

**KNOWLEDGE MANAGEMENT AS A TOOL FOR IMPROVING
WORK PERFORMANCE IN SELECTED LAW FIRMS IN NAIROBI COUNTY,
KENYA**

BY

ALFRED OWOKO MESO

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DECLARATION

DECLARATION BY THE CANDIDATE:

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Alfred Owoko Meso
IS/DPHIL/04/012

Signature.....

Date.....

DECLARATION BY THE SUPERVISORS:

This research has been submitted for examination with my approval as a University Supervisor.

Dr Emily Bosire-Ogechi
Department of Library, Records Management and information Studies
Moi University, Eldoret

Signature.....

Date

Dr Elsebah Maseh
Department of Library, Records Management and information Studies
Moi University, Eldoret

Signature.....

Date

DEDICATION

This work is especially dedicated to my beloved wife Evelyne Omaset and our children, Felix, Brian, Bernadette, Happiness, Benjamin, and Cynthia for their invaluable and immense support, prayers, sacrifice, understanding and encouragement all through this academic journey.

ABSTRACT

Knowledge management is recognized as an important tool for sustaining competitive merit and improving performance of work. It is a means through which law firms can clout their knowledge base and intensify work performance. The assessment of knowledge management performance has become increasingly invaluable since it provides the indicator for guiding organizations to improve their work execution and competitiveness. Many law firms have no documented and planned approach to tap the organization's knowledge and make it accessible to the staff for enhancement of service delivery. The aim of the study was to investigate how knowledge management practices improve work performance in selected law firms in Nairobi County with a view to propose strategies that would improve that performance. The study's objectives were to establish the knowledge management practices in selected law firms in Nairobi County, assess the contribution of knowledge management to the work performance of the selected law firms in Nairobi County, determine the knowledge and information requirements in the selected law firms in Nairobi County and determine the strategies and methods required for knowledge identification, documentation, organization, utilization and preservation in the selected law firms in Nairobi County. The study was informed by the learning organization theory. The study adopted a positivist paradigm and a highly quantitative approach with some few elements of qualitative aspects was chosen. The study therefore adopted a case study design in tandem with the philosophy and approach selected. Qualitative data was collected using focus group discussions supported by document review. Quantitative data on the other hand was collected using questionnaires. Quantitative data collected was analyzed using descriptive and inferential statistics while qualitative data was analyzed using thematic analysis. The quantitative data was presented using tables, charts and graphs while qualitative data was presented in narrative descriptions. The results revealed that most of the respondents 86.5% were aware of knowledge management and they indicated that they had knowledge management in their law firms. From the inferential statistics analysis, there was a significant agreement across different attributes examined that knowledge management is a tool for improving work performance which is, $p < 0.05$. This was reflected in focus group discussion results. In conclusion it was established that knowledge management is a tool for improving work performance. The study therefore recommended awareness forums for knowledge management. The law firms need well developed knowledge management strategies and policies to act as guidelines and reference tool kits for knowledge management. Finally, law firms should formulate retention strategies to ensure important knowledge held by advocates and other staff does not get lost as they leave through retirement, dismissals and death or through any other way.

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LIST OF ABBREVIATIONS / ACRONYMS

Co.Adv.	Company Advocates
CSFs	Critical Success Factors
D.C.	District Commissioner
D.O.	District Officer
GDNet	Global Development Network
ICT	Information Communication Technology
IK	Indigenous Knowledge
IT	Information Technology
KBS	Knowledge Based Systems
KM	Knowledge Management
KMA	Knowledge Management Africa
KMP	Knowledge Management Programme
LIB	Librarian
MU	Moi University
PC	Provincial Commissioner
RMO	Records Management Officer
SECI	socialization, externalization, Combination, internalization

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CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1. Introduction

Law is a knowledge-based profession and in its core, legal practice is about providing specialized knowledge and services in a variety of ways to a variety of clients. This chapter presented the background to the study; Stated the problem for investigation, purpose of the study, research objectives and questions, significance of the study, scope of the study, delimitations and limitations, assumptions and definitions of terms and concepts.

1.2. Background to the Study

The worldwide economy has advanced from the agricultural civilization, through the industrial revolution, then to the information society and is transiting to a knowledge-based economy. As we are in information age, there is a lot of knowledge available, though its management seems unsatisfactory. The disorganization of knowledge within firms inhibits them from achieving monetarily or even socially. According to analysts Choong & Patrick (2021) of the knowledge economy, the rules and practices that determine success in the industrial economy need to be rephrased at the level of firms and industries, in terms of knowledge management and at the level of public policy, as knowledge policy.

Knowledge is often said to be what we know. It is personalized information, state of knowing and understanding, a process of applying expertise, a condition of access to information or potential to influence action.

It also entails the mental processes of comprehending, understanding and learning processes which take place in the mind. It equally involves synergy with the external

environment of the brain and cooperation with others. Simmons (2013) extrapolates that “knowledge is intriguing as it is always open to interpretation and is constantly changing as it is constructed over time.”

Knowledge is referred to as the facts, feelings or experiences known by a person or group of people (Chergui et al., 2020). Deliu (2020) have characterized knowledge as “a fluid mix of framed experiences, values, contextual information and expert insight that provides a basis for evaluating and integrating new experiences and information.” Knowledge is acquired from information but it is detailed and much more meaningful than information and it is applied information. According to Simmons (2013) it includes acquaintance, awareness and understanding ideas gained through experience or study which results from making comparisons, identifying consequences and making connections. Wisdom and insight are included in the definition of knowledge by some experts. In an organizational term, knowledge is normally classified as ‘know how’, or ‘applied action’. Today’s organizations contain massive amount of knowledge however, in exercising knowledge management practices in organization, knowledge is not the end product, but the means for further action.

For the purpose of understanding knowledge in detail, it must be differentiated from data and information. According to Huang et al. (2019) “data are simple facts and figures out of context that are not directly meaningful.” He therefore believes that information is defined as organized facts and data, which are converted into context for specific use. For the law firms to consider data necessary, it must be translated into information by contextualizing it.

The main distinction between data, information and knowledge is that knowledge must contain a human factor, being believed as something individuals possess. It is often the major determining factor to the good performance of an organization in the world of business. Ying-Yen (2019) highly feels that “knowledge is an asset and should be managed in a similar manner to the traditional cash flow, human resources or raw materials.” The idea of knowledge as an ‘intangible asset’ is increasing in fame and significance within the knowledge-based economy.

Knowledge is also referred to as intellectual capital. In the late 1990s, talk of intellectual capital in business was the order of the day. Intellectual capital is produced within one’s intellectual space. Every member of an organization possesses their own knowledge space subject to a degree of description and can be incorporated and personalized into an organization. To gain from and build a common knowledge space, one needs a context for knowledge synthesis, which will help the structure and facilitation of knowledge implementation and linkage within a firm. According to Simmons (2013), as the source of an organization’s wealth shifts from tangible assets to knowledge, it is evident that organizations that create their own common knowledge space between their members will embrace great advantage over those who choose not to.

Knowledge can be classified into a number of categories, for example tacit, explicit, implicit and indigenous knowledge. Tacit knowledge happens in people’s minds and according to Choong & Patrick (2021) Tacit knowledge is present inside the human intricacy and volatile.”

Aytekin & Kerem (2019) deduce that “tacit knowledge is that knowledge which cannot be explained fully even by expert and is transferrable from one person to another only through apprenticeship. The authors point out that it is difficult to articulate tacit knowledge in writing and is acquired through personal experience.” Tacit knowledge is saved in a person’s brain. It consists of the hands-on skills, best practices, special knowhow, experimentation, intuition and so on. (Holford, 2020). Tacit knowledge is highly personal and difficult to formalize and communicate to others, as it is context-dependent. Since tacit means unspoken, tacit knowledge is therefore hidden, sometimes even from the consciousness of the ‘knower’ (Holford, 2020). Tacit knowledge in a firm guarantees task effectiveness that correct actions are done for the work unit to attain its objectives.

Explicit knowledge on the other hand is less complicated to transfer between individuals and organizations making it easy to articulate and communicate.

Explicit knowledge guarantees an organization a particular level of operational efficiency and control. This knowledge can be found in all organizations. It also encourages steady, consistent organizational outcomes.

Lastly implicit knowledge is the Centre of tacit and explicit knowledge. It is knowledge that can be expressed but is yet to be expressed and can only be insinuated by or inferred from behavior that can be observed or performed acts. It is knowledge that is not in tangible state but it could be made explicit. Koulopoulos & Frappaolo (2008) points out that “some knowledge believed to be tacit can be transformed into explicit knowledge.”

1.3. Knowledge Management (KM)

Knowledge management is a 1990s development and multi-disciplinary approached

concept drawing from a large number of various fields (Dalkir, 2005). Knowledge Management is not an easy idea to describe and many definitions have been put forward. This could be highly due to the fact that its definition is varied as it depends on the interest of the author. Knowledge management is concerned with the exploitation and development of knowledge assets of an organization with a view to furthering the organization's objectives.

Knowledge management is therefore, the process of capturing the collective expertise and intelligence in an organization and using them to foster innovation through continued organizational learning (Davenport & Prusak, 2000). Witt et al. (2007) view Knowledge Management as “the explicit and systematic management of vital knowledge and its associated process of creation, organization, dissemination, use and exploitation.” Menkoff et al. (2003) describe Knowledge Management as the totality of organizational strategies aimed at creating an intelligent organization, which is able to leverage upon its tangible and intangible assets. Groff & Jones (2003) define Knowledge Management in business as tools, techniques and strategies that retain, analyze, organize, improve and share business expertise.

Mohajan (2017) asserts that knowledge management is the explicit and systematic management of vital knowledge and its associated processes of creation, organization, diffusion, use and exploitation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout the organization and appropriately applied.

A keen analysis of the above definitions and many others not listed herein point to one

conclusion; that Knowledge Management be it in information or business world is a strategic process that uses critical tools and systems to help establish, seize, achieve, save, transfer and apply knowledge both explicit and tacit to increase organizational achievement. This perspective supports what Hislop et al. (2018) claimed; that Knowledge Management is a combination of information management (managing the documentary form), communications and human resource management (managing the expression of knowledge). These definitions indeed testify that Knowledge Management is both a function and process that enables an organization to support the utilization of both its tangible and intangible knowledge and information assets.

Tangible (also known as finite) assets encompass the outcomes of research and development teams, training manuals and courses, internal procedures, databases, products, organization websites, competitors, strategic information about customers and from customers, suppliers and services among others. Infinite assets, however, include the human capital competences and knowledge resources within an organization and also culture and collective memories. It is necessary to take note that the workers in all organizations are the major custodians of knowledge and experiences from their daily activities. Hence, Knowledge Management is an aspect that ‘enables individuals, teams and entire organizations to collaboratively and strategically identify knowledge that is crucial to them, seize it, make it better, organize it and use it and make it accessible in the most reliable manner to those who need it so that they can make use of it innovatively to add value and achieve their goals’ (Mohsen, 2011). Therefore, Knowledge Management is a subject that focuses majorly on understanding and structuring the organization in order for the knowledge found within it to be utilized; especially that held by people. For this

study, Knowledge Management will be viewed as discipline that promotes an integrated approach to identifying, managing and sharing all organization's knowledge assets including, unarticulated expertise and experience resident in individual staff members. By applying Knowledge Management, an organization focuses on the strategic exploitation and reuse of knowledge.

To be effective, law firm need to effectively manage the knowledge that can be found in workers and its management, in relations with other law firms in the legal sector, in its own information systems, (Sanchez, 2006). Effective knowledge management allows knowledge sharing and provides easy access to knowledge, know how, experience and expertise (Intezari et al., 2017).

I therefore, refer knowledge management to any efforts aimed at enabling someone to better utilize the information available anywhere in his/her establishment.

1.4. Knowledge Management Globally

Knowledge Management for Development is a global community of practice of primarily international development practitioners interested in knowledge management and knowledge sharing theory, practice and related matters.

1.4.1. Knowledge Management in Africa

Drucker (2013) argues that “the basic economic source in Africa would no longer be capital or natural resources or even labor but knowledge.” Africa is referred to as a Knowledge Society. This implies that “Africa is endowed with *Indigenous Knowledge*” that is required to be captured, shared and transferred. Indigenous knowledge (IK) is the local knowledge

that is unique to a given culture or society and forms the basis for decision making within communities. The desire to manage knowledge in African culture is characterized by an old African proverb that says, when an old man dies, the entire library is burnt. From the foregoing, it is necessary to capture indigenous knowledge, share and transfer it by networking between countries (Latulippe & Nicole, 2020).

In order to strengthen indigenous knowledge, an electronic network has been formed to aid connections across various boundaries to create a knowledge store that connects expertise with demand. The said knowledge store is the Knowledge Management Africa (KMA) which has become a *knowledge engine* that drives suitable development solutions for Africa. The objective of KMA is to champion the use of Africa's collective knowledge as a key to development resource and establish Knowledge Management infrastructure that will create access to existing networks and facilitate the sharing and utilization of knowledge in all sectors.

Subsequent to KMA, is Global Development Network (GDNNet) which organizes various seminars in Africa. The seminars are geared towards the following three aims:

- To share experience – examine a number of tools for research, communications and knowledge sharing.
- To meet research, communication and knowledge sharing challenges.
- To build relationships among professionals with similar interests in research, communication and knowledge sharing.

1.4.2. Knowledge Management for Kenya

KM is not well understood in Kenya as clearly put in a study by Macharia (2007) and is further corroborated by Mosoti & Masheka (2010), in which, they put forward the following concerns:

“Although much literature exists on Knowledge Management no one has undertaken research on the Knowledge Management Programme in organizations in Nairobi-Kenya. The research did reveal that some organizations do use Knowledge Management Programme to some extent. Various ways to create and capture Knowledge Management Programme have been identified. Nevertheless, Knowledge Management Programme though practiced is not well understood by most organizations within Nairobi. In fact, most of the challenges faced by organizations in Nairobi are how to create and implement Knowledge Management Programme as part of organizational culture, organizational strategy and organizational leadership. Though most organizations said that they use Technology (web, internet, telephone) there is need for a synergy with other enablers,, factors (organizational culture, organizational strategy and organizational leadership). In the implementation of Knowledge Management Programme in organizations in Nairobi, technology is largely used in Knowledge Management Programme but does not maximize the use of Knowledge Management because culture, leadership and strategy are ignored in the process. There is evidence that organizational culture limps the effectiveness of Knowledge Management Programme in organizations in Nairobi. Organizational politics, ethnicity diversity, emotions, values do not favor organizations in Nairobi to capture tacit knowledge and transform it to explicit knowledge. This lack of tacit knowledge in organizations in Nairobi is very crucial. Most of the challenges faced by organizations in

Nairobi, such as organizational culture, organizational strategy and organizational leadership can be overcome by effectively implementing Knowledge Management. “

In his findings, Macharia (2007) noted that there is inadequate application of the concept of Knowledge Management, no knowledge audits have been conducted and if any Knowledge Management is done, it is very informal.

1.5. Legal Practice in Law Firms in Nairobi County

Knowledge management has exponentially been a topic of discussion in many competitive law firms. Knowledge has seen increased recognition besides the traditional resources like land, labour and capital. Knowledge happens in different forms and has different meanings to each individual organization. It can be saved in databases, printed on paper, integrated into an organization's laws, procedures and reports or contained in a worker's memory. The increasing awareness of knowledge and its importance in organizations from the last decade of the 20th century, together with the changes in the business environment, has led to enlightened law firms adventuring alternative means of providing pocket friendly services that may enhance their competitiveness and increase their influence within the legal and the world economy. Due to the increasing awareness of knowledge and its value in organizations, there has been cropping up of the vocabulary around its management recognized in the upcoming discourse referred to as knowledge management.

As the germinating entity of published works on management of knowledge stresses, the role of knowledge management in organizations in aiding organizational performance, positioning economic, competitive advantage, economic viability, and success, it is necessary for organizations to formalize knowledge practices. Organizations are

knowledge-intensive like law firms have ‘undoubtedly realized the importance of knowledge in running their business.’

‘Knowledge’ is a crucial and relatively rare commodity that many law firms cannot operate without. Knowledge continues to be the key asset of organizations. The outstanding indicator is the intensity to which they invest on human capital development. Efficient knowledge management is a key competence that will present law firms with a major advantage over their peers in the dynamic global economy of the 21st century. As law firms regain from re-structuring, downsizing and business process re-engineering programs, many are realizing that they have overlooked knowledge built-up over decades. consequently, they are realizing the potentials and threats posed by e-business and realizing the necessity of sharing the new knowledge and skills of the digital economy. The evolutions of ideas and innovativeness have been rapidly revolving those institutions that have to cultivate ideas which can meet the needs of the market. To meet these challenges and attain a competitive edge, they must formulate and effect strategies based on innovation, technology and the development of intellectual capital. A small number of law firms, even those at the leading edge of knowledge management, have all the management processes, culture and tools in place to create and harness knowledge in a systematic way.

1.5.1. Background Information on Law Firm in Nairobi County

A law firm is a company that engages itself in the business of law. Lawyers working together under a specific business name, may only target certain kinds of law, dealing with various general law cases. It is a business body started by one or more lawyers to practice in law for the “effective and efficient creation and delivery of legal services to clients.”

A law firm is a social community specializing in the effective and efficient creation and delivery of legal knowledge in the form of legal services to clients. Lawyers play a role of both advocates and advisors. As the former, they represent their clients in criminal and civil matters by tabling evidence and defending their client in court. As advisors, they offer legal advice and services to the clients on their legal rights and obligations. Lawyers are competent in general legal matters and procedures and in the substantive and procedural aspects of law and have the ability to analyze and provide solutions to serious legal problems.

The legal knowledge is exercised in form of services to clients looking for representation in the courts of law or in prosecution and judgement proceedings, or simply in the form of legal advice. Most law firms represent large corporate companies, organizations or entrepreneurs with a need for continuous and specialized legal services that can only be supplied by a team of lawyers (Gottschalk, 2008).

Law is a knowledge-based profession and lawyers can hence be said to be knowledge workers. They are professionals who have acquired knowledge via formal education (explicit) and by learning on the job (tacit).

A law firm is an organization whose main objective is to collect, synthesize and deliver or apply information and knowledge. It is a learning organization in that, lawyers are gradually learning on the job to keep themselves abreast with changes in the law. They also learn from other seasoned lawyers in various specialized areas of law to achieve more understanding and grow their knowledge base while creating new knowledge which can

help them take on new complicated matters in order to represent the firm's clients in the best way possible.

Nowadays, law firms are faced with an always increasing competitive market due to increased specialization and need to compete global.

Lambe (2011) observes, "most large law firms recognize that they are in a knowledge business and they too suffer from the challenges of connectivity, globalization and speed."

As a result, major law firms must share knowledge more efficiently and more effectively than ever before. For this reason, many law firms are turning to Knowledge Management for a solution (Buckler, 2004).

Law firms collect, synthesize and deliver information. They are information intensive organizations in all ways. In their daily activities, they deal with both primary legal information sources and secondary sources. Primary sources are statutes and law reports that are official legal sources by the government or the courts, in form of government notices, acts, bills, case law or court decisions, etcetera. Secondary sources are commentaries, books, legal periodicals, and articles from specialized law publications, etc., which are in real sense supportive information on law. Other forms of documentation in law firms are; training documents, client files, policies and procedure manuals, client information, competitor information, practice memos and directives, personnel information, among others, all of which are transmitted in a variety of information modes for example; faxes, e-mail, e-calendars, processing systems, voicemail, intranet and internets, repositories, word etc. The information that flows in law firms is often internal and mostly confidential, hence the need to itemize on information security throughout the

firm's information process. In Law firm knowledge management calls for totally integrated systems with capacity and in-built security measures for capturing, storing, retrieving and circulating information and knowledge assets.

1.5.2. The Judiciary

The judiciary is one of the three equal arms of Government. Its main mission is to handle disputes in a fair manner with a view to protecting the rights and freedoms of all, hence enabling the achievement of the rule of law. It plays this role by provision of independent, accessible and responsive resolution of disputes (GoK, 2010).

However, at the moment of societal change embraced by this new Constitution, Kenya's Judiciary is now asked to go beyond by simply resolving disputes. The judiciary plays the crucial duty of protecting the Constitution, promoting social and political stability and fostering national socio-economic development. This is achieved through interpretation and implementation of the Constitution in a way that fosters the national values and principles of governance. It carries the heavy role of keeping hope alive of the aspirations of the Kenyan People as expressed in the Constitution.

To command public respect, Judiciary must adjust itself to effectively achieve its constitutional mandate and mission, respond to the high public expectations and demands for improved performance. Hence, the Judiciary has undergone a transformation of ushering in the New Order promised by the new Constitution.

Certainly, the revolution of this great institution is a constitutional obligation. It is also a famous imperative encouraged by honest and intense public demands and expectations.

The public has loudly and clearly spoken in agitating that the Judiciary betters its

performance, enhances the quality of justice it provides and improves its service delivery culture (human rights publication July, 2014).

1.5.3. How the Court System Worked

The Chief Native Commissioner could form, administer and control the tribunals. Similar African tribunals were established at the divisional level of all districts. The Governor was mandated to appoint a Liwali at the Coast to adjudicate issues in the Muslim Community.

Appeals against the verdicts of tribunals were registered with the D.O. (District/Divisional Officers) D.C, (District Commissioner) or the PC (Provincial Commissioner), while the final appeal would be determined at the Supreme Court. Administration of justice involving non-Africans was referred to expatriate judges and magistrates.

Appeals flowed from subordinate courts to the Supreme Court. The system was headed by the Chief Justice while the Registrar of the Supreme Court carried out the administrative duties.

Main courts were based in big urban centers. Judges and magistrates on circuit served other small centers. The blended system of administration of justice stayed until 1962 when the African courts were moved from the Provincial Administration to the Judiciary. The independence of the Constitution established a Supreme Court with unlimited original criminal and civil jurisdiction over all persons, regardless of race or ethnic consideration. The Supreme Court was renamed the High Court when Kenya became a Republic in 1964.

In 1967, the Judicature Act, the Magistrates' Courts Act and the Kadhis Courts Act were formed to transform the administration of justice.

The Supreme Court Building which was built in 1931 is the official seat of the Chief Justice, the Chief Registrar and the Supreme Court itself.

All through Kenya's history, the Judiciary has not been viewed as the faultless handmaiden of justice and guardian of human rights that it should be. Since the inception of the colonial Kenyan State in 1895 to date, the public has generally lost trust in the Judiciary.

The Judiciary continuously saw domination from foreigners, both in terms of personnel and practices. Of more significance, this Judicial system was purposely tailored to serve the whims of the government of the day. This narrow role to the Judiciary was achieved through the establishment of constitutional rules that allowed the Executive to control the Judiciary, rules that remained in place until the promulgation of a radically different Constitution on 27th August 2010.

Although the Constitution at independence gave the Judiciary some degree of formal independence, it was viewed as a government division and not as an independent and equal arm of government. Consequently, the official grants of independence were removed later through constitutional amendments. As a result, the Judiciary lost institutional autonomy and became an arm of the Executive. Also, it is important to note that the Chief Justice manifested immense power under this Constitution; which was mostly exercised to underplay the decisional autonomy of the judicial officers who, after all, were treated as civil servants. In such a situation, the tyranny that was often played by the Executive and other state organs freely went unchecked and not sanctioned and the society suffered as a consequence.

Between the advent of multiparty politics in 1992 and the promulgation of the new Constitution in 2010 there were attempts to restore credibility to the much-maligned Judiciary. More than twelve reports and strategic plans, mostly commissioned by the Judiciary itself, were written. The Reports established a number of problems facing the Judiciary and proposed recommendations on how to resolve them. The reports were robust enough and honest in their assessment of what troubled the Judiciary and they made strong recommendations. Sadly, most of these recommendations remained unimplemented. Consequently, the Kenyan public lost confidence in the Judiciary. This was to the extent that after the disputed presidential elections in 2007, which led to violence causing loss of lives, displacement of people and destruction of property, those who felt aggrieved by the poll results were not willing to pursue the matter in court because they lacked trust in the Judiciary to deliver justice without bias. It is from this background that the Committee of Experts tasked with consolidation and harmonization of proposals for a new constitution from the review process, recommended that all judges should resign after the adoption of the new Constitution. Kenyans wished all serving judicial officers out of office. Though this radical suggestion did not materialize, Kenya instead opted to vet all judicial officers. The message was clear: transform or perish.

1.5.4. Organization of Law Firm

Law firms are formed as sole proprietors and partnerships. In sole proprietorship, an individual lawyer is responsible for all the profits, liabilities and losses of the firm. In partnership, two or more persons carry on business together with an objective of making profit. In partnership, all partners equally share profits, losses and liabilities after taking into account the cost of running the firm. Many modern law firms are adopting a double-

faced partnership model comprising of equity and non-equity partners. Equity partners' own stakes in the firm, share liability and ownership and are liable to gain from the firm's annual profits. Non-equity partners, however, are usually paid a fixed salary higher than the one for lawyers working in the law firm without partnership status. Such lawyers are called associates. Law firms are mostly arranged in a way that each partner works closely with a number of associates. Law firms may equally employ paralegals (records managers, legal assistants, law librarians, administrative and clerical officers) to whom they delegate duties. Law firms in Nairobi are practicing as either sole proprietor or limited liability partnership and that the size of the firms differs from one to ten advocates according to statistics from the law society of Kenya.

1.6. Knowledge Management in the Law Firms

Historically, the practice of law has been a practice of knowledge and skills that requires accurate, effective and objective use of information (Lambe, 2011). Because of the increasing competitive market due to specialization, law firms face an increasing competition globally (Evans & James, 2017). According to Lambe (2011) 'most law firms recognize that they are in knowledge business and they do suffer from the challenges of connectivity, globalization and speed.' As a result, law firms must share knowledge more efficiently and effectively. In order to do so, many law firms are turning to Knowledge Management for a solution (Buckler, 2004).

The amount of knowledge work employed in the law firm's operations offer a fruitful field for knowledge management.

Law firms ought to quite effectively identify, acquire, organize, store and make explicit information / knowledge available to the lawyers. Acquisition of explicit information is difficult and this applies to taping tacit information which is equally more difficult to acquire because it is hidden in databases, human minds, web-based links to other sites, and publications. Paralegal staff in the law firm must hence decipher to adapt by modification, supplementation and discharge services to suit the changes faced by their organizations. Indeed, for Knowledge Management practices to succeed, information must be shared within law firms, new skills learned, performance reviews applied and the challenge taken up with lots of passion. It is noteworthy that when paralegals in the law firm managing knowledge internalize the art of Knowledge Management in their own environment, the fruits of their Knowledge Management practices will result in the organization's increased efficiency and improved service delivery. In the business world, management of knowledge is considered key to attaining successful competitive advantage (La Branche & Gary , 2000).

