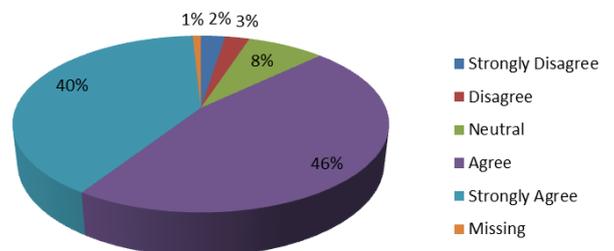

Figure 10: Technology in ensuring success of Knowledge Management

About 5% of the population disagreed or strongly disagreed that technology has offered little to the success of knowledge management arguing that little opportunities are available to explore the technology. This based on the fact that some of them are less exposed to this technology in their

respective workplace. Only 1% of the participants did not comment on the aspect of technology.

The analysis output clearly indicates that technology in terms of databases, extranets and intranets, knowledge frameworks and networks greatly impact and support knowledge management within the organization. This is evident through extensive data warehousing and the internet which are compatible and promote integration into the corporation's to provide an interactive platform that support knowledge management. Therefore, technology supports the following tasks in knowledge management;

✓ Acquiring knowledge
✓ Describe, reserve, classify, index and relate knowledge related digital items
✓ Pursue and recognize associated content
✓ Adaptably communicate the content based on diverse consumption environments

In general, technology has a direct and indirect effect on the morale and inspiration of knowledge sharing as it enables the eradication of obstacles, offer mediums through which to obtain information, guide flow processes as well as identify the location of knowledge carrier and knowledge seeker; driving and accelerating knowledge management. However, it should be noted that proper awareness creation among employees/staff is essential in ensuring technology plays a big role in knowledge management.

E. SECTION C: CULTURE ON THE SUCCESS OF KNOWLEDGE MANAGEMENT

The culture of any organization or institution greatly determines its success in terms of facilitating sharing, learning and knowledge creation. With respect to this, the researcher also saw the need to assess the impact of culture on the success of knowledge management within the KWS Corporation. A total of 5 variables related to culture were tested in the study to determine the extent at which culture has impacted the success of KM within KWS. The output result of the analysis is as shown below.

Culture on Success of KM

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing
It facilitates communication, decision making and control and create cooperation collaboration among the staff	3	2	8	26	9	0
Culture enhances knowledge distribution and enhances trust	3	7	6	25	7	0
Culture facilitates sharing, learning and knowledge creation	1	8	6	20	13	0
Effective culture consists of norms and practices that promote the transfer of information between employees and across department lines	2	3	6	26	11	0
Culture is the main obstacle that firms deal with in order to create successful knowledge	2	4	9	16	17	0

base business

Table 12: Culture in promoting KM success

Culture describes the values, beliefs, norms, customs or standards under which the organization (KWS) operates on. Hence there is need to greatly value knowledge, support its creation, sharing, implementation and allow freedom of ideological expression. Based on the result tabulated above, culture is an aspect that is evident at KWS. This is attributed to the participants' responses where majority (approximately 71%) agree or strongly agree that culture has greatly influenced the success of the organization's knowledge base in terms of standards and mechanisms that enable information sharing between staff, across departments as well as outside the organization. As a result, this has established an effective knowledge management. On the other hand, 14% of the participants disagreed or strongly disagreed arguing that the culture established at KWS only apply to the executives and senior staff locking out the junior staff. For example, some participants pointed out that they are restricted to access certain resource which is disadvantageous to their knowledge ideas. About 15% of the respondents were neutral to this idea as summarized on the chart below.
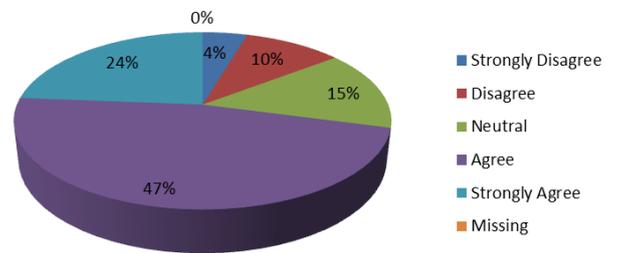

Figure 11: Culture on Success of Knowledge Management

These result shows that culture is an important element to the success of knowledge management. This is attributed to its capability to support various aspects such as collaboration, trust, etc. that champion knowledge management within an organizational setup. Therefore as a corporation, KWS should establish certain initiatives and harmonize with its organizational culture to ensure the ideological contribution of each and every employee/staff is acknowledged as a strategy of driving successful knowledge management.