The major objective of paralegal personnel in law firms is to widen access to knowledge for their users who are lawyers in that firm. Being in charge of this mission, paralegal staff should take their Knowledge Management a notch higher. There are many chances for law firms to increase their Knowledge Management in all main areas of service delivery to lawyers / clients. As a result of growth in knowledge in various format, law firms ought to build their resource access and sharing systems from print to electronic and digital resources in line with their missions and visions. Law firms ought to keenly analyze the needs of their users and aspire to build cooperative acquisition planning to meet these needs. Beyond explicit knowledge, law firms ought to develop ways to capture all tacit

knowledge that is of importance to their users, their organization and the internal operation of their law firm.

The focus is on unraveling individual know how and applying it to explicitly driven processes so that the right knowledge is available to the right people at the right time (Hawkins, 2000). The commercial world hopes to capture the efficiencies knowledge management practices in order to gain competitive market advantage. The knowledge management paradigm has even been referred to as the next 'killer application' in that it provides organizations with valuable, credible and insightful information, a tremendous asset and a unique advantage (Brown & Duguid, 2001). Concerning knowledge management in law firm's context, Davenport & Prusak (2000) suggest that this informal knowledge can be captured by creating space and reconstituting the academic village, so that both explicit and tacit knowledge can be combined and shared by the advocates.

Lawyers have had a long history of resource sharing and networking. These have been greatly expanded by the quick transformation of computer, networking, telecommunication, and digital technologies since the 1960s. Today, it is very common for law firms to be members of several consortia and at the same time members of various types of cooperative work and resource sharing. The achievement of most of these resource sharing and networking are largely due to selfless full cooperation and participation of all member law firms. To enhance the full implementation of knowledge management, a well-structured and operational Knowledge Management system should be put in place.

Knowledge management in law firms must incorporate the advocates in a given specialization and must be able to integrate publication, datasets, tools for manipulating such data, connections to databases of pictures and images.

Much of the focus of knowledge management literature is on competitive advantage, enabling one firm to have a leveraged position over another in academic world; however, collegial rather than competitive motivations change the nature and the dynamics of knowledge management model. While certainly, the “bragging rights” of having larger or more comprehensive research centres have been used competitively to try and attract better law firm. The culture of the law firm is based upon the free flow of information, without competitive concerns.

Knowledge Management is not owned by any one group in an organization, nor by any one profession or industry. Knowledge Management requires a holistic and multidisciplinary approach to management processes and an understanding of the dimensions of knowledge work. Knowledge Management should be the evolution of good management practices sensibly and purposively applied (V Nair & Chandramalar , 2020).

1.7. Statement of the Problem

The success of the legal system in Kenya like all other legal systems in the world largely depends on availability of current, timely and relevant legal information to guide the administration of justice (Aburili, 2017). Legal practitioners primarily require legal information to review possible legal approaches, research and design defensive and offensive strategies when preparing for civil or criminal cases (Aburili, 2017).

In the evolving information world, the libraries in law companies should be in a position to tap the tacit and explicit knowledge held in organizations and manage it for the benefit of lawyers. Some of this knowledge exists in the form of data material, information materials and human resources. From the preliminary investigations from other researchers and also discussions with lawyers in legal practice, the view is that in many law firms there is knowledge held by the staff and nothing has been done to tap and preserve for posterity. Many law firms have no documented and planned approach to tap the organization's knowledge and make it accessible to the staff for improvement of service delivery. There is key knowledge untapped from individuals to make it more accessible. In case of retirement, resignation or death, knowledge which has been accumulated by various staff in performing certain duties is lost since it has not been documented resulting in the cost of retraining or hiring new staff for the job.

The challenge of Many law firms in Nairobi County is absence of suitable techniques for acquisition, encoding and provision of access to crucial knowledge that is in an individual's head. Any organization that has the capacity to codify experience, insight or judgment into a form which can be reused by others, can position itself to provide effective and efficient service; of which most law firms do not have this capacity.

Looking at law firms in Nairobi County there is lack of policy to tap the knowledge of staff especially those leaving the organization as part of the coherent strategy for knowledge management (Nyamwamu, 2018).

A further challenge for the law firms in Nairobi County is that they lack the necessary techniques and skills to acquire, code and even provide the crucial knowledge available

within the organization. There is no defined infrastructure, for example the law firms in Kenya are not prepared to tap, organize, preserve and disseminate knowledge resources.

Knowledge management requires appropriate management competencies without which the organization is very unlikely to be competitive. However, no study has been undertaken on management of knowledge as a tool of improving work performance in law firms in Nairobi. This creates a gap in knowledge which the proposed study intends to fill. It is this gap in knowledge that constitutes a research problem.

It seems that some law firms have set up programs, going by the precedents delivered, while it is not easy to know if or not there is any operational program. Hence, this study seeks to assess the present state of knowledge management in law firms in Nairobi County and how its management influences legal practice / performance and suggest ways in which law firms can make the most use of their knowledge.

1.8. Aim of the Study

The aim of the study was to investigate how knowledge management practices improve work performance in selected law firms in Nairobi County so as to propose strategies for the improvement of the knowledge management practices towards enhanced work performance.

1.9. Objective of the Study

The study was guided by the following objectives namely to:

1. Establish the knowledge management practices in selected law firms in Nairobi County.

2. Assess the contribution of knowledge management to the work performance of the selected law firms in Nairobi County.
3. Determine the knowledge and information requirements in the selected law firms in Nairobi County.
4. Determine the strategies and methods required for knowledge identification, documentation, organization, utilization and preservation in the selected law firms in Nairobi County.

1.10. Research Questions

To achieve the above objectives, the following research questions were formulated:

1. What knowledge management practices exist in law firms in Nairobi County?
2. How does knowledge management contribute to work performance in law firms in Nairobi County?
3. What kind of information and knowledge do legal practitioners in the law firms require in order to improve service provision to their clients?
4. Which suggestions or proposed strategies to be adopted for knowledge management in selected law firms?

1.11. Assumptions of the Study

The current study was undertaken with two assumptions: that knowledge management is an important source of competitive advantage for organizations; and that.

Though, it is clear that there is a growing awareness of the key role, importance and potential of knowledge management as a means of making law firms more innovative and cost effective, many assumptions associated with knowledge management have not been assessed.

1.12. Justification of the Study

In the legal sphere, law firms represent an industry that seems very well suited to knowledge management investigation and implementation. Law firms are knowledge-intensive (Gottschalk, 2008). This means that the volume of information and knowledge available to legal workers is enormous. Individual knowledge workers cannot cope with complete acquisition of all this information and knowledge and therefore they need to cooperate with one another in order to do so. Thus, to keep abreast and to remain relevant, sharing knowledge and information is vital. In addition, the expansion of law firms and practices require law professionals to become more proficient in matters outside the legal parameters. Increasingly, legal personnel are propelled into management roles. Mentoring, a method of promoting knowledge-sharing is an additional role into which lawyers are pushed. Judges and people occupying senior roles are in an ideal position to mentor others because of their experience. However, “it is often said that judges, in particular, become remote from the real world and that there are quite a few senior partners who don’t seem to inhabit the same planet as the rest of us” (Clutterbuck, 2005). In Kenya, advocates admit that they have insufficient time for training owing to staff mobility (Kiilu et al., 2019). Thus, distance (emotionally and socially) and time contributes to the constraints on mentoring and training.

Knowledge management seems to be a new field in the legal sphere. It emerged in early 1990's in the private sector to enable firms cope in an everlasting competitive world. Knowledge management has been the major factor in an organizations development in recent times and has been accepted as a universal idea. It is a concern of legal practitioners to aid the effecting of the knowledge management culture. If this were the case, then there is need for deeper understanding of the various dimensions of knowledge management and its usefulness to law firms.

There has been no documented knowledge in law firms in Nairobi County, putting in mind that it is somewhat a new concept. It was hence hoped that “this study was to offer enlightenment into the role of knowledge management in aiding work performance in law firms and the gains likely to be accrued by adopting the idea for maximum output.”

Discussions about knowledge management have centered typically, on the private sector. However, the subject is equally important to other social and economic entities, whether profit or non-profit oriented which involve knowledge. This research was a milestone towards bridging the gap by focusing on the legal sector. In this era, information has become of primary importance increasing the need and desire to manage knowledge. Where once a business valued itself based on what it owned and how it controlled costs, things have changed into an era where competitive advantage is based on the creation of knowledge and its effective use. It is therefore important to manage this knowledge in law firms. There has also been a dramatic increase in the volume of information online which have increased the value of knowledge because it is only by knowledge that this information can be evaluated.

This study is justified because no knowledge management studies on law firms in Kenya have been carried out. This means that many law firms in Kenya do not know what they should know leading to duplication of effort. This study in as much as it is investigative, will also be educative to the practicing advocates in law firms and help in highlighting their knowledge management needs.

Most of the written materials available on “knowledge management in law firms” have origin in the developed countries whose situation is a contrast to the developing countries. Hence, there’s need for this study to be carried out in law firms in Kenya and particularly in the information sector.

Despite the big opportunity for the application of knowledge management in law firms, little experimental study has been taken on knowledge management in law firms and especially on knowledge management practices in such firms and hardly any study on knowledge management in law firms in Nairobi County. This means that a lot has to be done by extending, refining and experimentally validating models and developing theories and concepts of knowledge management across specific contexts and locations. This study hopes to contribute to the body of materials on knowledge management from an information science perspective. It will aid lawyers’ in understanding the theories and methods used in knowledge management practices.

1.13. Significance of the Study

This study will be of great benefit to various stakeholders namely:

1.13. 1. Law Firms

Law firms in Nairobi will benefit largely from this study especially with regards to the use of technology in the legal practice. It is expected that lawyers will become aware of the various opportunities that will be available to them and their firms if they put in practice the recommendations made in this study. The study offers some practical solutions to problems facing law firms in Nairobi in harnessing knowledge management. There is limited literature on knowledge management in law firms in Nairobi County considering that it is relatively new area. It is therefore expected that this study will offer insight into the importance of knowledge management in the running of the law firms and the benefits that can be gained by embracing the concept to the optimum output.

1.13.2. Researchers and Academicians in Law

As a newly adopted concept in law firm, knowledge management is highly valued in legal research. Although it is relatively split into diverging concepts, perspectives and disciplines. It will be therefore essential for researchers and academicians in the field of law to make use of the findings of the study to explore further research areas in knowledge management in law firms.

1.13.3. Legal Profession

The findings of the study will be essential to the legal profession. Due to the intensity of the work done by lawyers, judges, magistrates, paralegal staff, an arena for knowledge management has been provided in this research. The study in as much as it is exploratory, will be highly educative to participating law firms to help in highlighting their knowledge management needs.

1.14. Scope of the Study

Although there are many Law firms in Nairobi County, Kenya, the study focused on Selected law firms in Nairobi County. The target respondents were Advocates of the High Court of Kenya owning law firms or employed in law firms, Partners or Associates, paralegals (law librarians and records officers) in Nairobi County.

1.15. Delimitations and Limitations

In this section an outline is made on the delimitation and limitation of the study.

1.15.1. Delimitations

Coverage of other types of Law firms would have been ideal for this study for purposes of comparison and even a larger geographical region. However, as a result of financial and logistical limitations the study was narrowed to selected law firms in Nairobi County, Kenya. The study focused itself on identification of the tangible attributes, features, activities, systems and procedures that brought out the prevailing state of knowledge management practices in selected law firms under study. Factors influencing Knowledge Management practices in other areas of law firms were not considered. The study targeted the views expressed by law firms' staff only. Other stakeholders' views were not considered as they had no relevance to the current study since the implementation and application of Knowledge Management fully depends on the law firm managers.

1.15.2. Limitations

Knowledge Management in law firms in Kenya has scanty literature for reviewing purpose and helping in laying the basis of comprehending the current research study. Absence of such materials led to inadequate local examples for reference purpose. The other limitation

was the confidentiality of the information by the respondents however, this was addressed by assuring the respondents that the study was purely for academic purpose and there was no disclosure to other parties whatsoever.

The other limitation was challenges in getting some advocates on the planned time for the interviews which constrained the study as the researcher was unable to interview them as per schedule. The study was carried out between March to May during court recess for Easter vacation and was therefore limited to the events and happenings in the court.

1.16. Definition of Terms

Advocate - Person who supports a cause and exercises his right to be heard, or represents a party before a court or tribunal to defend it or plead on behalf of it (Andrews, Neil, & Trautmann, 2012).

Community of practice - can be defined as a group of professionals informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge (Freidson, 1988). Also, it is referred to as community of interest.

Determinants – these are elements or factors that directly affect or influence the nature or outcome of knowledge management in Nairobi County law firms (Odini, 1993).

Explicit Knowledge – that knowledge which is written down, expressed in words and numbers and can be easily communicated and shared in the form of hard data, scientific formulae, codified procedures or universal principles (Skyrme, 2007).

Externalization – The transfer of knowledge from the minds of its owners to an external repository in the most efficient way possible. Externalization tools help build knowledge maps. They capture and organize explicit knowledge and create bodies of structured knowledge or directories on tacit knowledge (Skyrme, 2007).

Human capital – that which is in the minds of individuals: knowledge, competencies, experience, know how, etc. (Council, 2000).

Information: This is data which is given meaning by way of context (Kiilu et al., 2019).

Information Management: this refers to management of documented public-domain knowledge (Kiilu et al., 2019).

Intellectual capital – the relationships among human, customer and structural capital that maximizes the organization potential to create value that ultimately realized in some form of wealth (Skyrme, 2007).

Internalization – this is the transfer of explicit knowledge from an external repository to an individual, in the most useful and efficient way possible. There are two aspects to internalization: retrieval and filtering (Odini, 1993).

Knowledge - is what the knower knows that does not exist out of the knower but rather shaped by ones needs as well as one's initial stock of knowledge. Is information applied meaningfully in the performance of activities (Odini, 1993).

is a fluid mix of framed experience, values, contextual information, expert insight, and grounded intuition that provides an environment and framework for evaluating and incorporating new experiences and information.

Knowledge assets, also called intellectual capital, are the human, structural and recorded resources available to the organization. Assets reside within the minds of members, customers and colleagues and also include physical structures and recorded media (Kiilu et al., 2019).

Knowledge audit - is the formal process to determination and evaluation of how and where information is used within the organization. The audit examines policies, forms, procedures, storage and any other ways that knowledge is collected, cataloged and stored (Ujwary-Gil, 2020).

Knowledge base – typically used to describe any collection of information that also includes contextual or experiential references to other metadata.

Knowledge behavior – it refers to how individuals' approach and handle knowledge. This includes attitudes towards learning, searching for knowledge, using it, modifying it, hoarding it, and even ignoring it.

Knowledge Bridge - is the connection that a Knowledge Management expert builds between the business processes and the technological, sociological, personal, financial, sales, creative, and customer-oriented functions of the organization. Building a knowledge bridge is the 'glue' making the long-term connections between the functions that sometimes competes for resources.

Knowledge culture – this is the behavioral pattern and attitudes that show an organization's orientation towards knowledge. It can be controlling or empowerment based, open or closed, internally or externally focused, factually oriented or rumor and intuition based.

Knowledge creation: refers to the continuous combination, transfer, and conversion of different kinds of knowledge.

Know how – a marketable competency, technique or skill that has been developed by an organization and provides competitive advantage. It is the ability to cause a desired result.

Knowledge management - is the process of capturing a company's collective expertise wherever it resides in databases, on paper, or in peoples' heads and distributing it to wherever it can help produce the biggest payoff.

is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge .

Knowledge management Practices - this refers to the activities that ought to be in place at every stage of the Knowledge Management cycle and used as checklists to assess the status of Knowledge Management in libraries.

Knowledge redundancy – this is intentional overlapping of organization information or knowledge management responsibilities and business activities.

Knowledge repository – is a collection of knowledge stored in data base which is of the organization's interest and made available to the organization's members through technology such as intranet and browsers.

Knowledge sharing – the act of voluntarily making knowledge available to others. This should be differentiated from reporting, which is involuntary exchange of information or knowledge on a programmed structural basis

Knowledge sharing culture – is an organization's culture that encourages recognition and application of knowledge sharing as a desirable behavior by workers.

Knowledge Transfer - This is the process of transmitting (presenting or sharing knowledge to a potential recipient) and absorption and use by that recipient:

$$\text{Transfer} = \text{Transmission} + \text{Absorption (use)}$$

If knowledge is not absorbed it has not been transferred. The goal of knowledge transfer is to improve the organization's ability to do things and therefore increase its value, (Davenport & Prusak, 2000).

Management – This is the organizational process that comprises strategic planning, setting; objectives, resource management, deployment of the human and financial assets needed to achieve objectives and measuring results. It also includes recording and storing facts and information for later use or for others within the organization.

Law firm – this refers to a business composed of lawyers working together under a defined firm name. Such a firm may only focus on certain kinds of law (business law) or deal with a number of general law cases. This firm may also employ, entry specialists, case file managers and litigation secretaries.

Paradigm – A disciplines 'general orientation or way of seeing its subject matter.

Tacit knowledge – Aytekin & Kerem (2019) defines tacit knowledge as everything we know but we cannot really express ourselves. It is subjective, unspoken, intuitive, hidden and undocumented and consists of technical skills, ‘know how’ or ‘understanding.

1.17. Chapter Summary

This chapter presented the background to the study; the research problem was formulated followed by the aim as well as research objectives of the study. Research questions addressed by the study are derived from the objectives. Thereafter, significance of the study, scope of the study, delimitations and limitations, assumptions and definitions of terms and concepts are also provided.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The conceptual and theoretical foundation of the investigation was covered in this chapter. It examines the literature on knowledge management's critical evaluation as well as the literature on the elements that should be taken into consideration when adopting the concept of knowledge management as a tool for enhancing work performance in particular Nairobi County law firms. It presents issues surrounding the subject as well as views from other authors. On how to approach knowledge management tasks, various authors have offered varying perspectives. In case the researcher is looking for more information, they also provide referrals to documented sources.

The goal of the literature study was to synthesize, analyze, clarify, and integrate the information in pertinent books and papers on knowledge management.

2.2. Structures in Knowledge Management

Looking at different definitions and perspectives of knowledge management, the following were considered to be relevant frameworks for knowledge management. They include: knowledge markets, the learning organization, the knowledge management strategy and Knowledge Management Process.

2.2.1. Learning Organization and Organizational Learning Theory

A learning organization is one that supports its members' learning and continuously improves itself, according to Easterby-Smith, Crossan, and Nicolini's organization learning theory, which was introduced in 2000. Modern firms are able to maintain their

competitiveness in the marketplace, thanks to this technology, which was developed as a response to the pressures they face. Business personal abilities, organizational culture, teamwork, and system thinking are essential for a company to maintain a competitive advantage in a challenging business climate. According to Serenko & Hardie (2013) "organizations" should imitate communities by encouraging employees to be devoted and so work more.

According to Janz & Prasarnphanich (2003) learning companies should reevaluate their objectives and course of action in order to succeed in a changing environment and meet their goals. Despite this, a business must still use solid judgment to adapt its activities to the changing environment in order for learning to occur. In order to recall the action and its result, one must make this connection. Since learning starts at a distinct level, it resembles psychology and cognitive science in large ways. But if information is shared, kept in a transferrable, accessible manner, and put to use by the company as a goal, it transforms into a learning organization, and once it's shared, it becomes organizational learning (Cha et al., 2008).

The criterion for this theory is the relationship between knowledge and learning. The improvement of a collaborative learning environment that promotes and rewards information sharing is one of the goals of knowledge management. Without learning, organizations cannot advance. Learning expands knowledge and, by extension, one's potential for taking successful action. The institutionalization of a person's intellectual capital, culture, learning memories, knowledge systems, competencies, and routines by an organization result in learning. Learning might be formally, informally, or accidentally.

Formal education takes place in classrooms and is quite organized. Informal learning is self-motivated, self-directed, and purposeful, whereas incidental learning is learning that occurs unintentionally while doing a task or working.

The gathering of information is a necessary first step in the learning process. A company builds up a "memory" of valid action-outcome relationships, the environmental factors that make them legitimate, the probabilities of the outcomes, and the uncertainty surrounding those probabilities. The action-outcome links can be learned by experimentation, benchmarking, grafting, and other methods, but they all require conscious effort to find, confirm, or employ a cause and effect; otherwise, they are just blind actions that rely on luck. Notably, since each action-outcome relationship needs to be defined in terms of the relevant circumstances, a firm's activities will and must alter in response to environmental changes. Successful firms ultimately analyze their environment to determine when change is required. Of course, this assumes that they have learned the key indicators to scan for and understand what level of change in an environmental indicator necessitates or does not necessitate changing their actions (Hult et al., 2000).

The procedure's second step is interpretation. Businesses regularly compare actual and anticipated results in order to refresh or add to their "memory." Unexpected outcomes must be examined for causality, actions must be modified or new action-outcome relationships must be specified, and learning must be increased. No action is implied to have been done at this stage. While some theorists assert that learning must involve action, others counter that what is important is the growth of the knowledge base or shift in understanding. Consequently, adaptation and action constitute the third stage. The company chooses new action-outcome links that are appropriate for the changing environmental conditions using

the interpreted knowledge. Following adaptation, the process is continued by updating the firm's knowledge base to reflect the new action-outcome relationship, probabilities, uncertainty, and applicable conditions. This feedback is an ongoing, iterative feature that happens throughout the entire process (Serenko A. , 2013).

The transition to a knowledge economy and the increased streamlining of work operations as a result of technological advancements have resulted in various changes to how organizations operate (Debowski , 2006). Furthermore, a deeper appreciation of the value of the information housed within a business has been sparked by the shift in emphasis from products to services. Any firm that wants to achieve and maintain a competitive advantage must learn from its achievements and failures more effectively and quickly. A learning firm continually scans its external settings, hires new talent and experience as necessary, and allocates significant resources to employee training and development. Additionally, mistakes made by staff should be considered potential sources of fresh concepts and methods (Marquardt, 2011).

Organizations look to a variety of reliable sources, including information included in systems run by the organization and expertise held by an individual. Explicit knowledge can be organized, recorded, shared with others as information, and explained through justifications, examples, and other sharing techniques.

However, as tacit knowledge is based on a synthesis of experience, research, and induction that may have been improved over many years, it is challenging to replicate, replace, or interpret (Debowski , 2006). An organization that is learning actively produces, gathers, and shares knowledge. A learning organization needs new ideas to function effectively, thus it bases behavior adjustments on new information and insights.

Corporate strategic knowledge is managed strategically so that it develops along with each of its constituent parts. According to Marquardt (2011) the primary responsibility of management in learning organizations is to enable employees' experimenting and learning from experience, which is facilitated through prompt feedback and full disclosure. This opens up chances for the entire organization to develop its knowledge, abilities, and attitudes. Two major contributors to an organization learning are shown in Figure 2.1.

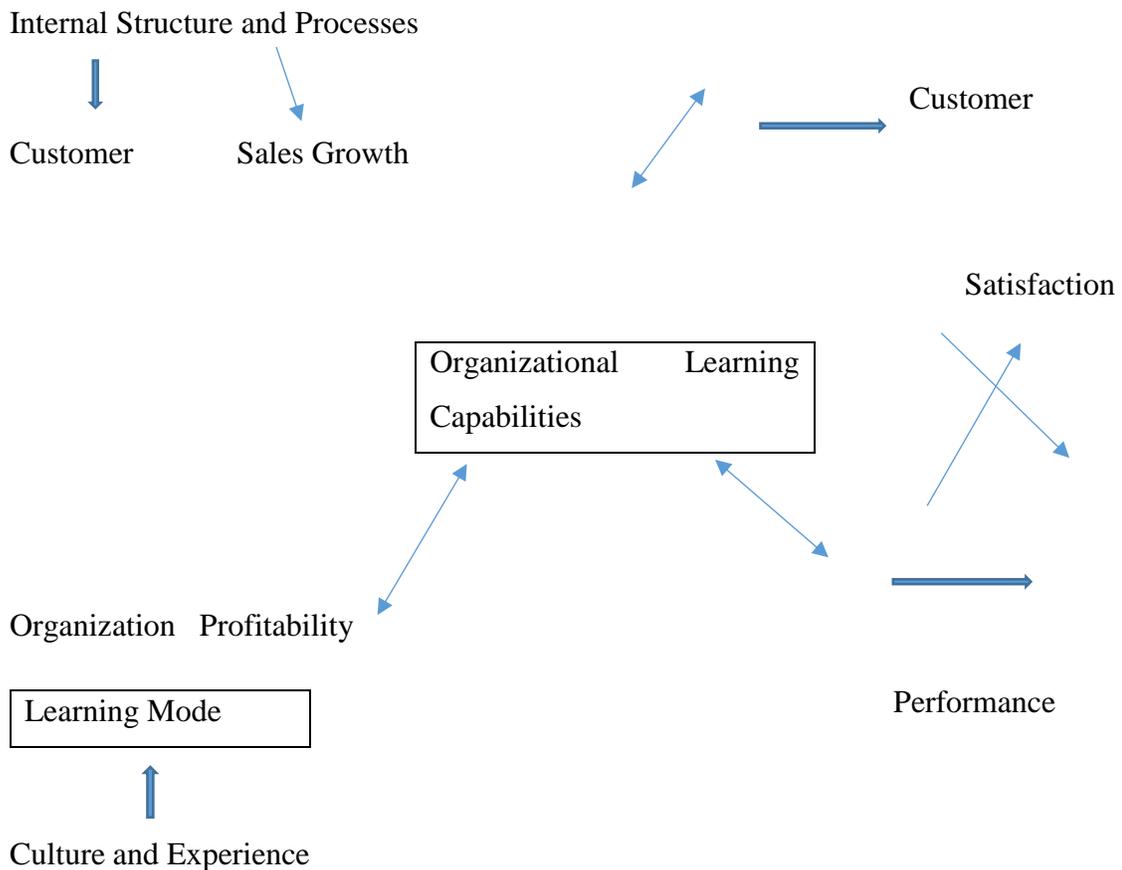


Figure 2. 1: Building an Organization's Learning Capability

Source: (Kreitner & Kinicki, 2009)

The internal structure and processes that influence how simple or complex learning is and how much effective learning takes place are the facilitative factors, as demonstrated.

According to Garvin et al. (2008) these conditions are most often present in an organization with a positive learning atmosphere, concrete learning procedures, and leadership conduct that serves as reinforcement. The various ways that companies work to produce and maximize their learning are referred to as learning modes. It is important to remember that a learning company promotes learning not just for its own sake but also to help with work processes, products, and services. At this instance, people at a company with a learning culture transition from fearing mistakes to seeing issues and failures as information that can aid in decision-making and promote success (Kreitner & Kinicki, 2009).

The learning organization theory serves as the foundation for this study's integration and comprehension of the role firm culture plays in knowledge management and performance. A learning organization works to foster a learning culture, which is essential for maintaining innovation in procedures, goods, and technology as well as for improving business performance. At this instance, people at a company with a learning culture transition from fearing mistakes to seeing issues and failures as information that can aid in decision-making and promote success (Kreitner & Kinicki, 2009).

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2.2.2. Variables in the Conceptual Framework

As a tool for enhancing work performance, knowledge management was used in the study. Knowledge management awareness, its contribution to legal practice, knowledge and information requirements, strategies, and methods needed for knowledge management were used as independent variables.

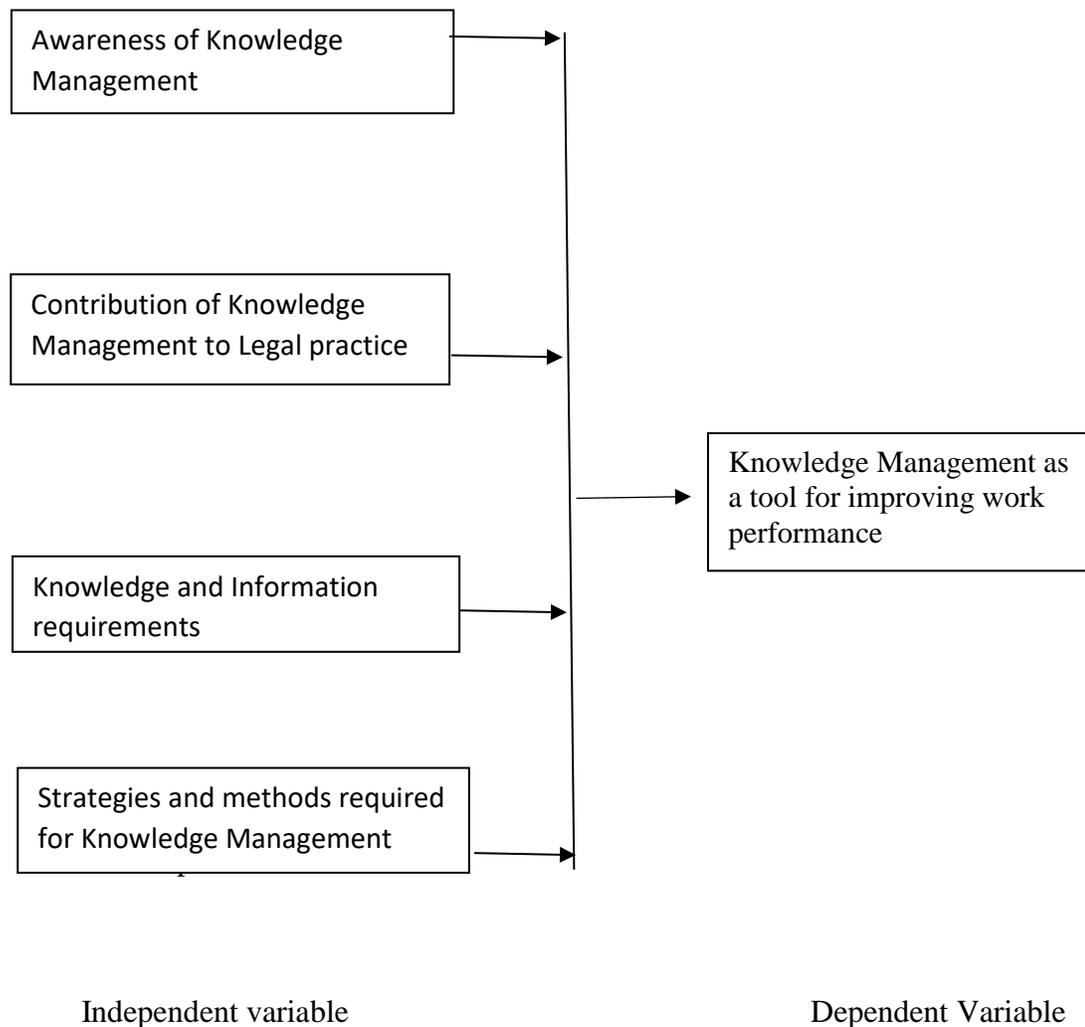


Figure 2. 2: Conceptual Framework

Diagram one. Determinants Influencing Knowledge Management in law firm.

The conceptual framework above illustrates the interaction of different elements that could affect knowledge management as a tool for enhancing job performance. It shows how four factors interact, potentially guiding and sustaining the practice of knowledge management. These elements, along with the right ICT infrastructure, served as the foundation for our investigation and evaluation of the current knowledge management procedures in law firms. In order to support the execution of work in legal firms, the study examined the aforementioned factors as important contributors to sustainable knowledge management techniques. The staff's comprehension of the Knowledge Management concept and its benefit to their law firm is a crucial component for these aspects to increase and sustain Knowledge Management practice.

2.3. Framework of the Process

Understanding how organizations produce new information, preserve current knowledge, and discard "old" knowledge is provided through knowledge management processes. Depending on the knowledge management focus of the company, these processes take place in various situations. These procedures primarily comprise of two separate but linked knowledge cycles that interact with one another to help companies learn, think about it, and relearn. One is the innovation cycle, which shows how unstructured knowledge evolves into more specialized, organized knowledge that is integrated into processes and enterprises. The process of gathering, organizing, sharing, accessing, and utilizing information with a knowledge repository as the center of attention is another.

Although there are many different kinds of knowledge management procedures covered in the literature, there are considerable differences in the quantity of processes as opposed to the underlying ideas. Four knowledge conversion processes—socialization,

externalization, combination, and internalization are identified by Nonaka Takeuchi. (2018) for the formation of organizational knowledge. Knowledge development, codification, and transmission are described as knowledge management processes by (Davenport & Prusak, 2000). Collaboration, content management, and information sharing are considered to be the main components of the knowledge management process by (Carine, 2014). The knowledge management process is broken down into generation, transmission, assembly, integration, and exploitation by (Mahdi et al., 2019). Knowledge management processes are categorized by (Hislop et al., 2018) as knowledge acquisition, knowledge sharing, and knowledge utilization. (Li et al., 2018) divides knowledge production, validation, presentation, diffusion, and application into five phases. Knowledge management processes are divided into four categories by (Hislop et al., 2018): acquisition, conversion, application, and protection.

It's critical to evaluate the theoretical frameworks used and established in earlier studies in order to understand the significance of knowledge management in legal firms. The ideal model for illustrating the link between knowledge management and organizational performance will then be simple to develop.

Knowledge management frameworks are divided into three categories by (Rubenstein-Montano et al., 2001): descriptive, prescriptive, and hybrid. Prescriptive frameworks provide guidance on the different knowledge management processes, but they don't provide specifics on how they should or should be carried out. Descriptive methods discuss knowledge management and point out aspects of it that could affect an initiative's success or failure.

Last but not least, hybrid approaches combine both prescriptive and descriptive methods.

Davenport & Prusak (2000) connects several intermediary activities that have an impact on financial outcomes to knowledge management activities. Measures of an employee's ability to do knowledge-related tasks, performance evaluation, and the development of new ideas and innovations are examples of intermediate factors that are impacted by progress in knowledge management operations. The creation of ideas and innovations within a company as a result of the optimal application of information may have an effect on improving procedures. Employee capabilities are also impacted by process improvements.

It is alleged that the majority of knowledge management strategies fall short of companies' expectations and that there is lack of cohesion across the different strategies.

In order to examine complicated processes and meet the needs of the company, it is advised that all knowledge management methodologies contribute to the systems' thinking techniques. This approach was used in this study because it can view complicated processes and adapt to organizational needs.

2.3.1. Knowledge Management Models

Beyond the foregoing frameworks, three different models for knowledge management are considered apt for this research study that is; the intellectual capital, the SECI, Ba and knowledge asset model, and the modified socio-technical (diamond-trust) model by Leavitt.

2.3.2. Intellectual Capital Model

Intellectual capital refers to knowledge as the primary economically significant resource in the society of knowledge, as opposed to labor or capital. According to this way of thinking, the real market value of a business is made up of more than just its tangible and financial

assets. It also includes its intangible assets, which are obtained through intellectual activities like learning new things, coming up with new inventions, and forming important connections.

Leif Edvinson, the corporate director of intellectual capital at the Swedish financial services company Scandia, developed the intellectual capital model as Scandia's knowledge management strategy. It advances the idea that information, together with traditional capital like buildings, machines, and other assets, constitutes a body of intellectual capital. It is assumed that human, customer, process, and growth factors can be used to further separate intellectual capital and knowledge management into the two main categories of organizational capital and human capital.

The personnel of the company in terms of competence, attitude, and intellectual aptitude are referred to as human capital, also known as migrating knowledge. When an employee transfers to another company, the loan that was provided to the business is repaid.

The firm's relationship with its clients, customers, or all other elements that tie a customer to a specific organization is determined by customer capital. In law firms, where there is a high possibility of enduring partnerships and competitive prices, this capital is extremely significant.

Organizational capital is total of know-how within the firm while innovative capital is the one concerned with the firm's future success.

2.3.3. Seci, Knowledge Asset and ba Model

The SECI, Ba, and knowledge asset models, which provide a high degree of conceptual representation of knowledge management, address the shortcomings in the intellectual

capital model by taking into account knowledge management, preferably as a knowledge generation process. In order to set up an organization for knowledge development, Nonaka Takeuchi. (2018) first created this concept as the theory of dynamic organizational knowledge creation. After then, Nonaka et al. (2002) used it as the basis for their "unified model of dynamic knowledge creation" and expanded upon it. The knowledge production process and conversion (SECI), resource development and utilization (knowledge asset), and an environment that permits and supports knowledge creation and conversion (ba) are its three component aspects.

This study concentrated on the SECI, which is the initial component of the model and is related to Nonaka et al. (2002) theory of dynamic organizational knowledge production. It is based on the premise that tacit and explicit information that is common among people and groups within an organization frequently interact to create human knowledge. Knowledge conversion is the term for this interaction. It takes into account four methods of knowledge creation as a result of the interaction between tacit and explicit knowledge: socialization, externalization combined with internalization, and internalization alone. The process through which people acquire the knowledge, language, social skills, and values necessary to respond to the norms and roles required for integration into a group or community is known as socialization. Socialization is the conversion of tacit knowledge to tacit knowledge. It is a result of a combination of internalized rules, external rules, and other people's expectations. The process by which a new employee learns through being aware of the formal and informal power structure as well as the explicit and implicit rules of behavior is known as socialization in an organizational setting. When someone directly shares their tacit knowledge with another, something happens. Observations, learning from

mentors and peers, productive brainstorming sessions, trial and error, on-the-job training, copying others, the exchange of ideas, practicing and training, conversation, apprenticeship, and regular camaraderie are some ways that tacit knowledge can be transferred to explicit knowledge.

The process of formalizing an inexpressible body of knowledge through the use of analogies, metaphors, models, and hypotheses is known as externalization or articulation. It consists of information that is typically recorded or transmitted in permanent or semi-permanent ways. The conversion of implicit knowledge into explicit knowledge can take place through multimedia presentations, tales, memoirs, notes, group reflections, and emails. The knowledge base of the company is widened by this.

Combination refers to conversion of explicit knowledge to explicit knowledge to create new explicit knowledge. It blends different kinds of explicit knowledge into a new whole by standardizing and systematic procedure. This knowledge creation is normally encountered in education and training. It may also take place when people share their explicit knowledge with one another in meetings.

Internalization is the conversion of explicit to tacit knowledge. It takes the process of interpreting the explicit knowledge using an individual's frame of reference to make knowledge understood, internalized and accepted by other individuals. The process entails the ability for individuals to apply what they have learnt, translating theory into practice and learning by doing. A good example is learning and understanding something through reading.

The knowledge asset is the second component of the unified model of dynamic knowledge generation. It consists of resources for knowledge development, which are assets defined as firm-resources required to provide value for the company. They serve as the process' inputs, outputs, and moderating elements. Conceptual knowledge assets (design and brand equity), experimental knowledge assets (specialist skills and market experience), systematic knowledge assets (databases, documents, and patents), and routine knowledge assets (the know-how in daily routines and operations) are the four qualities of knowledge assets that have been distinguished. They are the following: originating ba, which is the shop floor where people can interact with customers and each other (associated with the externalization mode of knowledge creation); interacting or dialoguing ba, which is tacit knowledge of local employees used to create sales forces in conversation with one another; cyber which is virtual space corresponding to externalization; and an exercising ba functions as correspondence to the initial. Enhancing organizational knowledge creation depends on the characteristics of the various "ba" and how they interact with various modalities of knowledge development. 'ba' and the SECI knowledge asset are always in communication with one another. While tacit knowledge possessed by people is defined and developed through spiral knowledge by socialization, combination, internalization, and externalization, the dynamics of knowledge assets in an organization are shared in a "ba." Effective leadership will direct the process and establish the atmosphere to enable organizations to continuously develop new knowledge. The leadership of the knowledge process and the context is responsible for creating a number of significant duties, including knowledge vision, knowledge promotion, and creating an atmosphere of trust and care.

Focusing on the difference between tacit and explicit knowledge demonstrates how SECI, knowledge assets, and "ba" contribute to the understanding of single loop and double loop learning as assessed in the literature on organizational frameworks. It offers a conceptual framework for the methodical capacity to increase and enlarge the knowledge base. This concept urges businesses to provide each employee the chance to showcase his or her expertise and make sure that the individual's abilities are publicly acknowledged and valued, rather than viewing knowledge as a mechanism endangering an individual's function.

Knowledge management is restricted to the generation and exchange of knowledge, and it is not just about managing the people who carry out work activities. Organizational factors must be taken into account to ensure a sustainable knowledge management strategy aimed at competitive advantage.

Specific and widespread adoption of the Leavitt model (1965) as a standard for comprehending knowledge management in businesses. Organizations, according to Leavitt (1965), are seen as complex systems in which task, structure, technology, and individuals interact to transform the organization. The products and services that a company creates are referred to as tasks. The allocation of power and the design of organizational elements including communication channels, decision-making processes, and work flows are referred to as organizational structure. Organizations can reward their members in a variety of ways, including through knowledge markets, promotions, and compensation. Shared values, standards, behaviors, and presumptions within an organization serve to bind individuals and systems. Planning and control concerns are involved in information and decision-making processes.

Knowledge management in businesses is successful when Leavitt's (1965) model is combined with its expanded version.

2.4. Knowledge Conversion

While tacit information can occasionally be transmitted through interpersonal understanding, explicit knowledge can be shared through media and communication. Therefore, before it is communicated, tacit knowledge needs to be converted into explicit knowledge. Nonaka et al. (2002) distinguishes four types of knowledge conversion: explicit knowledge to explicit knowledge, tacit knowledge to tacit knowledge, tacit knowledge to explicit knowledge, and explicit knowledge to explicit knowledge. Knowledge is transferred between people by sharing and engagement in tacit to tacit. Experience is the best way to learn tacit information because it is challenging to communicate or explain tacit knowledge, such as when teaching a youngster to ride a bike. While teaching a toddler how ride a bike is simple, explaining how to do so is more challenging. This is what Nonaka refers to as socialization.

Through social interactions, existing information gets reorganized by categorizing, sorting, re-contextualizing, and adding explicit knowledge. This process is known as explicit to explicit conversion. Combination is Nonaka's term for this action. Through reciprocal human interaction, the other two types grow over time. Knowledge that is transformed from tacit to explicit is known as externalization, and knowledge that is transformed from explicit to tacit is known as internalization. The SECI process, also known as the socialization, externalization, combination, and internalization process, is what Nonaka refers to.

Sharing of already-existing knowledge and the production of new knowledge are the two main areas where knowledge management strategies are being focused. The practice that ultimately turns out to be the most beneficial is usually that of producing new information. The process of creating knowledge involves passing on what is in a person's mind his or her tacit knowledge—through the transmission of that person's thoughts, ideas, actions, and experiences to another person or group in a way that influences the recipient's subsequent actions and decisions. information generation, according to Nonaka et al. (2002), is a spiraling process of interactions between explicit and tacit information.

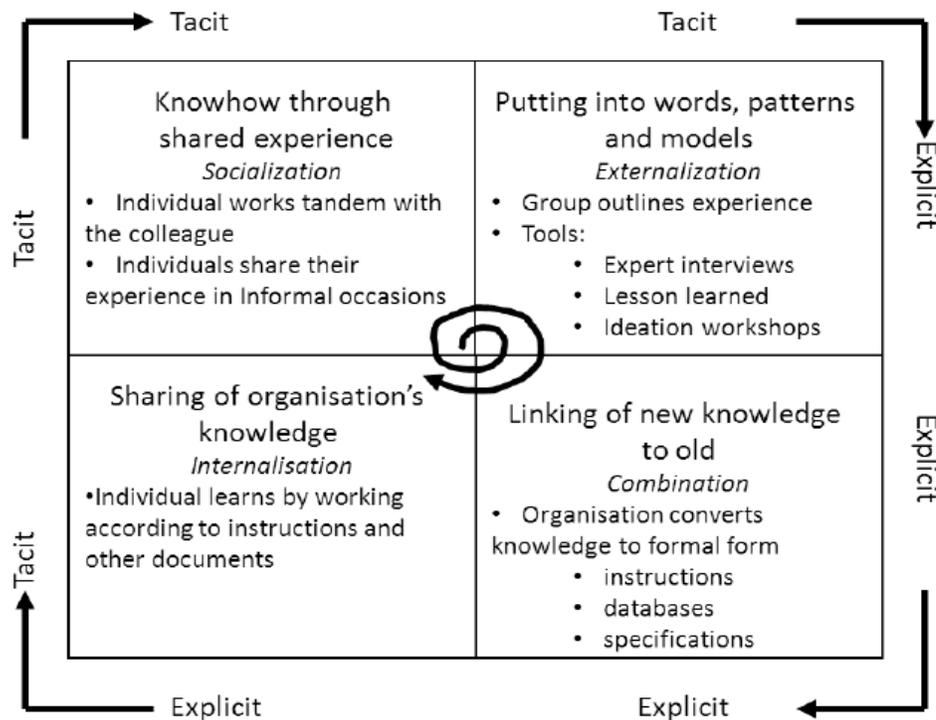


Figure 2. 3: Illustrates how the Four Modes of Knowledge Form a Continual Cycle that is Shaped by Series of Shifts Between the Different Modes.

According to Nonaka et al. (2002), there are a number of triggers that cause the shifts, including discourse, engagement, the use of metaphors, and experimentation. It is significant to note that the transition between the four modes is a spiral rather than a circle.

As the spiral ascends the ontological levels from the person to the group to the organization through inter-organization, it gets bigger.

Figure 2.4 depicts the ascending spiral of knowledge creation as depicted by (Nonaka et al., 2002). In order to counter a prevalent knowledge management paradigm that offered a static and passive perspective of the organizational knowledge concept, he developed this.

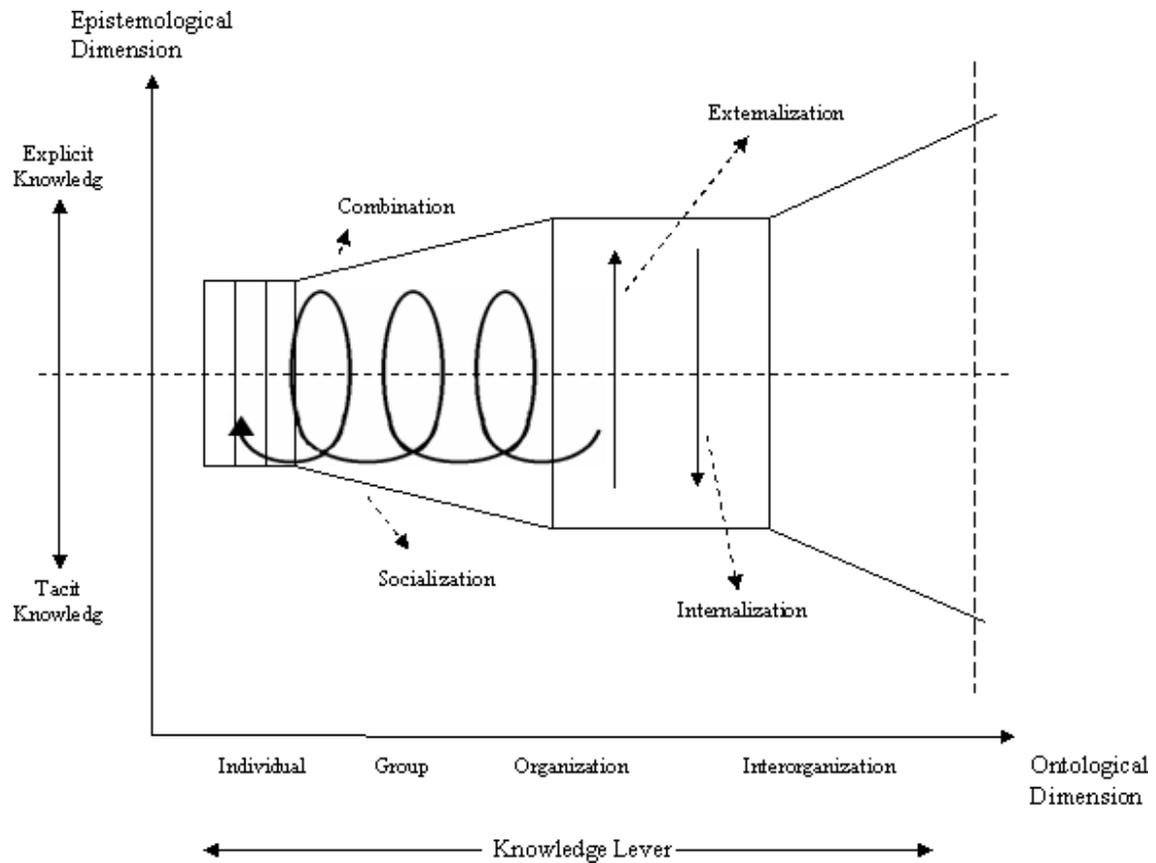


Figure 2. 4: Nonaka's Spiral of Science of Organizational Knowledge Creation

According to Nonaka Takeuchi. (2018)), a company that adapts to its surroundings not only processes information efficiently, but also generates new information. Many of the studies in this new field are built on Nonaka's contributions to the study of knowledge creation and management.

In order to create knowledge, knowledge must be acquired, developed, or replaced within the tacit and knowledge bases of the organization. Either knowledge is gained internally within a company or outside from the environment. The four modalities of knowledge formation—internalization, socialization, combination, and externalization—are all present in the process of knowledge development. The terms seeking, construction, generation, cooperation, capture, production, organizational learning, and development are also used to characterize the knowledge creation process.

2.4.1. Knowledge Codification

The administration of an organization's internal and external knowledge, as well as its conversion into a format that can be accessed and used, are the foundations of the "knowledge codification" process. This process involves combining, integrating, structuring, converting, coordinating, editing, approval or rejection, reviewing, storing, organizing, cataloguing, maintaining, retrieval, classifying, and organizational memory. Organizations learn and also make mistakes as they produce knowledge. Therefore, organizational memory—a term for the processes of storing, organizing, and retrieving organizational knowledge is an essential part of the process of codifying knowledge.

2.4.2. Knowledge Transfer

The movement of knowledge from its point of invention or codification to its use is referred to as transfer of knowledge. It is the means by which knowledge is disseminated inside an

organization so that those who require it may quickly access it. Additionally, it entails encouraging employees to reuse and share their knowledge within the company. Knowledge sharing, the socialization process, distribution, and flows are a few words and actions related to knowledge transfer. At several levels, including from individuals to groups, from groups to organizations, from groups to explicit sources, and between groups, knowledge is transferred. Knowledge transfer pathways can be informal, formal, or personal.

2.4.3. Knowledge Utilization

Processes involved in the practical application of information are known as knowledge usage. In order to strengthen the organization's competitive advantage, it involves integrating newly acquired information with its processes, services, and products. It depends on the users' capacity for assimilation, or their capability to gain new knowledge, digest it, and also identify its value. Effective knowledge application will result in competitive advantage, increased efficiency, and lower costs.

2.5. Protection Process

Protective process refers to security that is specifically designed for knowledge management procedures with the goal of preventing unauthorized, improper, or theft of an organization's knowledge. By preserving the distinctive and uncommon nature of information, knowledge protection ensures competitive advantage. Since not all types of knowledge within the company may be protected by laws and property rights like copyrights, patents, and trademarks, this procedure is extremely significant. Though protecting knowledge can be challenging, an effort should nevertheless be made. Employee behaviour and norms, the design of a security system that restricts access to a firm's critical

knowledge, and knowledge incentive alignment are some steps that could be taken to achieve this.

2.6. Properties of Knowledge

Processes involving knowledge "involve generic features like dispersion, location, potential for aggregation, scope and broadness or specialization. Knowledge "exists at the individual, collective, and organizational levels (Hislop et al., 2018). Individual knowledge, databases, sharing of experiences and best practices, assets, and processed information contained in routines and sources from both inside and outside the company make up organizational knowledge, which is the whole of processes created and kept by an organization. To build an organizational knowledge base, individual expertise is required. Collective or group knowledge is based on the combined experience, understanding, and context of a group of people who share a common interest in knowledge (Rhee & Jin , 2017). Tacit knowledge can be found in an individual's thinking, experiences, and know-how, or it can be completely codified into internal procedures and routines, or it can be ingrained into the social context of the company. On the other hand, explicit information is disseminated throughout several areas and exists individually in the form of documents, personal manuals, computers, and artifacts (Hislop et al., 2018).

The degree of knowledge sharing inside organizational boundaries is known as knowledge dispersion or transfer. Excellent influence on knowledge generation is the result of excellent knowledge transferability (Huan et al., 2017). The transferability of tacit and explicit knowledge varies and might take the shape of an individual, a group, or a collective. Since explicit information is relatively simple to record in writing or other forms of media, it can be used immediately to the Individuals, groups and organizations can

acquire and add value to their prevailing knowledge base. For instance, a doctor's knowledge about a certain patient may be added to the knowledge other doctors have about that patient (Huan et al., 2017) .

2.6.1. Knowledge may be Broad or Specific.

Knowledge that is comprehensive is broad and outward. It is accessible and not dependent on specific events. This knowledge is easily formalized and communicated, and it is widely distributed. On the other hand, specialized knowledge is context-specific, meaning that it is heavily contextualized and prevalent on a certain feature of the local environment and is difficult to transmit. Scientific, technological, or context-specific knowledge can be considered. For instance, a medical doctor's professional skills are technical scientific knowledge, however the in-depth understanding of a particular illness's features that a doctor has acquired over time will be regarded as context knowledge (Brown & Duguid, 2001).

2.6.2. Knowledge may be Vertical and Horizontal in Scope.

While the horizontal scope ranges from fundamental or operational knowledge to executive level information, the vertical scope ranges from less abstract to more abstract knowledge. Given that they frequently carry out mundane duties, employees' knowledge may be seen as less abstract than that of their employers, who are in charge of making important decisions for the company.

2.7. Knowledge Management

This is “a major concept in the modern business environment. Evidence of this is obvious if only one goes through the current business controls and organizes written materials. On the outlook, it seems as if knowledge management just appeared towards the end of the

1990's. Some regard it as a business fad or craze, but a closer assessment of the concept reveals that there has been considerable thought and research into it, and many worlds successful corporations, businesses, and organizations are investing considerable resources in this enterprise." Davenport & Prusak (2000) estimates that "approximately 80% of the Global 1000 businesses are conducting knowledge projects" and that "approximately 68% of the Fortune 1000 have defined knowledge projects underway. Attendance at knowledge conferences has reached over 10,000 in the U.S. alone. There are at least six knowledge management newsletters, one fully developed knowledge management magazine".