F. SECTION D: LEADERSHIP ON SUCCESSFUL KM

Within the organizational framework, leadership is fundamental to the creation and management of knowledge and information. This implies that the organizational objective of knowledge management for competitive advantage depends on the leadership practices adopted and implemented within the organization. As an aspect of knowledge management, the study attempted to examine how leadership at KWS has contributed to the success of knowledge management. This was achieved by testing 5 variables related to aspect. The end result of the analysis is presented below.

Leadership on Successful Knowledge Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing
Commitment of Top leadership in sharing original knowledge	3	5	10	19	10	1
Top leadership understanding of the importance of KM	3	6	8	20	9	2
Presence of incentives	5	7	10	17	7	2
Leadership has enabled a climate that encourages sharing of Knowledge, and contributions recognized	4	12	10	16	5	1
KM objectives in line with organizational strategies	3	6	11	16	11	1

Table 13: Leadership in ensuring Knowledge Management success

While about 20% of the participants' population was neutral about this aspect, 55% of the population agreed or strongly agreed that leadership extensively contribute to successful knowledge management. This is based on the ability of the corporation to implement mechanisms that create and promote a knowledge sharing environment as well as recognize contributions. Through this it fosters and encourage distribution of knowledge as it enable employees feel safe to contribute in any way. In contrast, 22% of the participants disagreed or strongly disagreed arguing that their suggestions in decision making process are ignored, others said that they are never motivated to do so based on the fact that KWS is uniformed institution and they are not offered equal opportunities. This has created a gap between junior staff and senior staff hence not a good sign to promote effective knowledge management. About 3% of the participants did not respond to this element of knowledge management as illustrated on the chart below.

Figure 12: Leadership on Successful KM

G. SECTION E: PEOPLE ON SUCCESS OF KNOWLEDGE MANAGEMENT

People are the fulcrum of knowledge management in any organization thus their role in KM cannot be overlooked. This is simple because they are the acting units responsible of carrying out tasks in terms of creating and sharing knowledge. In assessing the aspect of people in knowledge management, the researcher examined 4 variables related to the people aspect and the outcome of the analysis is as tabulated below.

People on success of Knowledge Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing
Organizations should perceive employees as a vital knowledge resource and adjust KM in to their employees management policy	1	1	1	17	27	1
People are a significant part of KM and of firm because they are the source of creativeness	1	0	1	17	28	1
People are the actors and the persons that carry out work within an organization	1	0	3	13	30	1
People create and share knowledge	2	0	2	21	22	1

Table 14: People in championing Knowledge Management success

The output table above reveals that a large population (about 91%) of the respondents agrees or strongly agrees that people are a significant element in the whole process of knowledge management. the reasons behind this response is the fact people are the creators, users, transformers and conveyers of knowledge within the organizational setup. Therefore supporting them to communicate and share knowledge is critical to success of knowledge management within the organization. On the other hand, 3% of the participants strongly disagreed claiming that the organization does not invest in junior employees but only look at the senior employees hence not providing equal opportunities to its workforce. 4% of the population was neutral on this aspect while 2% did not respond.

Figure 13: People on success of KM

The result reveals that the ways in which people are managed greatly affect the success of knowledge management within the organization. This simply implies that managing employees/staff is managing knowledge. It also shows that people are the source of creativeness and therefore KWS should focus on investing in its employees/staff.

H. SECTION F: KNOWLEDGE MANAGEMENT STRATEGY ON SUCCESS OF KM

Knowledge Management (KM) strategy refers to the methods and techniques adopted within the organization to drive its knowledge resources and capabilities so as to

rationalize requirements. It is therefore the process of producing, classifying and transmitting explicit and tacit knowledge within the organization to ensure the realization of the correct information, communicated to the right individuals, in appropriate manner, place and time. KM strategy is believed to ignite and drive the achievement of the organization objective. Therefore, a well-defined and planned strategy is vital to the success of knowledge management within an organization. As a result of this, the study explored the impact KM strategy on the success of knowledge management at KWS. A total of 6 variables correlated to the strategy were tested and the output of the test displayed as shown below.