Most practices created in organizations may be widely viewed as contributing to the knowledge agenda. Such knowledge projects vary from setting up an intranet, through Lotus Notes or other team-oriented software, mentoring, creating personal development plans, or sharing information on best practices. Organizations are creating particular initiatives or programs with a knowledge focus. Knowledge teams and knowledge leaders are emerging and applying knowledge management in their organizations.

The main reason firms and organizations invest a lot of resources in knowledge management projects is to ensure their survival. According to Thomas & Obal (2018), knowledge is the only reliable source of long-lasting competitive advantage in an uncertain market. Companies that regularly produce new knowledge, share it widely across the business, and promptly incorporate it into novel goods and technologies are successful ones. They contend that dramatic and abrupt transformation characterizes the new corporate environment. Members of the organization must adapt quickly to the environment, anticipate changes, and create new knowledge and take action based on it.

The information age's rapid information flow makes running any organization more challenging. In his writings regarding the economic, political, and social transformations that are occurring, Drucker (2013) "names our world a post-capitalist society, and he emphasizes knowledge as a major characteristic and resource. In contrast to earlier times, information is used differently in the post-capitalist society. The industrial revolution in the early 20th century applied knowledge to the use of tools, processes, and goods. The productivity revolution started when understanding of human behavior was applied. The application of knowledge to knowledge itself is what post-capitalist society is known for. The majority of firms are already engaged in knowledge management.

2.7.1. Knowledge Management History

The study of knowledge dates back to ancient Greece. Even before that, knowledge was at least indirectly managed as humans performed work. Early hunters, for instance learned the best skills and practices for a successful hunt. Such skills and techniques were transferred from one generation to another. This demonstrates the transfer of knowledge to a knowledge management activity. Like the study of communication, it has roots in many other areas of study for example management, business, economics and sociology to name just a few. Drucker (2013) argues that knowledge management is based largely on the work of Frederick Winslow Taylor, who studied manual workers. Economic experts disagreed regarding variations in worker skill levels during the 19th century. They divided employees into two groups based on productivity: hard workers and lazy workers. Taylor didn't agree with this, so he looked at how poorly employees performed their tasks. He achieved this by writing down the movements required to complete the operation, removing any extraneous steps, and developing or modifying the tools to help the worker.

Taylor discovered that the conventional tools weren't always the ideal ones for the job and asked the workers what they thought may work better. Taylor emphasized how little talent is required for production.

2.7.2. Knowledge Management Processes

Knowledge management as a process encompasses the knowledge lifecycle, from knowledge discovery to improved organizational performance (Mosoti & Masheka, 2010).

The knowledge management process involves numerous activities, which are divided into four broad categories: creation, storage, retrieval, transfer, and application (Aytekin & Kerem, 2019).

Knowledge creation entails creating new content or replacing existing content organization's tacit or explicit knowledge. Gamble, Jordan R. (2020). Yahya & Goh (2002) proposed a five Knowledge Management process including; acquisition, documentation, transfer, creation and application of knowledge. (Dalkir, 2005) classifies the Knowledge Management process into three activities of capture or creation, sharing and dissemination, acquisition and application of knowledge.

In organizations, knowledge is created, acquired, shared, amplified, expanded, and justified through social and collaborative processes as well as individual cognitive processes such as reflection (Nonaka T. , 2018).

According to Nonaka Takeuchi (2018), "four knowledge conversion processes for organizational knowledge creation are socialization, externalization, combination, and internalization." Davenport & Prusak (2000) categorize knowledge management processes as knowledge generation, codification and transfer.

Carine (2014) considers the main elements of the knowledge management process as collaboration, content management and information sharing.

According to Mahdi et al. (2019), the knowledge management process is divided into five stages: creation, transfer, assembly, integration, and exploitation. Daghfous (2013) divides the knowledge management process into three parts: knowledge acquisition, knowledge sharing, and knowledge utilization. According to Bhaat (2001), knowledge management is divided into five processes: knowledge creation, knowledge validation, knowledge presentation, knowledge distribution, and knowledge application. According to Gold et al. (2001), the knowledge management process is divided into four stages: knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection.

Experiments have shown that while organizations learn and create knowledge, they also forget (Alavi & Leidner, 2001). As a result, knowledge storage, organization, and retrieval in an organization, also known as organizational memory, is critical. Organizational memory encompasses organizational culture, processes, procedures, structure, physical work environment, and information stores in addition to individual memory. According to Alavi & Leidner (2001), while organizational memory helps in storing and reapplying workable solutions in form of standards and procedures, it therefore avoids waste of resources and memory can also encourage resistance to change as the status quo is preferred.

2.7.3. Knowledge Management Systems

A knowledge management system comprises a range of practices used in an organization to identify, create, represent, distribute and enable adoption to insight and experience.

These are IT-based techniques created to support the organizational processes of knowledge creation, storage, retrieval, transfer and application. A common application of Information Technology to knowledge management is that of internally benchmarking aimed at transferring internal best practices. Another pervasive application is the creation of corporate directories, also known as mapping of internal expertise. The third common application of knowledge management systems is the creation of knowledge networks as classified by (Alavi & Leidner, 2001).

Knowledge management system is a specific combination of some subset of people, processes, and technologies concerned with identifying and leveraging the collective knowledge in a specific organization to help that organization compete (Hislop et al., 2018).

Dei & Thomas (2020) analyze the role of information and communication technologies in knowledge management activities as follows: communication technologies such as video conferencing and e-mail are useful for knowledge transfer activities and can contribute to knowledge creation processes. Collaboration technologies combine different strategies with other tools and make them available in a common platform. They can support knowledge creation and transfer activities. Document and content management systems blend content and facilitate knowledge transfer, adaptation and presentation technologies including personalization and visualization tools that facilitate knowledge transfer. E-learning format blends content and help users understand it and communicate with each other, hence knowledge transfer (Gottschalk, 2008).

Content generation tools aid knowledge creation and blending. Artificial intelligence gets applied in knowledge organization activities. Webbing technologies provide the crucial framework for many activities especially knowledge transfer. Formats and standards including file transfer formats and Meta data standards are invaluable in integration, organization and maintenance of content within an organization and play a crucial role in knowledge transfer across corporate borders. Hardware supplies the necessary infrastructure for all other technologies. Input and output tools are necessary for knowledge transfer activities, with audio-video equipment and mobile devices playing an ever-increasing role.

The aim of knowledge management system is to supply leaders with the capacity to organize and locate ideal content and the expertise needed to attend to specific business activities and projects.

2.7.4. Practices of Knowledge Management

Knowledge management is a practical idea that is primarily applied in the corporate world. Wiig (1997) asserts that knowledge management is used by people and businesses to accomplish two basic goals. First, to ensure the business' survival and general performance, it must operate as smartly as possible. Understanding the best value of knowledge assets is the second goal.

There are four different kinds of knowledge management projects, according to Davenport et al. building databases or files of external knowledge, organized internal knowledge, such as research reports, and informal internal knowledge, such as lessons gained. Access to

knowledge is improved in the second category of projects. The third is to improve the atmosphere for knowledge. The last variety of project is management.

Any knowledge management effort, according to Aytakin & Kerem (2019), needs to take a systematic and comprehensive look at the knowledge agenda. This suggests that the project team must understand the strategic significance of the knowledge they are managing, how it relates to important management choices and procedures, and how to enhance knowledge production, sharing, and use. According to Aytakin & Kerem (2019), there are seven key components that must be present for a knowledge management initiative to be successful: a strong connection to a business imperative; a compelling vision and architecture; knowledge leadership, or top management support; a culture of knowledge creation and sharing; continuous learning at all levels among individuals and teams; a well-developed technology infrastructure; and a systematic organizational knowledge process. Along the same line, Thomas & Obal (2018) state in their study that teams, relationships and networks are the basis for effective knowledge transfer and sharing.

2.8. Perspectives in Knowledge Management

The literature on knowledge management, like that on knowledge, is full with differing opinions that reflect the idea's complex shape and the possibility of definitional ambiguity. Five different knowledge management perspectives—information technology, personal, social, organizational, and business are thought to be pertinent for this study in order to provide recommendations for knowledge management in law firms.

2.8.1. The Information Technology Perspective

According to this viewpoint, knowledge is anything that can be identified and used by an information system, and knowledge management is a technological challenge. It focuses on data bases, software, hardware, information systems, information management, and communication technologies. Since knowledge management also involves the use of technology to handle information, this viewpoint generalizes the idea of knowledge management. Technology still plays a crucial role in knowledge management, but it is not the core principle.

2.8.2. The Social or People Track Approach

Knowledge management is seen as a social and learning process that focuses on social relationships and groups of people from a social perspective. It is governed by teamwork, corporate culture, and structures. Through organizational learning, knowledge networks, and knowledge ecology, organizations produce, arrange, and process information to produce new knowledge.

2.8.3. Individual Perspective of Knowledge Management

According to the individual viewpoint, tacit and explicit knowledge are continuously interconnected inside an organization when it comes to knowledge management. (Nonaka T. , 2018) use this perspective to explain how personal knowledge can be created and later converted into explicit knowledge through four processes of dynamic organizational knowledge creation (internalization, externalization, socialization, and combination) by which individuals participate and transform knowledge between its tacit and explicit form. They are interested in ways to bring people together to develop and make personal knowledge workable in organizations.

2.8.4. The Organizational Perspective to Knowledge Management

According to this viewpoint, knowledge management refers to a collection of coordinated organizational endeavors that encompass organizational structure, strategy, culture, knowledge systems created and put into place by interdisciplinary teams, and managerial style. Additionally, it views knowledge creation, archiving, retrieval, application, and transfer as processes. Through these many procedures, an organization can learn, reflect, and relearn.

2.8.5. Business Perspective of Knowledge Management

Business perspective is based on the firm's knowledge and resource perspectives. According to the knowledge-based perspective, knowledge is the main driver of the firm's success. The idea that knowledge and its practical application are essential for economic growth has persisted for a long time. According to the knowledge-based perspective, the ability to integrate and apply tangible resources to produce goods and services is the responsibility of the firm's know-how. Knowing one's own expertise and then using it to benefit the entire organization is the key to building knowledge-based organizations.

However, the firm's resource-based perspective views knowledge as intellectual capital, an organizational resource for the company as a whole, as well as a skill, manageable asset, capability, and collection of competences that serve as the foundation for competitive advantage. It assumes that organizations' innate knowledge serves as a resource for businesses to develop and maintain unique capabilities that could aid them in surviving in a cutthroat environment.

2.9. Knowledge Management Techniques

The firm's resource-based approach, on the other hand, sees knowledge as intellectual capital, an organizational resource for the entire business, as well as a skill, manageable asset, competency, and collection of competences that form the basis for competitive advantage. It is predicated on the idea that organizations' inherent knowledge may be used as a resource to help companies create and retain distinctive skills that could help them thrive in a competitive market.

2.9.1. Communities of Practice

These are informal teams from across the organization's levels and functions that collaborate to find answers to challenges that are frequently encountered. Communities of practice were first thought of as 'corporations' of metalworkers in ancient Greece, and they later developed into societies that upheld norms to safeguard the interests of their members. Through the organizational learning movement, it has developed. Communities imply that information travels through a network of people who, while they may not be affiliated with the same company, share a common professional interest. They are based on reciprocity, with members of the community sharing a variety of resources like rituals, languages, artifacts, and tools. Time should be allotted for planning and attending meetings, composing bulletins, and perusing talent directories in order to establish communities of practice. Communities of practice have an electronic or physical forum that is collaborative in thinking and working, in addition to the presentation of information and ideas. In order to demonstrate how communities of practice drive strategy, launch new business lines, facilitate problem solving, transmit best practices, develop professional skills, and aid businesses in hiring and retaining talent, Rhee & Jin (2017) use examples from the World

Bank and a consulting firm. Knowledge communities, knowledge webs, and communities of interest are additional fluid and interconnected practices comparable to communities of practice. Communities of practice, as seen above, focus on developing and exchanging more specialized information that may be used in the future, whereas knowledge communities concentrate on creating and sharing more broad knowledge that may be useful in the future. On the other hand, knowledge webs are groups of coworkers from various functional divisions or offices who help one another as needed. A group of employees distributed throughout a corporation who don't meet formally but collaborate on a specific topic through informal communication and interaction may make up a community of interest.

2.9.2. Conversations by Water Coolers

This is a reference to casual interactions during breaks, in hallways, and in coffee shops. The transfer of knowledge in the new economy has long been recognized as being significantly influenced by conversations. Knowledge workers find their knowledge, share it with others, and produce new information for the organization through dialogues.

The organized forms of discussion like "corporate picnics," "open forums," and "talk rooms" that encourage unexpected creative blending and exchange of ideas among organization members are a result of the growing usefulness and effectiveness of talking at water coolers.

2.9.3. Knowledge Networks

Knowledge networks consist of formal teams, alliances, groups of colleagues, or partnerships with people from various organizations, positions and spheres of influence brought together by electronic interaction such as chat rooms to hold 'best practice'

sessions, work on projects, foster learning and solve problems. Trust, openness and reputation are necessary to create an innovative environment for effective knowledge network. As organizations become more complex, and the sources of expertise become widely dispersed, organizations are challenged to go beyond developing their internal abilities to identify and utilize existing knowledge in order to become more creative, proactive and innovative. The focus on creativity and innovation is found in organizational networks and alliances rather than in individual firms. Knowledge networking can take the form of training with external experts and peers with other organizations, clients briefing, external conferences or meeting of professional societies. The Law Society of Kenya in the case of law firms has across functional teams with people from different disciplines and organizations units which is a good way of sharing informal knowledge.

2.9.4. Tutoring and Mentoring

This is an additional strategy for knowledge transfer. A reliable mentor is what is meant by the phrase. The mentor-protégé relationship was one of long-term intimacy with the ultimate goal of developing the protégée into a more capable, and mature individual. Over time, the phrase has taken on a more formal meaning that now includes terms like buddy, mentor, master groomer, coach, leader, role model, and supporter. Tutoring can take a formal or casual form. The possibility for informal tutoring and mentoring is presented by question-and-answer sessions. Job rotation, training sessions, educational tours, teaching, quality circles, and coaching are examples of formal tutoring and mentoring methods.

Systems of mentoring and teaching new employees involve having senior employees impart information, expertise, wisdom, practice, specific insights, and competence to less-experienced coworkers over a brief period of time. Mentoring and tutoring offer

possibilities for lifelong learning and prevent the deterioration of individual knowledge and abilities. Senior employees are equally capable of handling difficult jobs inside the company through educating and mentoring junior employees, which leads to better decision-making. "In one company, each employee has a learning agenda in which they are given targets for the coming year in terms of personal development," (Brown & Duguid, 2001). In the event that a person leaves the company or passes away, mentoring and tutoring can help to retain the organizational memory of the company.

2.9.5. Developing the Organizational Memory

The knowledge and knowing ability of an organization is referred to as organizational or collective memory or "the firm's intellectual capital." When employees join and leave leadership changes, it prevents the easy loss of behavior, values, norms, and mental maps over time. Individual memory and organizational memory are distinguished in the literature. Individual memory is formed through observation, experience, and action, whereas organizational memory is knowledge that has been stored and dispersed across a variety of repositories, including "individuals, structures, transformation, ecology, values, culture, history of past events and their interpretation, and external archives," and that can be retrieved, recalled, and used to inform decisions made today. In the cropping knowledge-based economy, there is need for organizations to strengthen their ability to retrieve their previous experience as need arises. An organization which encourages learning will pay attention to building and developing the collective organizational memory for knowledge and competences representing the past and present collective learning of employees are transferred across ages of learning. Knowledge management captures the organization's individual knowledge or team potentials transforming it into organizational

knowledge, documented processes and knowledge base hence 'reducing the risk of knowledge deterioration that may arise when people leave the organization.

2.10. Enablers to Knowledge Management

For organizations to reap the benefits of knowledge management there needs to be a significant improvement in the way knowledge is managed. Some of the factors that need to be improved to enable knowledge management to flourish are discussed under the following headings.

2.10.1. Encouraging a Culture of Knowledge Sharing

Scholars are "generally in agreement that a psychologically sound, open, positive, non-secretive organizational culture where ideas are harshly criticized, individuals are respected, and staff are encouraged to discuss their mistakes is crucial for knowledge management to flourish. A horizontal and vertical relationship inside the company that pursues mutually beneficial outcomes and recognizes a high degree of interdependence is referred to as a cooperative culture. The knowledge mantra "knowledge is power, hoard it" should be replaced with "knowledge is power, share it to multiply and gain competitive advantage," according to the cooperative organizational culture. The information that follows looks at a few strategies for fostering a culture of knowledge sharing inside a business.

Knowledge sharing requires a culture of trust and concern among the firm's employees. Trust is the expectation, assumption, or conviction that a person will act in a way that is advantageous, favorable, or at the very least does not harm one's interests. The anxiety that others might act opportunistically is diminished through trust. Trust and care are related by Krogh (1998), who defines care as being forgiving in judgment, having the bravery to

express one's views, and having concern and attention for various perspectives and experiences inside the organization. Organizations should strive to develop a culture that encourages experimentation, acceptance of failure, taking chances, and healthy disagreement so that people have a possibility of "falling forward." When people are acknowledged for sharing or adding to databases, cooperation would result. Knowledge sharing has been successfully improved in many businesses through the giving of personal acknowledgment to an expert or acknowledgement of ownership from peers and superiors when one contributes to a knowledge database or actively engages in knowledge sharing. The acknowledgement of ownership, for instance, has been a key motivator for information sharing through publishing in the academic setting. The majority of academics receive little financial compensation for their contributions to journals, however strong articles or a body of work published by an individual will gain that person academic respect from peers, which frequently results in promotion in the academic field.

Numerous instances of the use of ownership recognition to promote knowledge sharing have been documented in the literature. According to Brown & Duguid (2001), by providing high-quality services, technicians who contributed to the Xerox database for fixing photocopying machines gained respect from their peers and increased their social capital within the company. Knowledge sharing may be promoted, in accordance with Chergui et al. (2020), by stroking contributors' egos or by acknowledging and compensating them for their contributions.

Incentives and rewards can be used to encourage knowledge sharing. According to an exploratory study on the factors that inspire people to share knowledge, internal rewards from the business and a supportive culture are more effective than external rewards in

encouraging knowledge sharing. Similarly, Davenport & Prusak (2000) reported that the strengths and willingness to contribute to the knowledge management system depend on the strengths and expectations that contributing to the system will result in a given outcome and the attractiveness of that outcome to the contributor. They did this by borrowing from the expectancy theory Reward systems are founded on fair recognition, dedication, and trust. For instance, it's crucial to be aware that knowledge management work will be taken into account when it comes to performance reviews and other future career decisions. Knowledge sharing is evaluated as part of employee performance and has a significant effect on pay. Nowadays, many businesses include knowledge sharing concerns in their pay structures and hiring practices.

For information sharing to occur, interacting with others rather than isolating oneself is crucial. This could be accomplished by moving coworkers closer together or by encouraging employees to share their invaluable knowledge assets in complimentary ways with one another through cooperative partnerships, casual discussions, and formal information transfer. Interaction may also take the form of official interviews between outside observers and employees on their knowledge bases for the organization and themselves, as well as through training, interactive learning, working experiences, and dialogue.

Collaboration and knowledge sharing within the company are supported by a strong organizational structure. Organizations may be built with the essential layout of informal meeting spaces for staff meetings to promote the sharing of new ideas.

Employees are better able to learn about clients, marketplaces, especially in the global market, the more languages they can speak.

As a result, personnel with relevant linguistic backgrounds will assist knowledge management initiatives. Knowledge sharing will also be made easier by the availability of a universal language for communicating and externalizing tacit knowledge that is buried within individual paradigms and beliefs.

The transition time and efforts that are typically offered at the conclusion of larger projects allow for successful debriefing and allow others to systematically benefit from the project's experiences. According to Kofoed (2002) the consulting firm McKinsey & Company understood the necessity for practical measures like post-study debriefs, in which groups look for lessons learned and ways to enhance projects moving forward. Lessons discovered from these more significant projects may be methodically examined and recorded for access by other staff members.

Policies on information sharing may specify the types of knowledge that are not permitted to be shared within companies. Successful partnerships, for instance, control the flow of knowledge by carefully specifying the skills and technologies that are off-limits and monitoring the information that alliance partners request and receive. Knowledge management will be facilitated by encouraging staff to engage in reflective practices, or forcing staff to critically consider and examine their activities in order to improve professional practice.

2.10.2. Leadership Commitment

The majority of knowledge management scholars are aware of the critical position that top management and leadership commitment play in knowledge management. It has been noted that senior management and leadership behave as peers when setting the standard for information sharing, identifying specific knowledge management obstacles, and

communicating the importance of knowledge management to all levels of the organization. Additionally, the leadership provides funding and support for knowledge management projects, acknowledges and applauds members' efforts and successes in the field of knowledge management, and effectively conveys the necessity of fostering, enhancing, and maintaining knowledge initiatives. Members would begin to pay attention to knowledge management if senior management made the company aware that it is essential to the firm's future growth. Members will start incorporating knowledge management into their regular work practices if top management addresses the cultural obstacles to it. The leadership must develop a strategy that harmonizes the firm's business objectives, strategic viewpoints, mission, values, goals, and objectives with the knowledge management approach before moving forward with the full-scale implementation of knowledge management.

2.10.3. Appropriate Information Technology Infrastructure

Although information and communication technology is foundational component of knowledge management, it may by its very nature present significant obstacles to knowledge management's successful application. As a result, one way to encourage a knowledge management initiative is through the careful application of information communication technology for the process of knowledge management in businesses. When choosing the best technology for each firm, significant factors to take into account are functional, technical, cultural fit, and prices. Every member should be made aware of the value of information communication technology through the implementation of brief courses in the field. For knowledge management initiative to be effective, the

organizational structures should be restructured in ways that may encourage sharing and collaboration across the organization.

2.10.4. Organizational Structure

Knowledge management needs to be supported by an organizational structure in order to succeed. Top-down, bottom-up, and hypertext organizations also referred to as middle-up-down management are the widely accepted organizational forms in Western societies. The traditional hierarchical structure of top management giving orders and making plans for middle management is known as top-down management. With a flat organizational structure, bottom-up management allows for the creation and substantial control of ideas. Knowledge is produced in the hypertext organization by middle managers, who frequently serve as task force or team leaders. Because they allow the many stages of information creation to proceed seamlessly inside the business, hypertext organizations are suited for knowledge management.

2.10.5. Organizational Performance

Organization performance refers to the measure of how effective organizations carry out their jobs and their achievements out of their vision and attainment of their set goals and objectives be they financial or non- financial. It is a measure of organization's actual output or results vis-a-viz its planned outputs. Also, a measure of how efficient and effective an organization is and how well it achieves its objectives (Stoner et al., 2003).

Mbithi (2014) qualifies firm's performance as "the attainment of high levels of outcomes, financial performance and service delivery to customers by improving competencies and involving employee's enthusiasm."

Ongeti (2016) stipulates that a company's performance relates to efficiency, effectiveness, financial stability as well as relevance of the firm. The organization's ability to achieve its goals by using resources effectively and efficiently is Organizational performance. Effectiveness refers to providing a product or service that satisfies the customers' needs while efficiency entails how the organization uses resources to achieve organizational objectives.

The organizational performance has been conceptualized from two perspectives; financial perspective and the non-financial perspectives. The traditional means of measuring the organizational performance was through the financial measurements only (Gitau, 2014).

The organization performance approach examines the firm financial indicators. New performance measurement frameworks that accommodate both the financial and non-financial measurements that have been introduced. This includes the balanced score card, integrated performance measurement, shareholder model and the performance management framework. Some scholars have advocated for a mixture of the financial and non-financial performance measures. This mixture recommended organizational performance as stated by Al Khajeh (2018) in his "study using profitability as the sole financial measure of performance." (Ahmed et al. (2018) explains key success factors in organizational performance, which are; leadership, culture, strategy and coordination.

2.11. The Changing Legal Information Environment

The majority of legal information services were manual, paper-based businesses until recently. However, there has been a significant shift in the landscape of legal information. The companies that provide commercial databases and produce electronic versions of court

decisions, statutes, legal magazines, and textbooks are currently the known publishers of printed legal information. These vendors use the Internet and online technologies, particularly law firm intranets, as a means of distribution for their electronic products, giving legal researchers easy access to a wealth of both recent and historical coverage. Retrospective coverage varies from database to database; for example, the Harvard Law Review is available online in full-text in LexisNexis from 1982 to the present, in West Law from 1949 to the present, and in Hein Online for the period from 1949 to the present.

2.11.1. Shift from Paper-Based to Digital Information Environment

The practice of law has historically been centered around printed materials. Legal research centers previously relied on paper-based law libraries. According to Andrews, Neil & Trautmann (2012), the legal library served as the hub for law firms, and clients saw it as a sign of the lawyer's skill.

The transformation brought about by the Internet, computerized legal databases, CD-ROMs, and other electronic media channels is not ignored by many legal researchers. Instead, they emphasize how using and mastering both print and electronic media are part of legal research. In terms of electronic resources, this involves expertise and knowledge of reliable subscription-based resources, such as the different Juta Law products, West Law, LexisNexis Butterworths, and other free resources are also available. Then there are a number of directories and search engines, like the website FindLaw, an online directory of lawyers. The aforementioned examples serve to highlight how the present information landscape is evolving. A legal resource like the African Law Reports series, which is now widely used in both print and electronic formats, demonstrates how this transformation is now recognized. Change can also mean that resources that were previously difficult to

access are now more easily accessible. Search engines that use complex algorithms for improved searching and information retrieval are examples of new information-finding tools. The speed at which information may now be retrieved thanks to these tools and technology has also changed. As a result, elements like speed and currency, interactivity, hypermedia, hyperlinking, and seamless access are examples of how the environment for legal information is changing.

2.11.2. Advances in Information Communication Technologies

Technology, according to Al Khajeh (2018), includes scientific discoveries, the development of new products, as well as advancements in machinery and processes, excluding automation and information technology. As a result, knowledge, information, and ideas all play a role in technology. The way law firms interact with their clients is changing as a result of such advancements. As a result, they are bringing up a wide range of research and practice challenges that are related to the delivery of e-service.

In the legal sector, it is now abundantly clear that improvements in information and communication technology are fundamentally altering the range of activities that lawyers engage in, particularly with regard to processing information and providing legal services to clients.

2.11.3. Hypermedia and Word-Image-Relationships

The power of printing lay considerably more with words than with visuals in the print information environment, particularly with legal goods. However, there is a shift away from text-only sources to other forms of media, such as hypermedia, as a result of the evolving information environment. Hypermedia describes a range of media that are produced and disseminated via the World Wide Web, including text, images, sound,

animated media, and video. Graphical User Interfaces are utilized in the Web environment to increase the level of interaction between the system and the searcher. Since the word-image link in the subject of law received less support in the medium of print, hypermedia offers the chance to employ many media in ways that are unknown to legal experts or that seem discordant.

2.11.4. The Internet

The development of the internet has had a significant impact, particularly in terms of how well-equipped lawyers are to handle customer service. Lawyers can now offer their services to clients at any time thanks to the internet. The internet also makes it possible for lawyers to complete tasks in time and in locations that are convenient for them, which is another reason as it is regarded as significant advancement. As a result, it is challenging the majority of the paper and print paradigm, which were initially seen as being at the forefront in supporting the practice of law (Jones, 2006).

The Internet has greatly reduced the cost of carrying out legal transactions and has made it possible for clients to contact attorneys electronically. The shared experience has also greatly benefited from electronic communication, which also supports real-time online meetings and quickens the rate at which clients get in touch with and speak with other attorneys. Additionally, the Internet has made it possible for lawyers to keep up with current developments by simply subscribing to email newsletters and reading legal periodicals online. Additionally, law firm websites, law department intranet sites, Usenet, and email discussion groups are now used to sell legal services online (Jones, 2006).

According to Mizintseva & Gerbina (2018), the internet would completely transform legal practice by the year 2025. The virtual college's litigation support and electronic filing systems are online resources that will define legal practice in the law firm.

2.11.5. Electronic Publishing

The role of “legal publishers” is very crucial to the legal business. This is because without legal publishers, the information flow from one generation to another is likely to be spoilt. In this regard legal publishers continue to seek ways of how to remain conversant with new technologies. Majority of such publishers have tried to do so through innate activities carried out to enhance their skills in information technology. The publishers are constantly reshaping the legal business markets through the use of web technologies in a bid to offer lawyers with “ready access to vast amount of current as well as retrospective legal information resources” (Caserta , 2020). There have been fears that electronic publishing is likely to replace the traditional paper-based publishing technologies, however this does not seem to be the case at the moment because the traditional paper-based publishing seems to be here to stay given the huge amount of information that occurs in these medium, with time however the scenario might change if indeed all the requisite material will have found its way into the electronic channels.

2.11.6. Information Overload

Information overload is considered to be key element when it comes to the proliferation of information and electronic resources. This is attributable to the fact that the internet and online decisions from courts have been largely seen to aggravate the problem of information overload. This occurs in a number of ways, but mostly through the production and dissemination of information which has now become very cheap and therefore very

easy to flow from one individual to another. As such lawyers are likely to become overwhelmed with the amount of random as well as unorganized information an event that has forced them to drown in a pool of irrelevant information. Mikael & Caserta (2019) saw that indeed the recent changes in technology has brought about the explosion of content relating to the legal practice as well as the increasing demands for speed in the provision of legal services. It follows therefore that tracking of relevant information amongst lawyers within the firm, is going to be very time consuming since most lawyers spend time duplicating research, which has already been carried out elsewhere, or in some instances they create new agreements and documents when models of such agreements already exist; often resulting in frustration.

2.11.7. Globalization of Legal Services

In a fast moving and globalized world, law firm must maintain its competitive advantage to constantly enhance its performance and compete with its competitors. “The competitive advantage concept includes the capabilities, resources, relationships and decisions that permit a firm to take advantage of its opportunities and avoid threats within its business sector” (Tsai & Chen, 2008). Law firms therefore are not being left behind in this era of information and technology; this is mainly because an advance in information communication technology has given them a platform to increase their horizons. Law firms continue to expand beyond borders in what was considered to be their traditional markets. This situation has therefore gone a long way to increase competition from other global players (Wall, 2008). The fact that the services of alternative law firms may be sought anywhere in the world poses a threat to the local law firms (Jackson & Cowan, 2005). Firms are therefore being compelled to differentiate themselves from their competitors and

develop business strategies to manage knowledge about their market position, competitors and key clients.

2.11.8. Consolidation of Law Firms

In the current legal business, law firms continue to experience exponential growth in a situation that has resulted in national and regional law firms. This is because “most large sized law firms remain and continue to be anxious on how best to capitalize on rapidly growing practice, an event that continues to present merger offers to well-positioned small firms” (Susskind, 2003). Mergers are considered to be on common form of external diversification. This is because they have taken a center stage in the legal industry and occur when two or more firms combine operations to form one corporation, perhaps with a new name. One goal of a merger is to achieve management synergy by creating a stronger management team. This can as well be achieved in a merger by combining the management teams from the merged firms (Mikael & Caserta, 2019). It has become evident that intellectual property, conflict resolution, banking, and international trade, are being largely fronted to be very hot areas of specialization in legal practice.

2.11.9. Competition amongst Firms

The continuous rise in the number of lawyers as well as the law firms continues to exert more pressure on law firms seeking to maintain a competitive edge against each other not only for partners but also clients. Financially viable law firms are making substantial salary offers to many qualified and talented lawyer in an attempt to attract the best and brightest lawyers in the country. This therefore means that only firms offering different proactive value-added services to its clients and making its lawyers smarter may survive (Lee & Silvana, 2018). The legal business in Kenya for instance continues to be very competitive,

as such for a legal firm to survive it has to have a well laid out strategy to give it direction and purpose in its operations. The legal profession continues to offer tremendous opportunities, where if well used can harness for success.

2.11.10. Pressure on Law Firm from Clients

According to Dubin (2005), the legal business in Kenya continues to face massive pressure from clients for law firms who are becoming more sophisticated for legal services. Such clients therefore have raised their expectations towards lawyers to have massive technologies in place that are likely to enhance their effectiveness. In addition, most clients at the moment are being regarded to be very much computer literate, thus connected to the Internet and they can even conduct an internet search on the legal issue at stake before consulting a lawyer.

Kofoed (2002) for instance, made an observation that law firm clients have become increasingly fee-conscious and this means that its likely not to hesitate shopping around for affordable legal fees. As seen by Wall (2008) the 'trustee' relationship between the lawyer and the client has for quite some time gone beyond relationship in which lawyers no longer stand out to provide a legal service in the traditional manner but are largely perceived as business persons conducting legal business with clients.

2.11.11. Disintermediation

According to Susskind (2003), disintermediation remains to be a legal practice which has faced massive transformation especially now that it has been accelerated with the entry of new technologies, notwithstanding legal databases and the internet. It therefore entails a number of activities that are carried out with the main aim of eliminating or bypassing an

intermediary such as a specialist, professional or institution from delivery of service or transaction which are regularly performed (Drucker, 2013).

In the modern business environment, it is without doubt that lawyers are considered as simply classic examples of how intermediation works given that they serve as agent, broker as well as representative between the client and the legal system. The internet, as well as legal technology, and legal self-help books continue to take the place of lawyers given that they are now able to offer numerous solutions to most clients' needs. The legal software market continues to be flooded with programs which have been developed in a bid to produce legally acceptable wills, binding residential leases, as well as guidance through divorce procedures, notwithstanding articles of incorporation, real estate documents and legal contracts (Mizintseva & Gerbina, 2018)

In summary, it can be argued that disintermediation is unique in the legal profession though not necessarily likely to lead to extinction of lawyers. It can also be argued that the thoughts of disintermediation are likely to continue giving clients the feeling that indeed law is not as complicated as they imagined before and therefore, they have now come to the realization that they are paying for the management skills of a lawyer rather than the legal knowledge. In this regard therefore in many jurisdictions it's clear that for lawyers to survive and strive in the new paradigm, they need to make use of the legal technologies and the internet so as to provide cost-effective, while at the same time maintain their efficiency as well as high quality services that cannot be easily replaced by computer delivered services.

2.12. Challenges and Consequences of the Changing Legal Information Environment

These are changes that affect lawyers' routine, efficiency and practice hence putting pressure on law firms to find ways of delivering legal services. In order to manage the above challenges, lawyers need to rethink their traditional strategies and focus on new models of lawyering.

2.12.1. Coping with Information Overload

Information overload is a very big challenge to the legal practice at the moment. This is because of the explosion of massive information which is so much available in law firms that has made lawyers to be overwhelmed with large amount of irrelevant information (Du Plessis, 2007). In essence, despite the fact that a vast wealth of information and knowledge rest amongst lawyers and within the law firm, most lawyers are however not aware of where to get it. In order not to miss out on critical pieces of information, lawyers require some skills, strategies, collecting, storing, managing and processing relevant information from many sources in a retrievable fashion (Rusanow, 2003).

2.12.2. Dealing with Technological Concerns

Information communication technology concerns cannot be ignored, this is because electronic resources and the internet is transforming the legal business and putting pressure on law firms to find faster ways of delivering legal services (Reach, 2006). At the moment it has become very expensive for lawyers to afford new technologies and as such, majority of these lawyers cannot continue to rely on traditional print resources because they are likely to run the risk of not having the best and most current information that could influence the position of their clients. The biggest challenge to the legal industry comes in the development of effective strategies to deal with the new era of information technology.

It remains necessary for law firms to search within themselves the best way to deal with the issue of new strategies capable of using technology in improving on their work, whilst delivering better services to the clients and meeting the internet-driven needs of the client (Jones, 2006).

2.12.3. The Need for Proactive Legal Services

Proactive legal services remain to be the order of the day, because clients continue to demand more value for their money, a situation that makes law firms to deliver better value in a bid to attract and retain their clients. In order to improve on their productivity and profitability, law firms need to remain more efficient, responsive and effective when it comes to the provision of proactive cost-effective services and up to date legal information to potential clients. Legal practitioners have currently embarked on specialization. This is because the days of general practitioners are long gone. Fields such as constitutional law, elections law, international law, environmental law, mining law, company law, intellectual property law and the voluminous agitating of laws very often calls for a different approach to the practice of law in Kenya.

2.12.4. Increased Competition

Competition is considered as one of the key challenges facing law firms in Kenya. This emanates from the need to operate globally as well as the consolidation of law firms (Dubin, 2005). This coupled with the increasing number of lawyers as well as the law firms continues to exert more pressure on other law firms seeking to maintain a competitive edge against each other not only for partners, but clients. It means therefore that financially viable law firms are making substantial salary offers to many qualified and talented lawyers so as to be able to attract them. This therefore means that only firms offering different

proactive value-added services to its clients and make its lawyers smarter may survive (Lee & Silvana, 2018). The legal business in Kenya for instance continues to be very competitive, as such for a legal firm to survive it has to have a well laid out strategy to give it direction and purpose in its operations. All these coupled together pose a very big challenge for the legal practitioner in Kenya. The legal profession continues to offer greater opportunities, whereby if well used can harness for success. For instance, the cross-border opportunities brought about by the East Africa Community are yet to be harnessed. This requires a rethink on the part of legal firms who may have to put in place strategies that will enable them address the challenges and harness the opportunities in their operating environment.

2.12.5. The Challenge to Acquire New Skills and Competencies

Market trends are constantly changing the environment both internal and external is constantly turbulent. Employees have to be strategically positioned to respond to these changes effectively. It is therefore crucial that leaders of an organization strategically place themselves in a competitive position by heavily investing in the greatest resource of human and capital. This can only be achieved by exposing their employees to training, constant guidance through mentoring and development. This prepares the employees for any changes in the business which in turn makes the leadership of an organization successful because as the employees perform well, the results are evident in the organization performance. These trainings are conducted by consultants who have vast knowledge and experience in the field. The employees are trained on areas that affect the way they work. Computer literacy among lawyers has become a prerequisite therefore, compelling lawyers to ensure that they are well equipped with information literacy and information

communication technology literacy skills. Other skills that may be expected from lawyers are information and knowledge management skills, digital lawyering, electronic publishing skills and skills in the use of programs that enhance legal service. There has been a challenge of developing a corporate capability such as unique skills, expertise, processes as well as management that would enable them to respond to the changes and thus develop its markets (Rono, 2011). There is also need for collaboration and communication amongst lawyers with and within other disciplines and community of practice is becoming crucial for the survival of the law firm.

2.12.6. Meeting the Information and Knowledge Needs of the Lawyer

The legal business in Kenya continues to remain “very competitive and for a legal firm to survive it has to have a well laid out strategy to give it direction and purpose in its operations. The performance of a legal firm depends on the extent to which the use of knowledge management is put in place in order to meet the information and knowledge needs. Knowledge management therefore focuses upon long range objectives and short-term priorities.” It thus creates the need for a properly structured strategic plan so as to be able to allow management an opportunity to comprehend the relationship of goals, objectives and action attainment.

The legal environment is also facing massive changes with regards to the information environment which has become dynamic, a situation that has challenged law firms to put in place mechanisms to ensure that both senior and new lawyer get enough knowledge. Leckie (1996) made a very good observation when he argued that potentially relevant information, is within the universe, what is therefore required by a particular lawyer is likely to vary as a result of various individual demographics that include among others the

age of the lawyer, specialization, as well as professional development, notwithstanding the frequency of need, and also importance of the issue at hand (Lee & Silvana, 2018).

2.12.7. Lawyer Mobility

The increase in mobility amongst lawyers from one law firm to another poses a threat to law firms. In some instances, lawyers have been faced with law morale issues, this has led to some of them to quit especially in cases where they feel alienated or because of intellectually stimulating and challenging working environment (Rusanow, 2003). It follows therefore that the security and indefinite long-term contract of employment, which lawyers enjoyed in the past is no longer guaranteed and it is therefore very normal for lawyers to spend less than three years at the firm. In addition, there is a huge concern about senior lawyers who are nearing the retirement age, because of concerns that senior lawyers in the law firms are likely to retire hence carry along with them vast amount of knowledge that they have acquired over a long period of time (Sinotte, 2004).

2.12.8. Developing the Firm's Organizational Memory

Memory is a factor that could be considered as an antecedent of improvisation. To improve creativeness is to improve memory, whether it is an individual or organizational. Organizational memory is the storage of skills and experiences within the organization and it represents learned ways of thinking and behaving and is often automatically activated in certain situations (Scott, 2017).

Law firms have to develop an organizational memory that will increase the firm's ability to retrieve their previous experiences so that the knowledge and competencies representing the past and present collective learning of lawyers are transferred across generations of learning.

2.13. Concepts of Knowledge and Knowledge Management in the Context of the Law Firm.

The general concepts of knowledge and knowledge management were assessed in the preceding subsections.

Historically, the practice of law has been a practice of knowledge and skills that requires accurate, effective and objective use of information (Lambe, 2011). Because of the increasing competitive market due to specialization, law firms face an increasing competition globally (Evans & James, 2017). According to Lambe (2011), ‘most law firms recognize that they are in a knowledge business and they do suffer from the challenges of connectivity, globalization and speed.’ As a result, law firms must share knowledge more efficiently and effectively. In order to do so, many law firms are turning to Knowledge Management for a solution (Buckler, 2004).

The amount of knowledge work employed in the law firm’s operations offer a fruitful field for knowledge management. For law firms to come up with approach for knowledge management, the following topics will be examined, categories of knowledge existing in the law firms, law firm’s approaches to knowledge management, tools and technologies used for knowledge management in law firms; techniques of knowledge management in law firms; benefits of knowledge management in the law firms; factors that prevent the success of knowledge management in law firms; critical to the success of knowledge management in law firms; strategies for knowledge management in law firms.

2.13.1. Types and Categories of Knowledge in the Law Firms

An understanding of the different types and categories of knowledge that is managed in the law firms is very crucial because Knowledge in the law firm resides in many different places like databases, files in the cabinets, print material like books and the basic skills and

experiences of the lawyers and the staff in the law firm. There are many types and categories of knowledge and the classification depends on the type of business in law firm. Rusanow (2003) defines the broad category of knowledge used in the law firm as “knowledge of the law, knowledge of the firm, client information, commercial markets and specific industries, staff skills and expertise, past projects, and knowledge about third parties.” According to Kay (2002), knowledge in a law firm includes knowledge of the law, knowledge about clients and their industries, marketing information and financial information. Gottschalk (2008) use a slightly more sophisticated subdivision to categorize the different types of knowledge involved in the practice of law as administrative data, declarative knowledge, procedural knowledge and analytical knowledge. Depicting from the above given categories, this research study classifies knowledge in the law firm under three broad categories as tacit knowledge, explicit knowledge and knowledge of the business of law. It is because the elements of tacit and explicit knowledge go through the different categories of knowledge that were suggested by the various legal researchers while other knowledge crucial for the practice of law may be conveniently referred to as knowledge of the law business.

2.13.1.1. Explicit Knowledge

Explicit knowledge in the law firm is knowledge expressed in words, found in documents and embedded in the firm’s routine processes, practice and is codified. According to (Gottschalk, 2008) explicit knowledge in the law firm includes knowledge acquired through formal education in the law school and can be easily communicated and shared.

Explicit knowledge in the law firm may be created either external or internal. Legal knowledge exists in the form of law books, legislation, case law, legal principles contained

in statutes, databases, commentary and interpretation, court opinions, research sources, CD ROM sources and other sources of primary legal authority. Major sources of legal knowledge are primary sources of law, secondary sources of law and reference sources. These are highly documented and structured with high standards of completeness, reliability and authority. Examples of primary sources of legal information are legislation (statutes) and case law. Secondary sources of legal information and knowledge are found in textbooks, law reviews, commentaries and journals. Reference sources of knowledge consist of resources found in legal reference works, digests, indexes to legal periodicals and legal encyclopedias.

2.13.1.2. Tacit Knowledge

Tacit knowledge in the law firm is the dynamic knowledge that is not easily expressed and not easily codified or shared in the law firm. It enables one to do things unconsciously without being able to articulate it. It is highly personal, hard to formalize and difficult to communicate to others. According to Gottschalk (2008), tacit knowledge is the expertise and experience developed from learning on the job, training and interaction with the environment. Tacit knowledge in the law firm can be exchanged during brief proceedings, by e-mail or discussions, at meetings that may not be formally documented, or may just pass between people in question-and-answer dialogue at in-house seminars or training sessions.

Gottschalk (2008) noted that analytical knowledge and implicit procedural knowledge form part of the tacit knowledge base of the law firm. They observed that analytical knowledge is deeply rooted in the intrinsic skills, experiences, ideals, values, minds and emotions of the staff and lawyers and it's not easy to express. On the other hand, they

described implicit procedural knowledge as practical knowledge required in enforcing the substantive principles of law. That is, knowledge that is concerned with the skills and expertise described in terms of the results they lead to. Gottschalk (2008) also noted that while explicit knowledge is meant to be publicly and readily accessible to all, tacit knowledge (analytical and procedural knowledge) within the firm can raise issues of confidentiality and security.

2.13.2. Knowledge of the Business in the Law Firm

This is non-legal knowledge, administrative data and knowledge of the firm's market position and business strategy that makes it possible for anyone to find and access the firm's procedures and policies. According to Legal researchers such as Gottschalk (2008); and Rusanow (2003) knowledge of the business of law is knowledge of clients, marketing information, knowledge about third parties, knowledge about the firms' relative market strengths and weakness, its competitors, financial position, financial news, expert information, knowledge about judges, consultant business and demographic information.

Client information is information generated in the firm's day-to-day business. Lawyers who monitor client information may be able to make informed decisions about necessary action that would lead to client satisfaction. Marketing information include information about cases, awards, articles, initiatives, and acquisitions of the firm.

2.14. Levels of Knowledge in the Law Firm

Law firms have three basic levels of knowledge such as Tacit knowledge, explicit knowledge and knowledge of the business of law. They may also be referred to as core knowledge, advanced knowledge and innovative knowledge.

Core knowledge is the basic knowledge required for the daily operations of the firm that provides competitive advantage. It consists of the general data, information and knowledge of the law firm.

Advanced knowledge in the law firm is knowledge that makes a firm competitively visible and active in distinguishing its products and services from that of other competitors through the application of valuable, rare and superior knowledge.

Innovative knowledge is the unique knowledge of the law firm that enables it to lead its entire business and differentiates the law firm from other competitors, intensifies its business objectives and introduces new business practices. Knowledge of standardized repetitive legal cases and knowledge of information technology are examples of this category of knowledge.

2.14.1. Law Firm's Approach to Knowledge Management

Technological approach to knowledge management has been considered as the most important bearing in mind the emphasis that has been placed on the use of knowledge-based systems in creating, sharing and utilizing knowledge, tools and techniques for knowledge representation, the capturing and storing of explicit knowledge in the work product repository and on intranet and extranet. Legal Knowledge Management helps law firms win and keep business. It supports more efficient and effective operation in law firms where clients demand value and efficiency. Knowledge Management is an essential approach to reducing cost while maintaining quality.

Knowledge Management captures and reapplies lawyers' collective wisdom. It comprises both processes and systems that "identify, save, profile, disseminate, and use prior work and accumulated expertise to solve legal problems.

Legal Knowledge Management started with a focus on documents to identify, acquire, index, and store prior work and create precedents. Precedents refer to vetted, more general documents specifically designed for regular reference and reuse.

Knowledge Management emphasizes on shifting from finding documents to finding experts. The expert could both identify useful documents *and* explain their context and use.

Around 2005, technology, which helped to address the challenges of lack of context, emerged increasing mail volume and inability to systematically identify experienced experts. These systems demonstrated that finding related matter is very helpful, as finding a case similar to the one at hand. It identifies both lawyers with experience *and* relevant documents.

Law firms began building Intranets at around 1995, shortly after HTML was invented. Early Intranets focused on administrative information and static legal content. With tremendous advances in the Web and content management, forward-thinking legal organizations now build portals with dynamic legal content.

Modern portals are a good way of sharing Knowledge Management content since they allow ready access to large quantities of information with just a few mouse clicks. Consistent work is required to collect and categorize content and design an interface suitable for a lawyer's workflow.

The next level of sophistication is where portals ‘know’ what a lawyer is working on based on their recent entries, email or documents and further customizes content based on that information.

Law firms use a range of specialized tools to facilitate Knowledge Management across practices. For litigation, products offered by Thomson Reuters and LexisNexis aid enterprise search by building document profiles that allow users to easily filter search results. They also connect online research with a firm’s work products. For transactions, tools like Knowledge Management Standards help analysis and comparison of contracts, and facilitate due diligence. A big range of document assembly tools aid in automation of frequently used documents. Contract management lifecycle software helps with drafting, storing executed versions, managing rights and obligation, and anticipating renewal dates.

Beginning around 2010, the legal market began embracing alternative fee arrangements, legal project management and professionals to support both. The legal market is still at the early stages of fully integrating and adopting these disciplines.

For several years, driven by e-discovery and other legal requirements, lawyers focused on records management. Records Management generally means classifying documents and recording so that they can be preserved or destroyed according to defined schedules. The Records Management concern has recently increased Information Governance which deals with security, acceptable uses and retention.

2.15. Tools and Technologies for Knowledge Management in Law Firms

As noted, document management systems and content management systems are very important tools for managing the vast contents of the knowledge repository. Knowledge

management tools enable law firms tackle all the problems related to knowledge management more effectively at reduced costs. Also, these tools help to leverage the knowledge and experience of an organization to accelerate innovation and sharpen competitive advantage. It is therefore important to ‘consider some of the tools and technologies used to leverage knowledge management in law firm such as: networked computers, telephones, internet and intranet technologies. Other sophisticated technologies that law firms may require include databases and software tools, collaborative technologies, enterprise information portals and artificial intelligence tools. In the law firm the following six categories of tools and technologies should be considered: preliminary tools and technologies, software and databases tools, collaborative technologies, technologies for knowledge transfer, technologies for content management and technologies that support and augment the lawyer's work.

2.15.1. Preliminary Tools and Technologies ff Knowledge Management

Preliminary Tools and technologies “required for knowledge management in the law firm include telephones and personal networked computers with standardized productivity tools (word processing, spreadsheets, legal databases and presentation software), collaborative and communicative technologies (intranet portals and internet), and groupware (emails, video conferencing, calendaring, group scheduling and task list).” They facilitate the transfer of tacit knowledge and the exchange of documents and convert lawyers from information consumers to consumers of knowledge. Collaborative and communicative technologies foster knowledge exchange amongst communities of practice. These technologies for knowledge management are similar to what Gottschalk in the knowledge management technology stage model refers to as the end-user tools.

2.15.2. Software and Databases Tools

A major database technology for knowledge management in law firms is a repository of work product database of documents, substantive law and precedent that is searchable, profiled and made accessible to members of the firm across task levels and entities. A repository of work product data base may also store the firm's 'best practices' such as briefs, pleadings, research memoranda, transactional documents and other forms of agreement thus reducing the time lawyers spent in research and drafting. New systems allow searchable online document repositories to manage the millions of documents that firms need. Access to the firm's knowledge repository is facilitated by the firm's intranet, extranet and web-based portal technology.

Content management system manages highly dynamic contents and focuses on the publication of content. Both content management and document management systems facilitate legal research, maintain a history of file content, expedite the retrieval and processing of documents, enhances the quality of information, maintain control over the security and access to documents, log access to files, and integrate information and knowledge from multiple locations.

Model documents and precedent databases “exist in law firms as fully indexed and searchable databases. They reduce the time lawyers spend in drafting while precedents make it easy for lawyers to be able to access the knowledge of other lawyers who have attempted a similar task.”

Case management, practice management and matter management systems are interrelated software tools. Case management systems organize and control the administrative, legal and factual information on cases and provide lawyers with information on the case they are

working on. It integrates with time, billing and calendar systems to provide contact management, transaction management, matter management, docketing, access to documents generated and time and billing reports. In legal practice, a case management system allows lawyers to access information in or out of the office and if necessary, a synchronized electronic time billing feature to facilitate time recording.

Practice management systems collect best practices and trigger reminders to lawyers on the next step to complete with proposed forms and documents. Automated billing document assembly and automatic reminders of due date and deadlines are examples of practice management activities. The LexisNexis version of time matters, is a practice management system that begins with data entry and data retrieval forms, and changes depending on what the lawyer wish to accomplish be it a contact or an appointment.

Both practice and case management systems help in establishment of a better understanding of the client needs, establish client trust, build client-lawyer relationship, facilitate tracking of new business efforts and provide orientation in terms of conflict of interest.

Intuitive search tools extract knowledge and information from unstructured data for example e-mail repositories like LexisNexis, e-Discovery solution. These help lawyers to search, organize and tag electronic documents so that they can easily access relevant ones.

2.15.3. Tools and Technologies for Knowledge Transfer

In law firms there are numerous “tools and technologies” which are effective in enabling the transfer of tacit knowledge. These tools and technologies include “internet/intranet, extranet, World Wide Web, enterprise information portals; emails, Lotus Notes, video and

text-based conferencing, knowledge cafes and other basic tools of knowledge management like telephone and personal networked computers.”

Today, web-based portals have become very popular in addressing knowledge management initiatives in law firms. The web portals generally capture information and knowledge residing in the databases, enhances knowledge sharing and fosters communication and development of new communities of practice through broader publication and content management. Staudt (2003) notes that client information, existing work product, new developments in the firm and breaking news, can be gathered and shared through a web browser using a portal technology like LexisNexis portal powered by plum tree.

2.15.4. Tools and Technologies for Knowledge Sharing

The tools and technologies used for knowledge sharing in the law firms include; internet/intranet, extranet, World Wide Web, enterprise information portals, Lotus Notes, video and text-based conferencing, electronic bulletin boards and knowledge cafes, telephones and personal networked computers. Other “knowledge management tools that support the sharing of knowledge in the law firm are knowledge network or teams of colleagues brought together to work on a certain matter or knowledge webs where colleagues from different areas of law assist one another with opinions.

2.15.5. Tools and Technologies for Organizing the Content of Knowledge Management

Determining the “quality of knowledge that is available in the system and how to search for that knowledge is one of the challenges that is being encountered by lawyers.”