Knowledge Management Strategy on success of Knowledge Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing
Effective application of KM enables a firm to become innovative	1	0	1	24	22	0
KM facilitates companies to be more efficient.	1	0	4	19	24	0
Effective KM increases competitive advantage of the organization	1	0	5	23	19	0
KM is a critical success factor for companies	1	1	5	26	15	0
KM is a strategic weapon that can lead to sustained increase in profits	1	0	7	18	22	0
Successful KM provide competitive advantage, reduced costs and employee relations development	1	0	5	24	18	0

Table 15: Strategy on the success of KM

The output table indicates that most participants (approximately 89%) agree or strongly agree that KM strategy play a great role in ensuring successful knowledge management at KWS. This response is based on the argument that effective KM strategy fosters innovation, drives efficiency, increases the organization's competitive advantage, act as a weapon to stable and sustained increase in profits, minimizes costs and improves the development of employee relations. Differently, 2% of the participants population strongly disagreed arguing that the strategies put in place at KWS are politically based hence making it difficult for the organization to evaluate and select appropriate knowledge management strategies. 9% of the population was neutral on this aspect of knowledge management. Generally, this analysis output exposes that KM strategy positively influences the effectiveness of knowledge management at KWS.
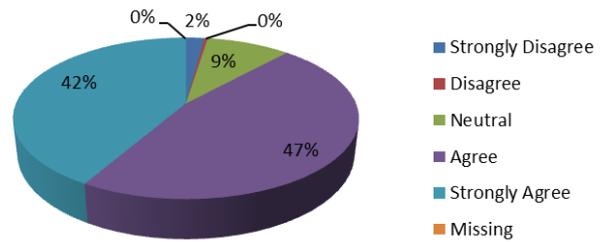

Figure 14: Knowledge Management Strategy on success of KM

The study narrowed down its analysis to exam and proves the influence of all the above tested aspects of KM on the success of knowledge management at KWS. A regression analysis was therefore conducted on all the variables of each and every aspect of KM. The outcome of the regression tests is as follows;

	Unstandardized Coefficient B	Partial Correlation
Technology in ensuring success of Knowledge Management	-0.191	-0.347
Culture on Success of KM	-0.126	-0.57
Leadership on Successful KM	-0.334	-1.453
People on success of KM	-0.37	-0.716
Knowledge Management Strategy on success of KM	-0.097	-0.443

Table 16: Regression output assessing the influence of all aspects on the success of KM

In this regard the linear regression formula was used to determine the relationship between the dependent variable (knowledge management) and independent variables (technology, culture, leadership, people and strategy):

$$Y = a_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby:

Y = Successful KM

A_1 = constant term

B_1, B_2, B_3 = coefficients of the determinants of knowledge management strategy.

X_1 = Technology

X_2 = Culture

X_3 = Leadership

X_4 = People

X_5 = KM Strategy

ε = Error term

The resultant output of this computation is as shown on the table below;

a_1	3.8482
$\beta_1 X_1$	0.066
$\beta_2 X_2$	0.072
$\beta_3 X_3$	0.485
$\beta_4 X_4$	0.265
$\beta_5 X_5$	0.043

ε	0.1182
y	**0.980**
significance	**0.010**

Table 17: Computation result based on the multiple regression equation

By substituting the values on the table above in the regression equation, the computation outcome shows significance (i.e. $0.010 < 0.050$) between the aspects and knowledge management.

V. CONCLUSIONS AND RECOMMENDATIONS

The primary objective of this project was to determine the Role of enabler factors in ensuring success of KM in state corporations using a case of Kenya Wildlife Service (KWS). This aimed at evaluating the factors that influence effective and successful implementation of knowledge management. In order to achieve this, the study was steered by five research questions that related to the key aspects of knowledge management namely; technology, culture, leadership, people and KM strategy.

Based on the literature review, it is evident that managing knowledge is significant in any organizational setup. This is because knowledge is one of the most premeditated and tactical weapons that can drive sustainable profitability. This is attributed to the fact that the enabler factors can be aligned and integrated to offer an all-inclusive platform to endorse and support knowledge management. In relation to this, the study therefore attempts to investigate the mechanisms that KWS has adopted and implemented to align knowledge management strategies with its management processes so as to enhance the overall organizational performance. This research therefore narrows down to investigate how each enabler factor impacts the success of knowledge management. In modern business environment, knowledge is vital as its absence condemns a business to be obsolescence. As a result, modern organizational management have devised innovative ways of nurturing collective wisdom among their employees, staff, customers and shareholders in order to create a well-established knowledge management system.