Several tools and techniques for organizing the content of knowledge have been identified that may be applicable in law firms like indexing tools for cross referencing materials by subject. Knowledge mapping tools locate and evaluate knowledge resources that are available to the firm. Apostolou & Mentzas (2003) noted that document and content management systems are relevant tools in managing the content of knowledge management system.

2.15.6. Technologies that Enhance the Lawyer's Knowledge

Knowledge management tools are used to “create, organize and share the knowledge that can be found, most of the time, in a document, a project report, or a memo from one employee to another.” Many software applications that are able to create a web of repositories include “search engines and virtual spaces where knowledge can be stored, retrieved and shared.” An ideal knowledge management tool should include features like mobility which allows users to interact with the system from any place at any time. It is also important to maintain an updated compact disk (CD) that can be used offline any time there is no network connection.

There is a great variety of knowledge management tools available in the market with many different features that are suitable for a number of different applications. These include:

(a) document management system; (b) enterprise portal; (c) knowledge map and skills management; (d) information database and lessons learned system;(e) collaboration tool; and (f) communities of practice.

“Legal information systems for example assist lawyers in legal research.”

Expert systems are designed to carry out tasks that require expertise. They capture the knowledge of experts and imitate the logic or reasoning of human experts transformed in

automatic or programmed reasoning and is usually limited to specific areas of law with the ability to reason within a defined scope. Capturing expert knowledge enables the law firm to retain its possession of expertise even after an expert retires or leaves the firm. Susskind (2003) identified six kinds of expert systems that play an important role in law firms as diagnostic systems, planning systems, procedural guides, intelligent checklist, document modeling and argument generation systems.

Expert databases are databases of the contact details of experts in the law firm that provide directories categorized by practice area and specially indicating the expert's specific skill and competencies. Expert systems and expert databases are therefore different but related tools that augment the knowledge base of the lawyer and enhance litigation through enhanced knowledge acquisition, organization, retrieval analysis and disclosure.

Artificial intelligence is similar to” what Gottschalk (2008) and Khandelwal & Gottschalk (2004) refer to as information solving problems made available to the lawyer. Artificial intelligence will be very beneficial to lawyers because these technologies support advanced information searching and retrieval, user profiling and profile matching, case analyses and data or web mining.

Case analysis technology is an artificial intelligence technology that assists lawyers to look at cases from different angles enabling them to analyze the relationship between the facts and the law. It allows lawyers to organize, manage, analyze and process knowledge about a case and the development of a trial strategy. Case-based reasoning is another case analysis technology which involves the extraction of knowledge from a series of narratives or cases about a problem.

2.16. Benefits of Knowledge Management in Law Firms

Knowledge management has quite some benefits especially in law firms where knowledge management is seen to be successfully implemented. This is because it would result in delivery of better-quality services to the clients, as well as professional satisfaction to the lawyer and also increase profitability in the law firms. Lamont (2003) stated that very few professions could benefit more from knowledge management than the legal profession. The points below explain some of the benefits of implementing knowledge management.

2.16.1. Improves the Provision of Services to Client

Service quality is key in the legal profession, this is in consideration of the fact that “there is indeed a lot of pressure on law firms from clients; it is therefore likely that knowledge management will bring out the provision of high-quality legal services to the client.” Girard (2015) therefore, made an observation that timely billing, as well as the ability to respond to the unexpected, the ability to create innovative solutions and the ability to control legal cost are likely benefits to the client that may result from the use of knowledge management. Knowledge management enable clients to access cost effective services from a talented lawyer with unique knowledge on the particular issue (Susskind, 2003). Clients would rather pay a higher premium rate knowing that they are paying money for unique value and knowledge rather than paying a lower rate to a lesser qualified lawyer who would produce inferior results. Dubin (2005) reported that with knowledge management in place, less time will be devoted to routine tasks many of which are non-billable and more time devoted to planning a strategy with regards to the challenging and substantive aspect of the client request.

2.16.2. Enhances Economic Profitability

The consequence of delivering high quality legal service to satisfy a client generates more business, thereby resulting in better economic performance.

The fast delivery of high-quality services results in satisfied clients and therefore more business is generated. According to Kay (2002), the client's perception of 'value' is driving the move away from the traditional cost-plus basis of billing to a perceived value-added service. Other emerging ways of billing clients are based on services provided rather than time taken. Kofoed (2002) notes that some firms are offering, no win no fee service.

2.16.3. Knowledge Management Provides Professional Satisfaction

Knowledge management "contributes to the professional satisfaction of lawyers by exposing lawyers with special experience and expertise to work on matters in their areas of practice. Market trends are constantly changing and both the internal and external environment is constantly turbulent. Employees have to be strategically positioned to respond to these changes effectively" It is hence critical that administrators of law firms strategically place themselves in a competitive position by investing heavily in the greatest resource; human capital. This can be achieved only by exposing their employees to training, constant guidance through mentoring and development. This prepares the employees for any changes in the business which in turn leads to success of the leadership of an organization because as the employees perform well, the results are evident in the organization's performance.

2.16.4. Knowledge Management Improves Retention Rate

Bearing in mind that lawyers are becoming highly mobile, the improvement of retention rate would likely result in professional satisfaction and thus reduce labour mobility. Service

quality is therefore key in the legal practice and would be offered to ensure that strategies adopted in regards to achieving the innovations by the leaders are controlled and achieves their intended purpose for the success of the organization (Alavi & Leidner, 2001). The ability to follow up in terms of strategic control is very crucial for the organization since firms have to continuously innovate in order to match the diverse continuously changing consumer needs. Service quality therefore involves evaluating the internal and external environment and choosing the best option out of all the strategic choices available and thereafter finding the best strategy to implement the choice effectively. This is geared at ensuring the organization performs exceptionally well. Possible business strategies would include low-cost leadership whereby the firm is able to incur low costs in its production and is hence able to provide better pricing than its competitors.

2.16.5. Knowledge Management Provides Lawyers with the Knowledge they need and when they need it

Knowledge management helps the lawyers to deal with the challenge of information overload by using Knowledge management applications and tools such as intelligent agents, artificial techniques, meta-data portals, mark-up languages and user interfaces that provide the ability for lawyers to research and organize irrelevant information on the web. Meta-data stored by portals and visualization techniques and visual net can be used to draw visualizations of large amounts of information that may assist a user to understand the available information more easily and facilitate subject-based browsing and navigation. 'Indexing tools organize and cross-reference material by subject area and other criteria making it easy to find information when needed.' Buckler (2004) reported that knowledge management techniques such as summarization allows users to avoid reading a document

not relevant to their current tasks thus reducing the time an individual attempt to find the right documents to use in a particular task.

2.16.6. Knowledge Management and Organizational Memory

Organizational memories preserve behavior, norms, values, and mental maps over time and this could easily be lost as employees come and go and leadership changes unless it is stored in information repository. It consists of tacit and explicit knowledge within the organization stored and distributed across different retention facilities which may be retrieved, shared, preserved, remembered and brought to bear on present decisions and for later re-use. The following factors have been identified as retention channels that preserve and facilitate organizational memory: individuals, structures, transformation, ecology, values, culture, history of past events and their interpretation and external archives. Du Plessis (2007) reported that knowledge management will capture the organization's individual knowledge or team capabilities and transform it into organizational knowledge, documented processes and knowledge base thus reducing the risk of knowledge deterioration that may arise when people leave the organization.

2.16.7. Knowledge Management and Learning Culture

According to Dubin (2005) "knowledge management initiatives are key when it comes to offering support and promoting a learning culture, which is likely to foster growth as well as career development in the firm, and thus improving on the retention rate. An organization that has in place a learning culture is likely to succeed in the building and development of the collective organizational memory so that knowledge and competencies representing the past and present collective learning of employees are transferred to new members across generations of learning. Law firms that are competent are very crucial to

the success in performance for every organization. Effective leadership involves treating each employee as equal in the organization in terms of remuneration, promotions, assigning of duties and responsibilities. In most organizations, if there are slight evidence of favoritism whereby some employees are viewed as better than others by the leaders, other employees will start feeling left out and this will have a direct impact on the way they conduct their duties in the organization.” According to Hodgkinson G. P. (2010) this will lead to demotivation in employees who then become indifferent to the wellbeing of the organization and hence will not go the extra mile to ensure the organization succeed.

2.16.8. Shared Vision and Team Learning

This is a discipline which enables an individual to focus on a mutual purpose. It enables people to create a sense of commitment in a firm by developing various shared images of various issues they plan regarding the future. This is because it enables the employees and the management of an organization to make guiding practices and principles which enable them to achieve goals and objectives (Brown & Duguid, 2001)

“This discipline mainly depends on group interaction. It makes use of various techniques like skillful discussion and dialogue. This enables teams to transform collective thinking of the members. It also educates the members on how to mobilize their energies. This is an effective strategy which ensures success of an organization since it is a combination of many member talents (Argote, 2012).

Argote (2012) argues, system thinking is a strategy that educates people to learn interdependency and change. This enables them to deal effectively with various forces that shape consequences of the actions we undertake. This is an effective tool of managing various issues which may arise as a result of our actions.

2.16.9. Empowerment

Employee empowerment has very strong relationship with organization success (Argyris , 2008). The skills and capabilities of employees cannot be fully utilized without such employees being empowered. In a study by Wharton and Gartner, it is revealed that implementing decisions take too long to be executed. As such, when decisions take too long to be executed it is a sign of lack of empowerment because employees do not have the power to make their own decisions and thus need to wait until the busy top management makes them. Employee empowerment is thus essential to strategy implementation since decisions about certain issues are better left to people directly working and responsible for them.

A study by Evans & James (2017) reveals that workers are directly involved in a process which they know best on how to improve it. Since existing literature has shown a link between empowerment and successful strategy execution, it can be proposed that employee empowerment is one of the factors impacting on performance by lawyers in Kenyan organizations.

2.17. Barriers to Effective Knowledge Management in Law Firms

Most of the barriers to effective knowledge management in law firms involve the lawyers in that law firm. Humans are complex with diverse psychological needs. Most knowledge management systems require that data and documents be stored in knowledge bases. From an organizational perspective, the process of building these knowledge repositories can be time consuming, labor intensive and costly. Lawyers are busy people and sharing knowledge may mean changing the way they work. There has been a proliferation of jargon concerning knowledge management, which adds to the confusion. In addition, there have

been significant limitations to the achievement of knowledge processing and knowledge-based systems (KBS) to date. Tools of knowledge engineering are being adapted for use in knowledge management but the technology is not yet sophisticated enough for large-scale application. Knowledge is constantly changing both at the individual and organizational levels. The gap between what lawyers usually do to perform their jobs and how it is documented is difficult to bridge due to the spontaneous actions advocates take in response to unexpected challenges and problems (Brown & Duguid, 2001). Knowledge bases that require a great deal of upkeep may tend to fall into disuse and decay due to obsolete information. Also, information taken out of context can be misleading and misinterpreted (Carine, 2014). Sometimes, too much information is available and advocates are unable to assimilate it due to sheer volume and lack of appropriate tools. This results in information overload, frustration and demoralization. If advocates do not see the benefits of the application, they will not use it.

From a team/group perspective, team members may be reluctant to share knowledge if they fear criticism from their peers or accusation from firms' management. There may also be sabotage of group efforts if there is lack of respect, trust, and common goals. Reward systems are sometimes based on what an advocate knows and on an individual effort and may be a source of advancement within law firm. One way to overcome this is to reward information sharing, but this can be difficult to measure. Once a reward system has been instituted, the quantity of knowledge shared is likely to increase, but the quality may decrease (Dyer & Kentaro , 2000).

At the individual level, lawyers are often reluctant to share information. Professional knowledge is perceived as a source of power (Dyer & Kentaro , 2000). There is a sense of

worth and status to be gained because of expertise. Lawyers tend to have feelings of “ownership” and hoard knowledge. There can also be fear that there will be a diminished personal value after giving up know-how. In addition, competition among lawyers can be intense. People are very mobile. Thus, knowledge is volatile and vulnerable to loss (Jones, 2006). In light of the above obstacles, if the culture is not supportive, or the reward system favors only individual effort, it may be difficult to get lawyers to work together. Knowledge sharing occurs within business units. Also, knowledge management implies controlling people, and if that is the lawyers’ perception, it will be destined to fail. High levels of motivation, creativity, and adaptability are required for the ‘care-why’ level of knowledge to exist (Dyer & Kentaro , 2000). This in turn depends on the culture of the law firm. Lawyers will not use the technology and may even sabotage it, in the absence of trust and respect, and if they sense a lack of interest in common goals.

Legal researchers have identified cultural barrier as the most prevalent challenge to successful implementation of knowledge management in law firms. The individualistic culture and the time-based billing model are the prevalent cultural impediments to knowledge management in the law firm. This may be because lawyers compete directly with each other for the same clients through their special knowledge, gifts and talents, and are under the urge to build a unique individual expertise in some certain areas.

The knowledge is power culture enables one to understand this individualistic culture. Because knowledge is regarded as power, people try to make a secret of it. This type of mentality describes situations where professionals with the highest reputation and monopolies of knowledge believe that their career prospects depend on the ability to keep their unique information and knowledge to themselves. The ‘knowledge is power’ culture

is typical to law firms because lawyers are often not willing to share their expertise, believing that monopoly of particular information will lead to personal indispensability, job security, influence, and professional respect within the firm. Lawyers may sometimes hoard information because of the feeling that many pieces of information about the firm should not be made available to those colleagues involved in management.

The “time-based billing model and the partner-compensation model where the partner is compensated based on revenue generated based on hours billed, have been identified as probably the greatest barrier to knowledge management in law firms.” This means that, the time dedicated to knowledge sharing, capturing or coding is non-billable and will not measure performance.

2.17.1. Technological Problems

A major difficulty in the implementation of knowledge management in law firms is of knowledge management being deemed as a technology-related initiative. Mostly, information communication technology plays a role in making knowledge sharing between people more effective.

It is quite common to find lawyers who are reluctant to use new technology. Such a reluctance is high, especially amongst the elderly lawyers who are overwhelmed with the prevalent presence of information communication technology. ICT used for knowledge management should be up to date, secure and fully accurate so as to avoid any chances of distrust from the lawyer.

Knowledge management system would only have value when lawyers input their work product and consult the systems when performing their work. Therefore, firms that have

problems requesting their lawyers to submit the legal briefs and other forms of knowledge promptly to the knowledge system will find it difficult to comply with knowledge management expectations.

2.17.2. Conflict Avoidance

Davenport & Prusak (2000) noted that the attitude of conflict avoidance and some conservative habits may prevent the sharing of knowledge within an organization. This shared context requires engagement in open, honest, supportive and critical dialogue to develop different views. Therefore, in law firms if the leading members of the firm is not willing to take risks and have the 'don't rock the boat attitude,' new ideas may be covered up very easily and knowledge not culturally legitimated may be suppressed.

2.17.3. Size of the Law Firm

The organizational structure of law firms is professional bureaucracies. Professional bureaucracies are structures where the operating core (lawyers) enjoys a high degree of professional autonomy and top management play a less intrusive role in the day-to-day activities of the lawyers.

The size of the firm can determine the firm's willingness to implement knowledge management. In considering the size of the firm, it is important to make a distinction between large firms and small firms.

The size, distinct characteristics, ideals and experiences of firms all combine to present several unique challenges for knowledge management.

Small law firms lack an understanding of knowledge management processes. Most of the activities and operations in such firms are led by informal rules and procedures. Further,

the lack of formal procedures may negatively impact on the efficient working of knowledge management system even when it is implemented. These firms lack the potential to maintain knowledge repository of the same depth and breadth as large organizations.

Small law firms may not have “knowledge identification, capture, mapping, dissemination and knowledge creation processes” well thought out or embedded in daily practices. (Egbu et al., 2005) observes that “elements of knowledge management in the small construction firm are practiced in an *ad hoc* fashion.” McAdam & Reid (2001) noted that “the creation of new knowledge in small and medium size enterprises is less advanced than in larger firms. Small firms possess considerable weaknesses in their knowledge management storage process. Another reason why knowledge passes on without any associated records or documentation is the fact that communication culture in small firms is usually verbal informal and ‘in the corridor’. No wonder, most managers lack a good understanding of knowledge management and its capacity, and are often slow in adopting formal and systematic knowledge management practices.

McAdam & Reid (2001) asserts that knowledge management does not feature highly as an important agenda in most small and medium size firms.

The owner as a personality can also be a major obstacle in the success of knowledge management in small firms since they have a strong dominance in the firm. A lawyer who is despotic can be problematic when implementing new initiatives pointing out that, an advocate with a personality that hoards knowledge, controls every aspect of his/her business, and past mistakes may well impede the building of knowledge friendly environment. Hodgkinson & Sparrow (2002) opines that “advocates may tend to limit the sharing of knowledge for fear of losing control.”

Another obstacle that may face small firms is the low specialization of employees in their jobs. Small firms tend to have mainly generalists performing a variety of tasks who may be termed, according to the old adage, 'Jack of all trade and a master of none.' Low specialization generally tends to lead to lack of thorough understanding of a specific task.

The lack of human resources is a stumbling block to implementing knowledge management in small law firms.

Contrasted with the bureaucratic structure in large firms, the structure in small firms is "simple, less hierarchical with fewer levels of bureaucracy in the vertical that puts them at an advantage over large firms when it comes to implementing knowledge management." Egbu et al. (2005) noted that "small and medium size enterprises have efficient and informal communication networks." They also point out that they have shorter and direct communication lines thus allowing for a faster discourse on knowledge management issues within the organization.

2.17.4. Language

Law firms require common language to communicate and externalize tacit knowledge hidden in individuals' minds. Beliefs; common language to communicate analogies and metaphors to externalize tacit knowledge hidden in individual human beings, viewpoints, paradigms and beliefs is vital.

2.18. Factors Critical to the Success of Knowledge Management in Law Firms

The purpose of this subheading was to analyse and evaluate key factors affecting knowledge management practices in law firms in Nairobi County Kenya. Indeed, one of the objectives of the study was to Establish how knowledge management contributes to

legal practice in law firms in Nairobi County. For this reason and as a form of creating a solid base, the researcher looked into several studies done on critical success factors (CSFs) for implementing Knowledge Management. Wong (2015) viewed critical success factors as those activities and practices that should be addressed in order to ensure successful implementation of Knowledge Management. whereby most of these factors belong to the human sector. Wong (2015) continues to add that if these critical factors are in place, they need nurturing and if absent, they need to be developed.

Various studies have been launched on critical factors across various institutions and disciplines to both large and small enterprises except in law firm which the current study sought to bridge that gap. Ansari (2012) argues that due to, “the diversity of organizations and environments in which business is conducted, the obtained results have disparities”. Wong (2015) after studying several literatures on critical factors and analysing their limitations, settled on eleven (11) critical factors for implementing Knowledge Management in small and medium enterprises. These were listed as, support of management and leadership, culture, information Technology, Strategy and goal, evaluation, organization infrastructure, process and activities, motivational aids, resources, education and training and finally management of human resources.

Alavi & Leidner (2001) also identified eleven key factors for the successful implementation of Knowledge Management on a general perspective. They cited them as, employee training, employee involvement, teamwork, employee empowerment, top management leadership and commitment, organization constraints, information system infrastructure, performance measurement, benchmarking and knowledge structure.

Yeh et al. (2006) in a paper on enablers of Knowledge Management and whose aim was to analyse the fundamental role of the enablers for the execution of Knowledge Management inside the organizations noted that the enablers they had studied could, develop knowledge, stimulate, share and keep knowledge creation within the organization and enhance or influence activities of Knowledge Management. After their investigation, they concluded that “corporate culture, people, IT, strategy and leadership were enablers of Knowledge Management. To them Yeh et al. (2006) management support is the most critical factor to Knowledge Management. Yeh et al. (2006) in their study on knowledge management implementation in telecommunication industry: An empirical analysis, regarded business strategy, knowledge team, knowledge audit and knowledge maps as essential to Knowledge Management success.” Ansari (2012) “In their study on critical factors for Knowledge Management in Project based Content identified six (6) critical factors namely, familiarity, coordination, incentives, authority to perform, systems and cultural support.” Yeh et al. (2006) study on critical factors for Knowledge Management identified nine (9) critical factors which he ranked in order of significance as, sharing, technical infrastructure, top management support, knowledge strategy, training, culture, transferring, creating, and knowledge infrastructure. He also grouped them into four categories namely: strategic, tactical, technological and organizational. Good technological tools are expected to make big strides in achieving knowledge management by providing the means to create, share, and use knowledge more effectively. Organizational slack permits and allows time for individuals in an organization to network. The above examples of critical factors indicated that several studies on factors affecting Knowledge Management are in plenty. However, those studies were conducted at different

times, for different organizations and in different environments but none addressed law firms. The present study on knowledge management as a tool of enhancing knowledge management in law firms in Nairobi Kenya was intended to fill that knowledge gap.

2.18.1. Organizational Structure

Knowledge management requires organizational structure that is flexible and non-hierarchical which is most suitable for encouraging sharing and collaboration across the organization. In order for knowledge management to bear fruit in law firms, it requires the commitment of top management as well as the involvement of all staff in the firm which are vital in shaping the overall direction of the firm.

A good organizational design will likely foster inter-organizational collaboration and knowledge sharing within a firm. The knowledge management literature reveals that in order to reduce formal communication and bureaucracy, modern offices and layouts should be designed in such a way that the offices of professionals and executives are close to each other.

2.19. Knowledge Management Strategy in Law Firms

Knowledge management strategies in law firms can be seen as techniques used to derive competitive advantage from the control and co-ordination of institutional knowledge flows, because knowledge flows help in transmitting legal know-how, which is generated in one section to other in the law firm. It also facilitates the co-ordination of work flows. Developing a Knowledge Management strategy is important in effective Knowledge Management activities in law firms. An appropriate Knowledge Management strategy enables a firm to create, acquire, access and leverage knowledge in a timely manner, resulting in better performance. There are two types of Knowledge Management strategies:

system strategy, known as codification strategy and human strategy, also called personalization strategy.

For knowledge management to succeed, the knowledge management strategy should be defined and integrated into the elaborate business objectives of the firm. Hence, the value of knowledge management in the law firms should be in line with the business strategy. A knowledge management strategy provides a ground within which an organization manages new initiatives aimed at taking advantage of the intangible assets of the organization. It also outlines the processes, techniques and technology required for knowledge to flow effectively.

2.20. Types of Knowledge Management Strategies for Knowledge Transfer

Codification and personalization were identified as the two types of knowledge management approaches often used in the law firm. These two different business approaches grounded on the nature of knowledge, address cultural issues differently. Codification focuses on explicit knowledge and centers on information technology while personalization tends to focus on tacit knowledge and addresses the storage of knowledge in human minds shared through person-to-person interface such as storytelling, personal meetings and personal contacts. Personalization and codification approaches in the law firm need to be integrated so that the benefits of both tacit and explicit knowledge can be gained.

2.20.1. Knowledge Management Should be Prioritized and Implemented in Phases

Knowledge management initiatives in the law firm have been approached with a selection of priority areas from a discrete high impact pilot program to a midterm phase and then the final phase. The pilot phase is relatively small, cheap and manageable program aimed at

laying down the foundation of knowledge management. The pilot phase would enable knowledge managers to educate themselves, learn from their mistakes and raise awareness about the concept and benefits of knowledge management to the whole organization. If the pilot phase is successful, the midterm phase will focus on addressing the fundamental challenges to knowledge management. At the final stage, the knowledge management organization directs the firm to specific knowledge management initiatives aligned within the objectives of the firm.

2.20.2. Knowledge Management Requires the Right Staff

Knowledge management personnel should be competent and flexible team with formidable breath of mind and experience with high level of tolerance and patience for long-term sustainable transformation into knowledge management organizations. The composition of the knowledge management team in the law firm should consist of people from different disciplines such as information technology, librarians and information professionals, records managers, lawyers and human resource experts so that the different needs across practice groups can be addressed.

2.20.3. The Scope of Knowledge to be Managed

To ensure knowledge management supports the law firm's business and practice, it is important to understand the value of knowledge the lawyer uses to run and practice. "For each type of knowledge, a firm creates or seeks to capture, there is a corresponding knowledge management initiative. There are different kinds of knowledge in law firms such as Tacit knowledge, explicit knowledge and knowledge of the business of law. Knowledge resides in many different places from databases, files in the cabinets, print material and in the lawyer's mind. Law firms need to know what knowledge they possess

in order to manage it and derive the best value from it. It is necessary for an information and knowledge audit to be conducted to expose the existing knowledge in the firm and detect existing knowledge gaps in the firm's repositories. It will also assist knowledge managers to understand and identify the tacit knowledge that sometimes flows between individuals. The results of the information and knowledge audit will then be mapped to chart how information flows through the firm's various business processes, how knowledge is transferred throughout the firm, identify who knows what in the firm and give detail on what information and knowledge exists." According to Mahdi et al. (2019), the first main thrust of creating knowledge base organization is to 'know what you know' and then to share and leverage it throughout the organization. A successful knowledge solution will pull all the knowledge resources together in a way that would improve productivity and make the lawyers' work easier.

2.20.4. Information and Knowledge need of Lawyers

Information and knowledge need has been described as "a universal idea with subsets addressing information and knowledge demands and information and knowledge wants." According to Kuhlthau (2004) "information needs has been understood to be evolving from a vague awareness of something used and culminating in locating the information that contributes to understanding, clarifying the meaning and expanding the information obtained." In contrast, other scholars have intimated that "information need is a factual situation in which an inseparable interconnection between 'information' and 'need' is present.

Information and knowledge need of a lawyer in the law firm is important since it reflects different types of knowledge management initiatives and tools used by a lawyer in the firm.

It also helps the law firm to decide on the type of information and knowledge that will be applied in the law firm. Lawyers' needs are diverse, constantly changing, and are mostly reflected by the needs of a particular client and the kind of work a lawyer does. Lawyers need to keep abreast with recent developments in the law, the latest decisions in the superior court and to acquire and apply legal know-how. The information and knowledge requirements of a lawyer are the knowledge that a lawyer desires and demands to enhance his/her performance in legal practice and meet the legal needs of the clients.

Apostolou & Mentzas (2003) observe that within the universe of potentially relevant information, what is required by a particular lawyer would vary depending on individual demographics such as age, specialization, professional development, frequency of need, importance of the issue at hand and complexity of the problem. The needs of a litigation lawyer are different from those of conveyancing, legislative draftsman or commercial lawyer.

Litigation matters for trial before the High Court and Court of Appeal require a lot of reading and adequate preparation because a lot is often at stake. This requires a lot of information and knowledge.

Caserta (2020) identified three reasons why lawyers need information and knowledge. "First, as counselor to determine what the law is on in a particular problem or how the court would act if the problem before it was ever litigated in order to advise his/her client on some proposed course of conduct. Second, as an advocate, he/she needs information to support an already determined position in order to persuade the court of what the law should be; what law is to be applied and how the law should be applied. Third, lawyers need information to support the client's position or a legal rationale for a proposed plan of

action. (Caserta , 2020) observed that lawyers sought information in order to provide specific information needed for work in progress and to provide information needed for work in progress.