With regard to the obtained analysis results in this study, it is evident that all the enabler factors under the study are critical to the success of knowledge management within the corporation. This is attributed to the fact that the regression results shows significance of 0.01. The result shows that technology, culture, people, leadership and KM strategy; all significantly influence knowledge management effectiveness and success. In turn, this verifies that the success of knowledge management positively affects the overall performance of the organization. This conclusion is based on the findings of each aspect discussed as follows:

A. CONCLUSIONS

a. THE ROLE OF TECHNOLOGY

The findings show that most of the participants engaged acknowledged that technology fosters easy and quick search of the essential content. In addition, its flexibility accelerates knowledge management by promoting search, access and utilization of content based on various backgrounds. Generally, the findings show that technology offers a platform on which to obtain knowledge as well as aid work efficiency. However, it is noted that there was lack of training for certain employees on how to use the available technology within the organization.

b. THE ROLE OF CULTURE

The study shows that majority of the respondents admitted and conceded that culture facilitates proper communication, decision making as well as control and creates cooperation and collaboration among employees irrespective of their level of management. Furthermore, culture enhances knowledge creation, distribution (sharing) and learning hence promoting trust within the organization. Therefore, culture is primary hurdle that dictates the creation of successful knowledge base within the organization. Thus it is important to provide a conducive cultural environment that supports knowledge creation, capturing, sharing and leveraging. A robust culture is illustrated by sharing of core values which in turn triggers high influence on performance. Some participants felt that this is only provided to senior staff as compared to middle and junior staff.

c. THE ROLE OF LEADERSHIP

The analysis output shows that leadership plays a critical role in ensuring the success of knowledge management. The analysis result on this aspect illustrates that majority of the participants accepted that commitment of top leadership greatly determines the culture and success of knowledge management. Additionally, it is the responsibility of leadership to recognize the importance of knowledge management and be able to support an environment that encourages contribution and knowledge sharing. It also has the mandate to match knowledge management objectives with the organizational strategies as a way of establishing conditions for achieving organizational outcome.

d. THE ROLE OF PEOPLE

Analysis conducted on this aspect shows that people are the fulcrum of creating organizational knowledge and therefore fundamental enablers in championing the success of knowledge management. This is because all other enabler factors are driven by people thus it is important to properly manage people within the organization who are willing to create and share knowledge. It is only through people that meaningful and synergetic knowledge creation and sharing can be achieved within an organizational setup. This means that there is need to perceive people as a critical knowledge resource hence ensure that they are properly managed.

e. THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGY

The evidence obtained from the analysis clearly shows that knowledge management is strategy driven and therefore

without properly designed strategies, the success of knowledge management is less guaranteed. The output confirm that with proper KM strategies, the organization increases its innovativeness, increases efficiency, promotes a competitive advantage, triggers sustained increase in profitability, fosters cost effectiveness and drive the development of people relation. Overall, KM strategy is a fundamental factor for the success of organization, businesses and firms.

Since the sole purpose of this research was to determine the role of enabler factors in ensuring success of knowledge management in state corporations, the analysis output has facilitated the following:

It is evident that the main enabler factors such as technology, leadership, culture, people and strategy considerably influence the success of knowledge management in terms of its effectiveness and efficiency. Similarly, the study has proved that the need for knowledge management commences when knowledge is created and successively shared. This result helps the organization to comprehend and appreciate the impact that different enabler factors have on the success of knowledge management as well as how the effectiveness of knowledge management influences organizational performance. Based on this study, the organization has identified the core aspects of knowledge management and will be able to evaluate the statues of its knowledge management implementation to scrutinize areas that require improvements.

B. RECOMMENDATIONS

The study recommends that for effective knowledge management to be realized in an organizational setup, staff/employee training on the available technology should be conducted adequately and equally. The culture created within this environment should empower every employee/staff through recognition of their efforts, providing more opportunities and responsibilities on equal basis. Senior management should formulate strategies that utilizes all resources and can reach out to all the staff. This can be achieved through improvement of communication models and involving everyone in decision making process.

The future studies should concentrate on investigating the role of enabler factors in ensuring success of knowledge management in both public and private organization so as to compare and contrast the findings.

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