2.21. Chapter Summary

This Chapter explores some basic concepts and theories in knowledge management for the purpose of orientating the researcher towards the areas to be explored in knowledge management in selected law firms in Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the research methodology applied while carrying out the study. It discusses the research design, study population, sample and sampling techniques, sample size, data collection instruments, data collection procedure and pilot study, logistical, ethical issues, data analysis procedure and presentation. It highlights the development of research instruments, pre-testing, reliability test, validity test, normality test of the instruments, administration of the instruments and methods of data analysis.

3.2. Research Philosophy

Because of varied ways of distinguishing research methods and the usage of different terms, it is important therefore for researches to have clear assumptions about what constitutes varied research and which research methods are appropriate (Klein & Myers, 1999). “Stating a knowledge claim means that researchers start a project with certain assumptions about how they will learn during their inquiry” (Creswell J. , 2014). These claims might be called paradigms, philosophical assumptions, epistemologies, and ontologies or broadly conceived research methodologies (Creswell J. , 2014).

According to Creswell & Poth (2018), “Whether we are aware of it or not, we always bring certain beliefs and philosophical assumptions to our research”. They influence how a researcher seeks information to answer the questions and serve as basis of evaluation of a study. Creswell & Poth (2018) assertion underscores the importance of becoming aware of these assumptions as they shape the direction of research.

This study was therefore based on the four philosophical assumptions: ontology, epistemology, methodology, and axiology.

Ontology

Ontology can be defined as the study of the nature of reality (Creswell J. , 2014); (Yilmaz, 2013). It is concerned with the assumptions researchers make to believe something makes sense (Scotland, 2012). Quantitative research stems from positivism that assumes reality is single, tangible, and fragmentable (Yilmaz, 2013). It also contends that there is only one truth (Slevitch, 2011). On the other hand, qualitative research is based on interpretivism and constructivism and assumes that realities are multiple, socially constructed, and holistic (Creswell & Poth, 2018); (Yilmaz, 2013)).

Epistemology

Epistemology concerns with the nature and the scope of knowledge (Creswell & Poth, 2018). Slevitch (2011) Simply put, it on how people come to know something and how people know the truth. Quantitative research stems from positivism and assumes that there is an objective, rationally organized reality which is independent of researchers' perceptions as well as those who participate in research (Slevitch, 2011). In qualitative research, reality is mind-dependent and socially constructed; therefore, people can understand it only through their perceptions and interpretations (Slevitch, 2011). Epistemology is important as it affects how a researcher will engage in a study and uncover knowledge in the context that they will investigate.

Methodology

Methodology has to do with philosophies that guide data gathering and it determines methods. In quantitative research, researchers seek to develop a generalizable explanation about what is being investigated by using statistically measurable tools (Yilmaz, 2013), and their methodology is often described as experimental (Slevitch, 2011).

Axiology

Axiology has to do with the role of values in research. Quantitative research, which takes the positivist approach, makes a distinction between facts and values. Facts are viewed as objective truth whereas values are seen as subjective which can be inherently misleading and prevents the pursuit of truth (Given, 2008). The axiological assumption here is that objectivity is good, and subjectivity is bad.

All research (whether qualitative or quantitative) is based on some underlying assumptions about what constitutes valid research and which research methods are appropriate. The most pertinent philosophical assumptions are those underlying epistemology which guides the research.

3.3. Research Approach

Two choices of research approach are qualitative and quantitative (Creswell J. , 2014); (Mwanje , 2001)). Qualitative research is an inquiry process of understanding where the researcher develops a complex, holistic picture, analyses words, reports detailed views of informants and conducts the study in natural setting (Creswell J. , 2014). Qualitative research involves specialized techniques in obtaining in depth responses about what people think, do and feel for enabling researchers to gain insights into attitudes, beliefs, motives

and behaviours of the target population as well as gaining an overall understanding of the underlying processes Mwanje (2001) in other words, qualitative research provides a deeper understanding of the phenomenon under investigation and furnishes a holistic picture of the problem under study. In qualitative studies the researcher is considered the primary instrument of data collection and analysis. The researcher engages the situation, makes sense of multiple interpretations, as multiple realities exist in any given context as both the researcher and the participants construct their own realities. She/he strives to collect data in a noninterfering manner, thus attempting to study real world situations as they unfold naturally without predetermined constraints or conditions that control the study or its outcomes.

Mikkelsen (2009) enumerates five research purposes for which qualitative studies are particularly useful:

- Understanding the meaning that participants in a study give to the events, situations and actions that they are involved with; and of the accounts they give of their lives and experiences;
- Understanding the particular context within which the participants act, and the influence this context has on their action;
- Identifying un anticipated phenomena and influences, and generating new grounded theories about them;
- Understanding the process by which events and actions take place; and
- Developing causal explanations.

Generally qualitative research is a systematic inquiry into the nature or qualities of complex social group behaviours by employing interpretive and naturalistic approaches. Qualitative

study lends itself to thick narrative description of the group behaviours in the group's natural environment. It attempts to be non-manipulative and takes into account the unperturbed views of the participants as the purpose is generally to aim for objectivity. Qualitative research is most appropriate when the researcher wants to become familiar with the phenomenon of interest, to achieve a deep understanding of how people think about a topic and to describe in great detail the perspectives of the research participants. However, Mwanje (2001) cautions that qualitative research, which is an approach that acknowledges the researcher's subjectivity, requires that the "biases, motivations, interests or perspectives of the inquirer" are identified and made explicit throughout the study. In defense of qualitative research, Merriam (1989) states that most writers suggest judgement should focus on whether the research is "credible and confirmable" rather than imposing statistical, quantitative research ideas of generalizability on qualitative research.

The purpose of quantitative research is to predict, explain and generalize the outcomes of the research. Dixon-Woods et al. (2004) list three basic purposes of quantitative research as; to describe, to compare and to attribute causality. In quantitative research, an investigator relies on numerical data (Dixon-Woods et al., 2004). This is contrary to the qualitative approach that is concerned with subjective assessment of attitudes, opinions and behaviour. According to Mwanje (2001), quantitative techniques add precision in measurements; facilitates economy of description, validate statements and increase accuracy in prediction and objectivity in social research. An obvious basic distinction between qualitative and quantitative research is the form of data collection, analysis and interpretation. While quantitative research presents statistical results presented by numerical and statistical data, qualitative research presents data as descriptive narration

with words and attempts to understand phenomenon in natural settings. These means that qualitative researchers study things in their natural settings, attempting to make sense of or to interpret phenomena in terms of meanings people bring to them (Creswell J. , 2014).

Mikkelsen (2009) describes three major differences in qualitative and quantitative emphasis noting a distinction between; explanation and understanding as purpose of inquiry; the personal and impersonal role of the researcher; and acknowledge discovered and acknowledge constructed. Another major difference between the two is that qualitative is inductive while quantitative research is deductive.

3.3.1. Justification for use of Quantitative and Qualitative Methods

To sum up the above discussion on the choice of mixed research method (quantitative and qualitative method), the researcher found the mixed research design to be suitable for the study. The quantitative design was suitable as a research approach aimed at determining facts, demonstrating relationships between variables, and predicting outcomes.

The techniques used in quantitative research include random selection of research participants from the study population in an unbiased manner, the standardized questionnaire or intervention they receive, and statistical methods used to test predetermined hypotheses regarding the relationship between specific variables.

The qualitative design was suitable as the study is concerned with the participants' experiences, perceptions and insights about the research problem for this study. The qualitative approach was employed in order to establish a holistic understanding of knowledge management as a tool of enhancing performance in law firms.

The research design for this study was a descriptive cross-sectional design with mixed method of data collection (i.e. quantitative and qualitative method). This study design enabled collection of data from many subjects at that particular/single point in time. The mixed method of data collections allowed triangulation of findings to help draw conclusions.

3.4. Research Design

The research design is usually referred to as the structure of the research. It is the bond that holds all the elements in a research project together. Trochim (2006) refers to the research design as “the glue that holds the research project together.” Dooley (2016) notes that a research design is the buildup of a research that holds the elements of the research project together. Generally, a research design acts as a guide for data collection and interpretation and provides rules that enable the conceptualization of the problem under study. The design is used to structure the research, to show how all major parts of the research project, for instance, the samples or groups, measures, treatments and methods of assignment work together to try and address the central research questions. A good research design therefore presents a logical basis for decisions and a framework for the researcher’s plan of action.

Research can be categorized as exploratory, descriptive and explanatory (Saunders et al., 2007). An exploratory study seeks to establish what is happening, and asking questions and assessing phenomena in a new light. In addition, explanatory study seeks to establish causal relationships between variables. On the other hand, a descriptive study seeks to portray an accurate profile of persons, events or situations.

The research design for this study was a descriptive cross-sectional design with mixed method of data collection (i.e. quantitative and qualitative method). This study design enabled collection of data from many subjects at that particular/single point in time. The mixed method of data collections allowed triangulation of findings to help draw conclusions. Descriptive research is a systematic collection and analysis of data in order to answer questions concerning current status of a program, project or activity. It is used to obtain data useful in evaluating present practice and providing basis for decision (Mugenda & Mugenda, 2013). The study adopted positivism philosophy. The philosophy of positivism under the epistemological stance has been used for making research judgments. This study seeks to establish how Knowledge Management enhances the work performance of law firms in Nairobi County. In addition, a cross-sectional study seeks to measure the relationship of variables at a specified time so as to describe the incidence of a phenomenon and how the variables are related.

3.5. Study Population

Population simply refers to “the individuals, groups or entities that are of interest to the researcher.” Mwiria & Wamahu (1995) posited that “a population is a group of individual persons, objects, or items from which samples are taken for measurement for example a population of presidents or professors, books or students.” In other words, “population refers to the entire group of objects that the researcher intends to study and which results will be generalized. In this study, the population consist of lawyers, law librarians, records officers and paralegal staff in the selected law firms in Nairobi County. Other branches of the legal profession in Nairobi County such as legal practitioners from the law firms constituted part of the target population. This is so, as one of the objectives of the study

was to determine how knowledge management contributes to legal practice in selected law firms in Nairobi County.

3.5.1. Sample

A sample is “a portion or fraction of the total population that the researcher chooses to contact and make personal or impersonal interactions with.” Webster as quoted by Mwiria & Wamahiu (1995) defined a sample as “a finite part of a statistical population whose properties are studied to gain information about the whole.” Mwiria & Wamahiu (1995) further defined sampling as “the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population.” Mugenda & Mugenda (2013) noted that “sampling involves three decisions that is, defining the sampling unit, deciding the sample size, and the sampling procedure for selecting the actual respondents.”

In the sampling frame, there are 115 registered law firms in Nairobi County according to the roll of advocates. The respondents were drawn from the selected twenty-two law firms in Nairobi County. From each of these law firms, key persons (referred to as key informants) such as law librarians, records officers, advocates etc. were interviewed. This kind of categorization ensured that the sample was as diverse as possible (the greater the diversity and differences that exist in the population sample, the higher the applicability of the research findings to the whole population), representative (as the respondents have been identified from the law firm), accessible (an effective population sample is one that is accessible to the researcher) and knowledgeable (an effective population sample should have some idea of the topic being investigated).

Table 3.1: Target Population

SN	LAW FIRM	POPULATION
1	ROBSON & HARRISS	40
2	SHAPLEY BARRET	32
3	HAMILTON HARRISON MATHEWS	40
4	KAPLAN & STRATTON	30
5	INAMDAR & INAMDAR	32
6	DALY & FIGGIS	32
7	AHMEDNASIR ABDIKADIR & CO.	24
8	AMOLO & GACOKA	10
9	MILLAR & CO.	30
10	MACHARIA NG'ARUA & WETANG'ULA	10
11	NGATIA & ASSOCIATES	24
12	ARCHER & WILCOCK ADVOCATES	24
13	MURGOR & MURGOR ADVOCATES	10
14	KABIRU & CO. ADVOCATES	24
15	RACHIER & AMOLLO ADVOCATES	24
16	COULSON HARVEY ADVOCATES	14
17	MUTHOGA, GATURU & CO. ADVOCATES	10
18	MURIITHI & NDONYE ADVOCATES	14
19	IGERIA & NGUGI ADVOCATES	14
20	KAGWE, KAMAU & KARANJA ADVOCATES	30
21	GITONGA, KINYANJUI ADVOCATES	24
22	LILIAN & KOECH ASSOCIATES	32
	TOTAL	524

3.5.2. Sampling Techniques and Sample Size.

The following sampling techniques were applied to determine a representative sample.

3.5.2.1. Sampling Techniques

(Wadsworth & Harper, 2007) states that “in purposive sampling, we sample with a purpose in mind”.

Purposive sampling was used in this study because it ensures maximum variation within the context of the research question. According to McNeill (1992), purposive sampling occurs when a researcher chooses a particular group or place to study because it was known to be the type that was wanted. According to Powell & Silipigni (2004), purposive sampling was based on one’s knowledge of the population and the objectives of the research.

The law firms in Nairobi County were selected using “Purposive sampling technique based on their size and their ability to represent fairly the law firms in Kenya.” These law firms were viewed as “being well established and having the appropriate infrastructure and an edge over the recently established smaller law firms.”

Of the 115 total numbers of law firms in Nairobi County, twenty-two were conveniently selected. The firms have 524 employees of whom 383 were advocates and 141 were librarians / records officers.

‘Simple random sampling technique was used to select the right sample from the 524 employees from the twenty-two firms. “Simple random sampling helps to avoid bias as units of the population are given an equal chance of being selected” (Kerlinger, 2002).

Sample Size and Sample Size Determination

A probabilistic sample size was determined using Fisher (1998) “equation in relation to the population being studied, then the sample size for each section computed proportionate to the population size of each section.”

$$n = \frac{Z\alpha^2 * (p) * (q)}{(\delta)^2}$$

Where:

$Z = 1.96 = Z$ score associated with 5% level of significance

$p =$ probability of making a choice.

$q = 1 - p$

$\delta =$ Margin of error tolerated

Calculation for Finite Population

$$new\ n = \frac{n}{1 + \frac{n-1}{N}}$$

Where $N =$ population of study

Sample size calculation

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$n = 383$$

$$new\ n = \frac{383}{1 + \frac{383 - 1}{524}}$$

$$n = 222$$

$$\text{Advocates sample} = \frac{383}{524} \times 222 = 162$$

$$\text{Librarian/Records officer sample} = \frac{141}{524} \times 222 = 60$$

Table 3.2: Population Distribution of Personnel

S.NO	LAW FIRM	POPULATION	ADVOCATES	LIBRARIAN/RECORDS OFFICER
1	ROBSON & HARRISS	40	28	12
2	SHAPLEY BARRET	32	21	11
3	HAMILTON HARRISON MATHEWS	40	32	8
4	KAPLAN & STRATTON	30	25	5
5	INAMDAR & INAMDAR	32	19	13
6	DALY & FIGGIS	32	20	12
7	AHMEDNASIR ABDIKADIR & CO.	24	16	8
8	AMOLO & GACOKA	10	7	3
9	MILLAR & CO.	30	21	9
10	MACHARIA NG'ARUA & WETANG'ULA ADVOCATES	10	8	2
11	NGATIA & ASSOCIATES	24	18	6
12	ARCHER & WILCOCK ADVOCATES	24	19	5
13	MURGOR & MURGOR ADVOCATES	10	7	3
14	KABIRU & CO. ADVOCATES	24	17	7
15	RACHIER & AMOLLO ADVOCATES	24	18	6
16	COULSON HARVEY ADVOCATES	14	10	4
17	MUTHOGA, GATURU & CO. ADVOCATES	10	8	2
18	MURIITHI & NDONYE ADVOCATES	14	11	3
19	IGERIA & NGUGI ADVOCATES	14	10	4
20	KAGWE, KAMAU & KARANJA ADVOCATES	30	22	8
21	GITONGA, KINYANJUI ADVOCATES	24	20	4
22	LILIAN & KOECH ASSOCIATES	32	26	6
	TOTAL	524	383	141

Source: Researcher, 2020

Table 3.3: Sample Size Distribution

SN	LAW FIRM	POPULATION	ADVOCATES	LIBRARIANS/RECORDS OFFICER
1	ROBSON & HARRIS	17	12	5
2	SHAPLEY BARRET	14	9	5
3	HAMILTON HARRISON MATHEWS	17	14	3
4	KAPLAN & STRATTON	13	11	2
5	INAMDAR & INAMDAR	14	8	6
6	DALY & FIGGIS	14	9	5
7	AHMEDNASIR ABDIKADIR & CO.	10	7	3
8	AMOLO & GACOKA	4	3	1
9	MILLAR & CO.	13	9	4
10	MACHARIA NG'ARUA & WETANGULA ADVOCATES	4	3	1
11	NGATIA & ASSOCIATES	10	8	2
12	ARCHER & WILCOCK ADVOCATES	10	8	2
13	MURGOR & MURGOR ADVOCATES	4	3	1
14	KABIRU & CO. ADVOCATES	10	7	3
15	RACHIER & AMOLLO ADVOCATES	10	8	2
16	COULSON HARVEY ADVOCATES	6	4	2
17	MUTHOGA, GATURU & CO. ADVOCATES	4	3	1
18	MURIITHI & NDONYE ADVOCATES	6	4	2
19	IGERIA & NGUGI ADVOCATES	6	4	2
20	KAGWE, KAMAU & KARANJA ADVOCATES	13	9	4
21	GITONGA, KINYANJUI ADVOCATES	10	8	2
22	LILIAN & KOECH ASSOCIATES	13	11	2
	TOTAL	222	162	60

Source: Researcher, 2020

3.6. Data Collection Methods

Data collection refers to the actual process of soliciting for data, using whatever method and tools for recording the data. In this research both primary and secondary sources of information were consulted. These sources are discussed in greater detail in the following paragraphs. Gathering of data was done through the complimentary use of questionnaires and interviews. These methods which are complimentary lead to comprehensive and reliable data. The interview schedule was semi-structured to allow for flexibility so that questions can be answered fully.

3.6.1. Data Collection Instrument

This study used both primary and secondary data. According to Greener (2008) “primary data is the data collected directly from first-hand occurrence which has not been exposed to processing or any other handling.” The secondary data included reports from Attorney generals’ office. Creswell J. (2014) contends that primary data can be collected by means of qualitative data collection instruments (focus group discussions guide and observations) and quantitative data collection instruments (questionnaires). Primary data was collected using “semi-structured questionnaires, focus group discussions guide and observations.

In view of the in-depth nature of the study, data was collected using face to face interviews. The interview schedules were designed to include semi-structured questions to facilitate in-depth probing and prompting. Sekaran & Bougie (2009) note that the semi-structured interviews which consists of unstructured and structured interviews assists to explore and probe into the several factors in the situation that might be central to the broad problem area.

3.6.1.1. Interview

An interview guide is a powerful tool for collecting research data especially for qualitative investigation. Sekaran & Bougie (2009) state that interviewing has the advantage of flexibility in terms of adapting, adopting and changing questions as the researcher proceeds with the interview. Busha & Harter (1980) notes that an interview is always the best method for collecting data about the respondents themselves, their experiences, their opinions or attitudes, their knowledge, and their reactions to trends and developments.

Interview guides give an opportunity to establish rapport and greater flexibility in collecting information since the interviewee and interviewer are both present. Oдини (1993) emphasized that verbal responses of the respondents are often valuable original evidence. The researcher gained useful insights during interview situations. The face to face interview technique provided in-depth questioning which would not have been possible with the use of questionnaires.

An interview schedule was prepared using structured and semi-structured questions. The semi-structured questions encouraged interviewees to discuss issues more openly and exhaustively. The interview schedule was used as a guide to standardize the interview situation such that the same questions were asked by the interviewer in the same manner.

3.6.1.2. Questionnaires

Questionnaire is a data collection tool in which written questions are presented that are to be answered by the respondents in written form. Bogardus as quoted in Pandey & Meenu (2021) simply refer to a questionnaire as, “a list of questions sent to a number of persons for them to answer.” Yoon and Jain further describe questionnaires as “essentially consisting of a set of questions, the response format, instructions to administer and aids to

help in administering the questionnaire.” Clough & Nutbrown (2002) commented that, questionnaires are the mostly adopted and useful instruments for collecting survey information.

The questionnaire was used because it had ‘the ability to collect quantitative data from large population cost effectively.’ ‘They are also easy and convenient to administer.’ Gay (1996) advises that “questionnaire survey is more efficient in that it requires less time, is less expensive and permits collection of data from much larger sample.” In addition, it provides opportunity to establish rapport with respondents, explain the purposes of the study and clarify individual items. When well designed and distributed, the questionnaire has proved to be an ideal tool in the survey research approach. The questionnaire was guided by the objectives and research questions. The general form of the questionnaire was structured and the questions were presented with exactly the same wording and in the same order to all the respondents. The reason was to ensure that all respondents reply to the same set of questions. The structured questions were used for ease of analysis as they are in immediate usable form. On the other hand, the unstructured questions were used to encourage the respondents to give an in depth and felt response without feeling held back revealing of any information. The form of questionnaire had both open and closed ended questions. The use of open-ended questions was to ensure that knowledge known only by the respondents would also be brought out. The closed ended questions are fixed and limit responses to the stated alternatives. The questionnaire was also designed to collect opinion based on qualitative data from respondents.

The researcher ensured proper question sequencing to reduce any chance of misunderstanding.

The sequence also ensured that relations of one question to another were readily apparent to the respondent in terms of wording; the researcher ensured that each question was very clear to prevent any form of misunderstanding. The questions were simple, concrete and conformed to the research questions as much as possible. The questionnaire was made as appealing as possible and kept brief. The questionnaires were personally administered by the researcher and through the use of internal key contacts to the advocates, records officers and librarians from sampled law firms. This enabled the respondents to express their views without being affected by the researcher. The respondents' contacts were taken to aid ease of communication and follow up. A week's duration was allowed to fill the questionnaire and the researcher collected them from the internal key contacts. Kothari (2011) indicates that "a questionnaire is a cost-efficient method to collecting information particularly from a huge group of respondents. It also facilitates anonymity." Questionnaires were therefore, utilized in this research since the component of anonymity as some of the information needed was sensitive.

3.6.1.3. Focus Group Discussions (FGDS) Guide

Focus group discussions were conducted. A focus group is usually composed of 6-8 individuals who share certain characteristics, which are relevant for the study. The guide consisted a list of questions that were directed to these groups. The groups that were considered for this study included: law librarians, records officers, advocates and other paralegal staff. These groups consist of homogenous characteristics of the target population such as age, gender, etc. "The benefits of a Focus Group Discussion is that the discussion was carefully planned and designed to obtain information on the participants' beliefs and perspectives on how knowledge management help them. When well conducted, Focus

Group Discussions can produce a lot of information quickly and are good for identifying and exploring beliefs, ideas or opinions. They are used to assess needs, develop intervention, test new ideas or programmes or improve existing programs” (Kombo & Tromp , 2006).

3.6.1.4. Document and Records Review

This provided researchers with secondary sources of data. Paquot & Stefan (2021) states that “secondary sources of data are those which provide data that has been transcribed or compiled from original sources and made available to the society by the compiler or interpreter or analyst.” For this study, the researcher managed to go through the organization’s brochures, firms’ profile, the annual reports and other records that were documented on daily transactions such as registers.

All organizations leave trails composed of documents and records that trace their history and current status. Documents and records include not only the typical paper products, such as memos, reports and plans, but also computer files, tapes and other artifacts. These documents and records were used to get the necessary background of the situation and insights into the dynamics of everyday functioning.

The researcher constructed a document checklist so as to “gather data on the quality and quantity of information as it relates to knowledge management in the law firm.” Mwiria & Wamahu (1995) “Emphasize the usefulness of checklist in research as they enable one to gather relevant details about variables.” The information from the checklist therefore assisted the researcher to corroborate the information on the interview schedule.

3.7. Pilot Study and Pre-Testing of the Instruments

Once the interview schedules / focus group discussion guide and questionnaires were ready and before the main data collection, a pretest was conducted among a few respondents within some selected law firms in Nairobi County. “Pre-testing involved face-to-face interviews with a sample of four law librarians and questionnaires to the advocates from named law firms in Nairobi” i.e. Gikeria & Vadgama Advocates, Mohamed Madhani & Co. Advocates, Kamotho, Maiyo & Mbatia Advocates, Kipkenda & co. advocates.

This helped in determination of the suitability and ease of use of the research instruments and the operational aspects of administering the questionnaire. The purpose of a pretest was to discover possible weaknesses, inadequacies, ambiguities and problems in any aspect of the research process. In this study pretesting involved 10% of the sample size.

It should be noted that the procedures used in the pilot study was identical to those used during the actual study. This enabled the researcher to have meaningful observations and reveal if the anticipated analytical techniques are appropriate.

3.7.1. Reliability and Validity of the Research Instruments

3.7.1.1. Reliability Test

Reliability is “the consistency of measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the same subject” (Bryman & Bell, 2003). “Reliability of the instrument was done using Cronbach's Alpha to measure internal consistency to determine if certain items were within the scale measure and same contrast. It establishes if the measure will yield the same results on other occasions, similar observations are reached by other observers and transparency in the raw data. Reliability was used to check the internal consistency of the data measuring

instrument. Cronbach's coefficient alpha determines the internal consistency or the average correlation of items within the test. It was used after collection of data to test the results. Alpha values range from zero - no internal consistency to one - complete internal consistency. The higher the coefficient, the more reliable the measurements scale.” Kiln (2003) established that “Alpha value threshold of ($0.6 < \alpha < 0.7$) is acceptable. Nunnally (1978) proposed that if values were too low, either few items were used or the items had little in common and suggested that a value of 0.70 and above was sufficient.” “However, (Sekaran & Bougie , 2009) argued that an alpha coefficient of between 0.50 and 0.80 is adequate to accept presence of internal consistency.” For the purposes of this study, “the alpha coefficient for the sample was put at 0.70.”

In this study, a total of 17 items were sampled which yielded a Cronbach Alpha value of 0.702 and distributed among studied phenomenon as shown in Table 3.4 below.

Table 3.4: Cronbach Alpha Test

Aspect	Number of variables	Cronbach Alpha
Knowledge management Practices	2	0.805
Contribution of knowledge management to legal practice	3	0.705
Knowledge and information requirements	3	0.702
Strategies and methods required for knowledge management	9	0.701
Total	17	0.702

3.7.1.2. Validity Test

Validity is “the degree to which an instrument measures what it is supposed to measure or the degree to which results obtained from the analysis of the data give a representation of the phenomena under study” ((Mugenda & Mugenda, 2013); (Kothari, 2011)).

Correlation was used in testing validity to determine if the instrument was valid by examining whether all variables were significant at total level. The test used was to construct validity.

Three attributes on Likert scale thus improves support by fostering collaboration, sharing of lessons learned and private sector and continuous improvement of the organization were examined and all aspects at total level were significant justifying the tool was valid.

Table 3.5: Validity Measurement (Contribution of Knowledge Management to Legal Practice)

	Improves support by fostering collaboration	Sharing of lessons learned	Continuous improvement of the organization	Total
Improves support by fostering collaboration	1.000			
Sharing of lessons learned	.778**	1.000		
Continuous improvement of the organization	.699**	.911**	1.000	
Total	.858**	.869**	.951**	1.000

**Correlation is significant at the 0.01 level (2-tailed).

NORMALITY TEST

This test was based on age to ascertain the distribution of the sample by age. From Table 3.6 it revealed the sample distribution as skewed to the left having majority of younger voters with a mean age of 41.13 with a standard deviation of 5.33.

The test statistic Table 3.6 indicated the “sample distribution was not normally distributed which represents population characteristics hence allowing for use of both parametric and non-parametric statistical tests to infer the data.”

Table 3.6: One-Sample Kolmogorov-Smirnov Test

Age

n		222
Normal Parameters	Mean	41.13
	Std. Deviation	5.330
Test Statistic		0.124
Asymp. Sig. (2-tailed)		.000 ^c

3.8. Ethical Issues

A research permit was sought and given before proceeding to the data collection from the National Council for Science and Technology a branch of the Ministry of Education. This was purely to ensure that all concerned authorities were informed of the impending research and thereby pre-empt any form of suspicion and ensure their co-operation.

The research respondents were informed of the purpose of the study and assured of the highest level of confidentiality for information provided through an attached transmittal letter incorporated in all questionnaires, key contacts and also the researcher and that it was only to be used for the purpose of the research. Care was taken to ensure that questions

during the interview were restricted to those on the interview guide and the interview was within the accepted time schedule. The researcher also ensured that the interviews were scheduled at a time and place convenient for the participants.

All discussions remained confidential in relation to other organizational participants and during the reporting of findings. No source whether individual or organization was correlated with specific findings or comment attributed without the express permission of the originator or organization.

3.9. Data Collection Procedures

The researcher began preparation of data “gathering by first seeking authority from the National Council for Science and Technology. Once the mandate was granted data collection exercise began. The collection of data involved the researcher and key contact individuals in every selected law firm in Nairobi County. These were persons identified with research skills and experience in data collection. Their main responsibility was to distribute, collect and follow up on all questionnaires.

The procedure for data collection was in phases. “The first phase entailed the administration of the questionnaires to the sampled law firms. The researcher visited individual law firms and briefed the key contacts on the essence of the study as well as their role in the provision of information. Once the questionnaires were distributed the respondents were given two weeks to fill the questionnaires. The internal contacts collected the questionnaires on the agreed dates and followed up on others that were still held by respondents.”

The second phase involved the researcher holding interviews / focus group discussion with the relevant respondents. The form of interview / focus group discussion was personal where the researcher asked questions on a face-to-face contact with the interviewee. The researcher personally carried out the interviews / focus group discussion at the appointed time and venue and recorded in writing all the responses. This took one month. The researcher booked interview / focus group discussion dates with the interview participants a week in advance. The interviews/ focus group discussion was conducted in the participant's offices at the time scheduled. The interview / focus group discussion sessions followed the focus group discussion guide prepared for that purpose. The researcher recorded in writing all the responses.

The third phase of the study was the consolidation of all the instruments used to collect the data. All the duly completed questionnaires, interview schedules / focus group discussion guide and any additional relevant field notes were handed over to the researcher. Any observation made during the research by the key contacts was made and noted.

3.10. Data Analysis

The completed questionnaires were checked for completeness and accuracy after data collection. Coding, editing and then data entry followed next. All the quantitative data was “analyzed by use of SPSS (Statistical Package for Social Sciences) version 27.0” To understand the characteristic of all relevant variables, “descriptive analysis was used to find out respondents’ sampling structure and basic characteristics, including the demographic features of the respondents and their general responses of knowledge management as a tool for improving work performance in law firms in Nairobi County, Kenya. The cross tabulation table and Chi-Square was used to cluster respondents’

understanding of knowledge management as a tool for improving work performance in selected law firms in Nairobi County, Kenya by comparing awareness and perception against factors influencing knowledge management practices attributes, knowledge management contribution to law firm's legal practice against related attributes, use of information communication technologies to improve knowledge management practices in law firms against knowledge and information requirement qualities and strategies and methods required for knowledge management adopted by law firms against strategies in effective knowledge management in a law firm and examined significance of differences between these frequencies. Correlation analysis was used to test for the relationship between variables. This gave an indication of both the strength and direction of the relationship between variables. Binary logistic regression was used to ascertain the probable factors that influence knowledge management as a tool for improving work performance in selected law firms in Nairobi County, Kenya. This study used a 95% confidence interval and hence a p-value of 0.05 was used as the standard for statistical significance.

The qualitative data collected was analyzed thematically by use of study objectives, research questions and responses from the interview guide. Data analysis continued during and after the field work. During field work, the responses to the interviews were examined and categorized according to the themes in the schedule. The data collected was organized and categorized and the relationship between the categories established. Themes and categories were generated using the classifications provided in the interview schedule.

3.11. Chapter Summary

The aim of this chapter was to present and discuss the research methodology of the study.

The study advances the use of triangulation in knowledge management studies where by both quantitative and qualitative research approaches are considered complimentary of each other with a larger quantitative and small qualitative component.

The study population was presented and simple random sampling was adopted for the selection of the sample.

The number of ethical issues adhered to by the researcher during the research process are highlighted.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter focuses on data presentation, analysis and interpretation. It presents data analysis and interprets as per the study objectives. Presentation of data is by use of APA table format, pie charts and data interpretation. Chi-square and cross-tabulations were used to establish the relationship between various categorical variables. Correlation analysis and multivariate regression analysis were conducted to test the relationship between the independent variables (awareness of knowledge management, contribution of knowledge management to legal practice, knowledge and information requirements, strategies and methods required for knowledge management) and the dependent variable (Knowledge Management as a Tool for Improving Work Performance).

4.2. Socio- Demographic Characteristics of Respondents

The study targeted Lawyers, Librarians and Records officers in selected law firms in Nairobi County.

A total of 222 respondents took part in the study. Males 125 (56.3%) were slightly more than females 97 (43.7%).

Most of the respondents 192 (91%) were aged over 35 years

Majority of the respondent 98 (44.1 %) of the respondents worked in law firms for 12 – 15 years. (95) 42.8 worked for between 8 – 11 years.

(10.4%) 23 worked for less or 7 years, more than 20 years 4 (1.8%), only 2 respondents (0.9%) worked for between 16 – 19 years.

Most respondents 57 (25.7 %) indicated that the law firm has been in existence for 28 – 39 years. 55 (24.8%) respondents indicated that the law firm has been in existence for less than 15 years, 41 (18.5%) respondents indicated that the law firm has been in existence for 87-97 years. 31 (14%) indicated that the law firm has been in existence for 110+ years. 17 (7.7%) existed for both 51 – 62 and 16 – 27 years. Fewer respondents 4 (1.8 %) existed for 40 – 50 years.

Majority of the respondent 88 (39.6%) indicated that their law firm had 16 – 21 advocates, 66 (29.7%) respondents indicated their law firm had 22 – 26 advocates. 34 (15.3%) had 27+ advocates, 18 (8.1%) respondents indicated 10 – 15 advocates and 16 (7.2%) indicated nine or less advocates.

Most of the respondents (advocates) had LLM Degree certificate 97(43.7%) LLB 41 (18.5%) BSc. In information sciences 52 (23.4%). The least were Diploma in records 3 (1.4%). Therefore, it can be said that the majority of respondents in the selected law firms are qualified.

Table 4.1: Socio-Demographic Characteristics of Respondents

Variable	Category	n	%
Gender	Male	125	56.3%
	Female	97	43.7%
	Total	222	100.0%
Age	<= 35	20	9.0%
	36 - 47	171	77.0%
	48+	31	14.0%
	Total	222	100.0%
Number of years worked at law firm	<= 7	23	10.4%
	8 - 11	95	42.8%
	12 - 15	98	44.1%
	16 - 19	2	0.9%
	20+	4	1.8%
	Total	222	100.0%
Number of years law firm has been in existence	<= 15	55	24.8%
	16 - 27	17	7.7%
	28 - 39	57	25.7%
	40 - 50	4	1.8%
	51 - 62	17	7.7%
	63 - 74	0	0.0%
	75 - 86	0	0.0%
	87 - 97	41	18.5%
	98 - 109	0	0.0%
	110+	31	14.0%
Total	222	100.0%	
Number of advocates	<= 9	16	7.2%
	15-Oct	18	8.1%
	16 - 21	88	39.6%
	22 - 26	66	29.7%
	27+	34	15.3%
	Total	222	100.0%
Academic background	BSc in information sciences	52	23.4%
	Diploma in library	6	2.7%
	Diploma in records	3	1.4%
	LLB	41	18.5%
	LLM	97	43.7%
	MSc Library & Information	18	8.2%
	Post Graduate Diploma	5	2.3%
	Total	222	100.0%

Source: Primary Data

Description of respondents' characteristics

The above findings reflect a scenario where majority of the staff have the requisite professional qualifications that can be harnessed in the application of knowledge management in law firms.

Table 4.2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	222	27	58	41.13	5.330
Number of years worked at law firm	222	5	23	11.15	3.356
Number of years law firm has been in existence	222	7	121	51.33	39.528
Number of advocates	222	7	32	20.13	6.363
Valid N (list wise)	222				

Source: Primary Data

The average age of respondents was 41.13 years with a standard deviation of 5.33 the minimum age being 27 and maximum 58 years. The maximum number of years worked within the law firms were 23, minimum being 5 years. The oldest law firm has been in existence for 121 years. Youngest law firm is 7 years. The firm with highest advocates had 32 while the least were 7.

Table 4.3: Number of Years Worked at Law Firm

Category (years)	Number of respondents	%
16 - 19	2	0.9
20+	4	1.8
<= 7	23	10.4
8 - 11	95	42.8
12 - 15	98	44.1
Total	222	100.0

Source: Primary Data

From table 4.3 above, 98 (44.1 %) of the respondents worked in law firms 12 – 15 years.

95 (44.1%) worked for between 8 – 11 years.

23 (10.4%) worked for less or 7 years, more than 20 years 4 (1.8%) only 2 respondents (0.9%) worked for between 16 – 19 years.

Table 4.4: Number of Year's Law Firm has been in Existence

Years in existence	Respondents	%
40 - 50	4	1.8
16 - 27	17	7.7
51 - 62	17	7.7
110+	31	14.0
87 - 97	41	18.5
<= 15	55	24.8
28 - 39	57	25.7
Total	222	100.0

Source: Primary Data

Most respondents (25.7 %) 57 indicated that their law firms have been in existence for 28 – 39 years. (24.8%) 55 respondents indicated their law firm has been in existence for less than 15 years, (18.5%) 41 existed for 87-97 years. (14%) 31 has been in existence for 110+ years. (7.7%) 17 existed for both 51 – 62 and 16 – 27 years. Fewer respondents (1.8 %) 4 existed for 40 – 50 years.

Table 4.5: Number of Advocates

Number of advocates	Respondents	%
<= 9	16	7.2
10 - 15	18	8.1
27+	34	15.3
22 - 26	66	29.7
16 - 21	88	39.6
Total	222	100.0

Source: Primary Data

Majority of the respondent (39.6%) 88 indicated they had 16 – 21 advocates, (29.7%) 66 respondents indicated 22 – 26 advocates. (15.3%) 34 had 27+ advocates, (8.1%) 18 respondents indicated 10 – 15 advocates and (7.2%) 16 indicated nine or less advocates.

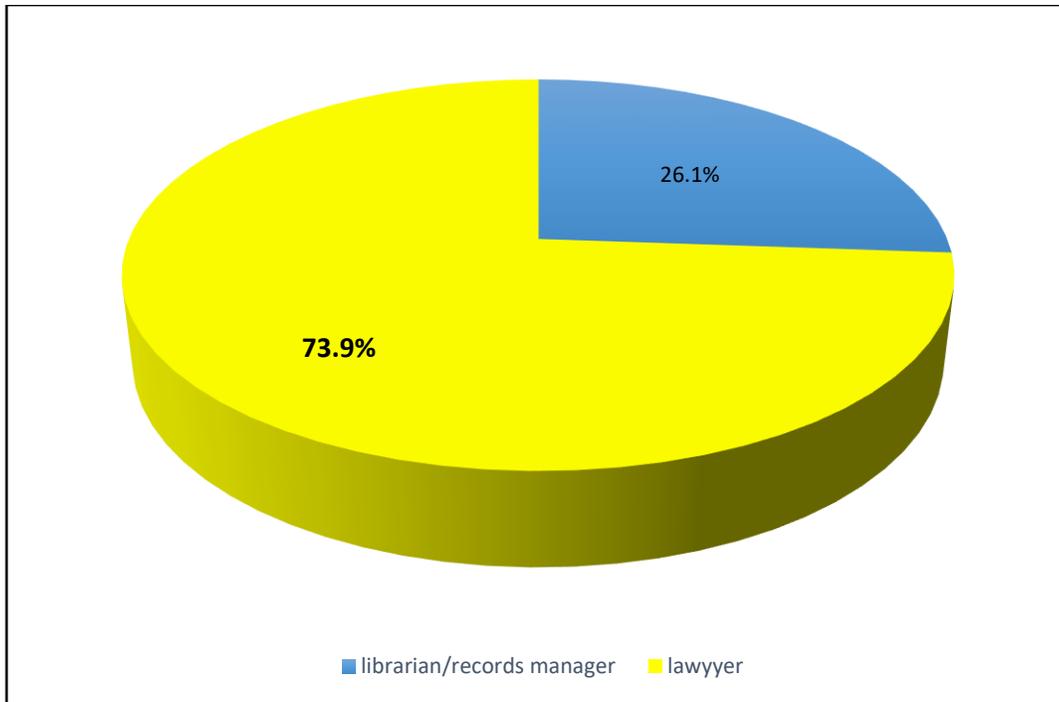


Figure 4. 1: Designation

From figure 4.1 above, Lawyers accounted for 164 (73.9%) whereas librarians / records manager 58 (26.1%)

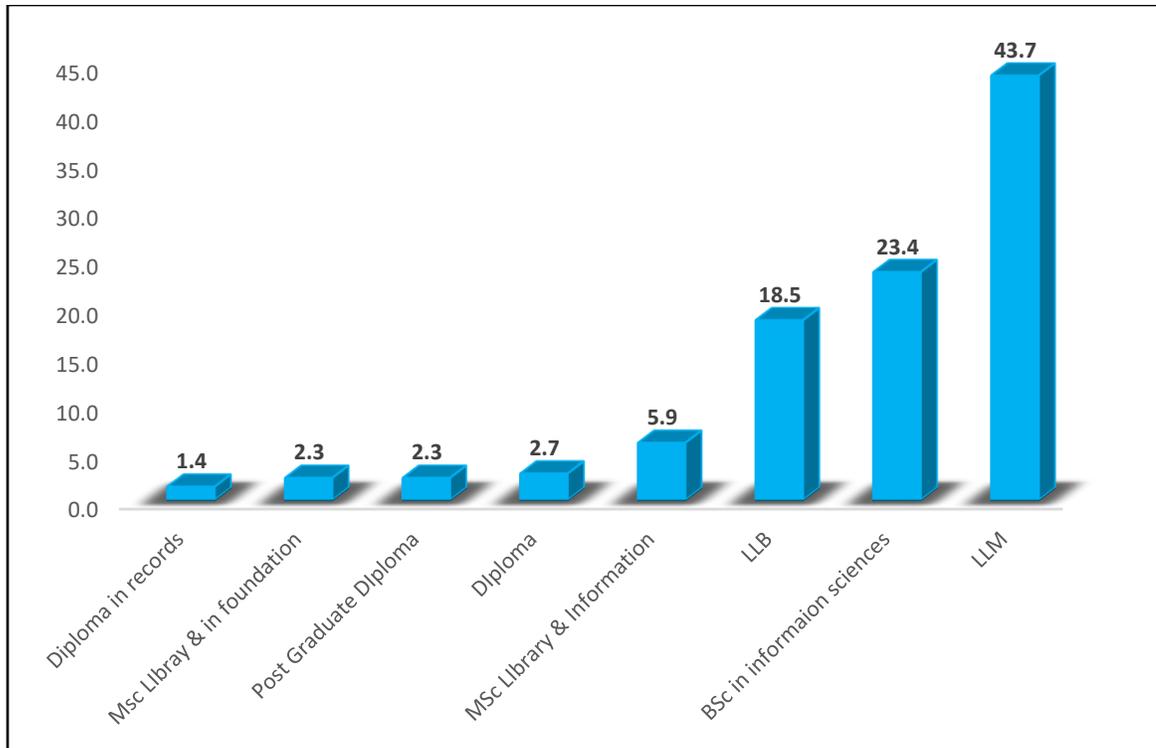


Figure 4. 2: Academic Background

In figure 4.2 above, most of the respondents had LLM Degree certificate 97(43.7%) BSc. In information sciences 52 (23.4%), LLB 41 (18.5%). The least were Diploma in records 3 (1.4%)

4.3. Knowledge Management Practices

In order to establish the knowledge management practices adopted by the law firms selected, the respondents were asked if they were aware of knowledge management practices in their law firms. Majority of the respondents said they were aware of the practices as shown in Figure 4.3

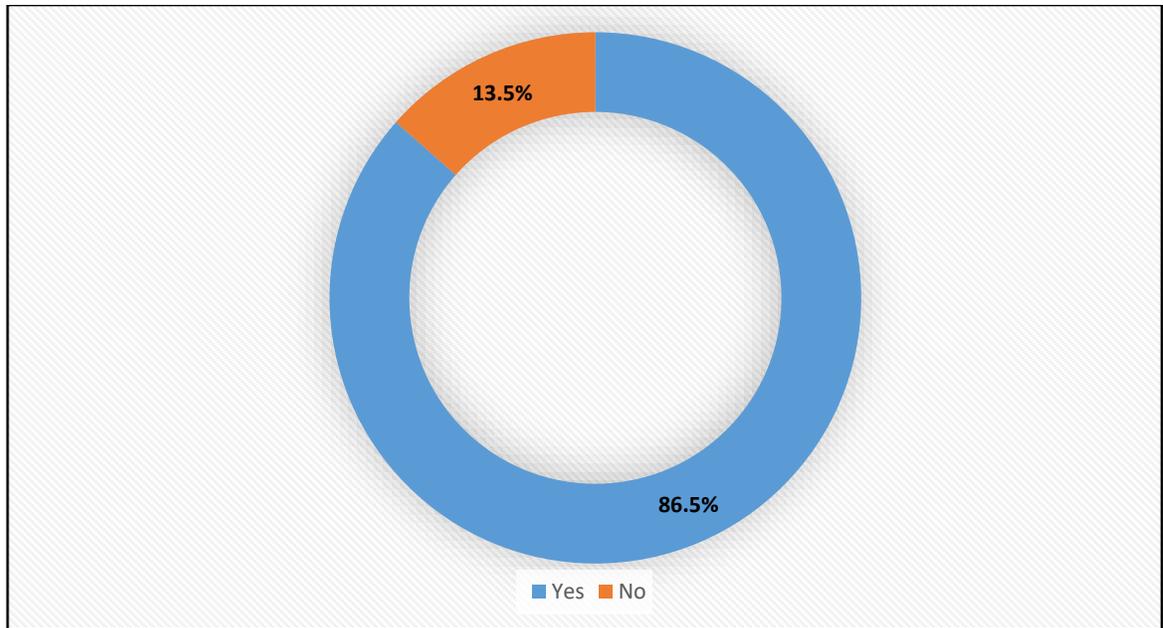


Figure 4 3: Awareness of Knowledge Management

From Figure 4.3, most of the respondents 192 (86.5%) were aware of knowledge management practices whereas, 30(13.5%) were not. Their response is summarized in figure 3 above.

To probe further on knowledge management practices the respondents were asked to give factors that influenced knowledge management practices in their law firm and their responses are indicated in Table 4.6

Table 4.6: Rating of Factors Influencing Knowledge Management Practices

	Strongly disagree		Disagree		Neither		Strongly agree	
	n	%	n	%	n	%	n	%
Meeting client needs	36	16.2%	47	21.2%	13	5.9%	60	27.0%
Cost effective with various services being provided	0	0.0%	0	0.0%	96	43.2%	35	15.8%
Standard and consistent forms	30	13.5%	16	7.2%	2	0.9%	43	19.4%
Efficient due processes and procedures	0	0.0%	0	0.0%	81	37.2%	8	3.7%
Flexibility and responsiveness to client needs by assigning the right resources	2	0.9%	3	1.4%	7	3.2%	59	26.6%

Source: Primary Data

In Table 4.6, meeting clients' needs had the highest level of agreement at (27%) followed by flexibility and responsiveness to clients' needs by assigning the right resources (26.6%) cost effective with various services being provided (15.8%), standard and consistent forms (19.4%) and efficient due processes and procedures (3.7%)

Further the respondents were asked about knowledge management programmes that they had put in place in their firms. A good number of respondents indicated that they had knowledge management programmes as indicated in Figure 4.4.

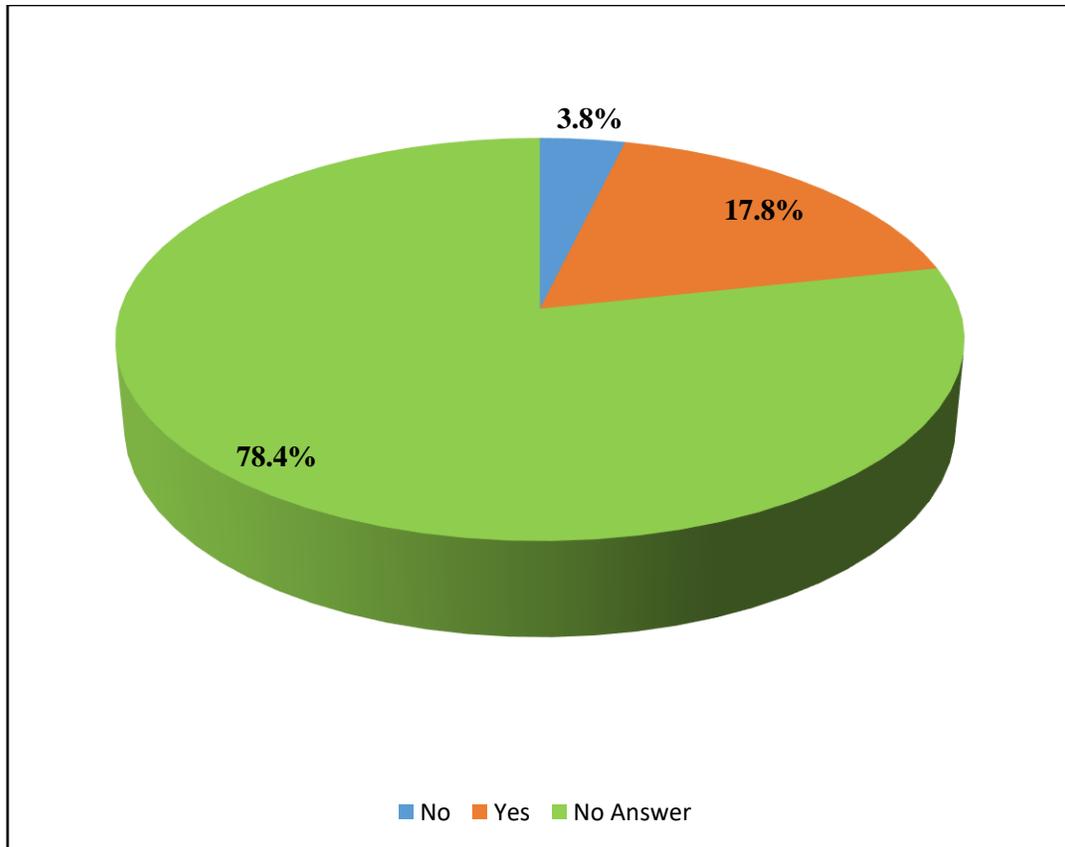


Figure 4.4: Knowledge Management Programmes

From Figure 4. 4, majority of the respondents at 78.4% did not give any response while only 17.8% indicated that they had knowledge management programmes and 3.8% indicating that they did not have any programme.

Those who responded in the affirmative were asked to indicate how they managed knowledge and they gave responses as summarized in Table 4.7

Table 4.7: Knowledge Management Practices that have been Implemented in Your Law Firm

	n	% of responses	% of respondents
Financial information	4	0.2%	1.9%
Regular reading information documents	94	3.8%	44.1%
Technical knowledge	107	4.3%	50.2%
Client information	111	4.4%	52.1%
Knowledge of the law	132	5.3%	62.0%
Lessons learned from past decisions	183	7.3%	85.9%
Conversation by the hallways	204	8.2%	95.8%
Tips on drafting	205	8.2%	96.2%
Knowledge from judges	205	8.2%	96.2%
Court decisions / judgements	205	8.2%	96.2%
Expert opinion	209	8.3%	98.1%
Legislation and case law	209	8.3%	98.1%
Communities of practice	209	8.3%	98.1%
Legal text books	213	8.5%	100.0%
Skill and expertise of lawyers and staff	213	8.5%	100.0%
Total	213	100.0%	100.0%

Source: Primary Data

From Table 4.7, it would seem that most of the law firms managed knowledge through the skills and expertise of lawyers and staff followed by legal text books. Other ways that posted commendable responses were knowledge from judges, court decisions/judgements, tips on drafting and lessons learned from past decisions.

To corroborate the findings on knowledge management practices, the interviewees were asked to explain what they understood by knowledge management. Their responses showed that they all had a fairly good understanding of knowledge management. Their

responses is summarized by the words of one lawyer, one head of records management officer and one librarian.

“Knowledge management means organizational memory,” which emphasizes “the support of the human user by providing, maintaining and distributing relevant information and knowledge”

(a lawyer at Shapley Barret & co. adv.)”

“A records officer said that

“knowledge management is about harnessing the intellectual and social capital of individuals in order to improve organizational learning capabilities”

Records officer further said that

“Knowledge Management is the set of captured, stored and shared information of the products, processes and people in organizations that enhance the overall productivity of the system and it also represents an ongoing relationship between and among people, processes and technology systems involved in designing, capturing and implementing the intellectual infrastructure of an organization. It encompasses essential changes in management attitudes, organizational behavior, culture and policies (Records Management Officer, Miller & Co. Adv.)”

A librarian said that:

“Knowledge management is the use of information and communication technology to manage knowledge”

“Knowledge management is the systematic, organizational and specific process of acquiring, organizing and communicating both the tacit and explicit knowledge of employees so that other employees may make use of it to be more productive”

“Knowledge management means a set of systematic and disciplined actions that an organization can take to obtain the greatest value from the knowledge available.” (LIB, Robson Harris & Co. Adv.).

From the data presented, it can be deduced that the law firms have put in place some practices in knowledge management. Further it would be understood that the law firms have managed their knowledge fairly well. This could mean that knowledge management has enhanced work performance in the selected law firms in Nairobi County.

4.4. Contribution of Knowledge Management to Legal Practice

In order to assess the contributions of knowledge management in work performance in the law firms selected, the respondents were asked if they were aware of knowledge management contributions in work performance in their law firms. Majority of the respondents said they were aware of knowledge management contributions in work performance as summarized in Fig.4.5

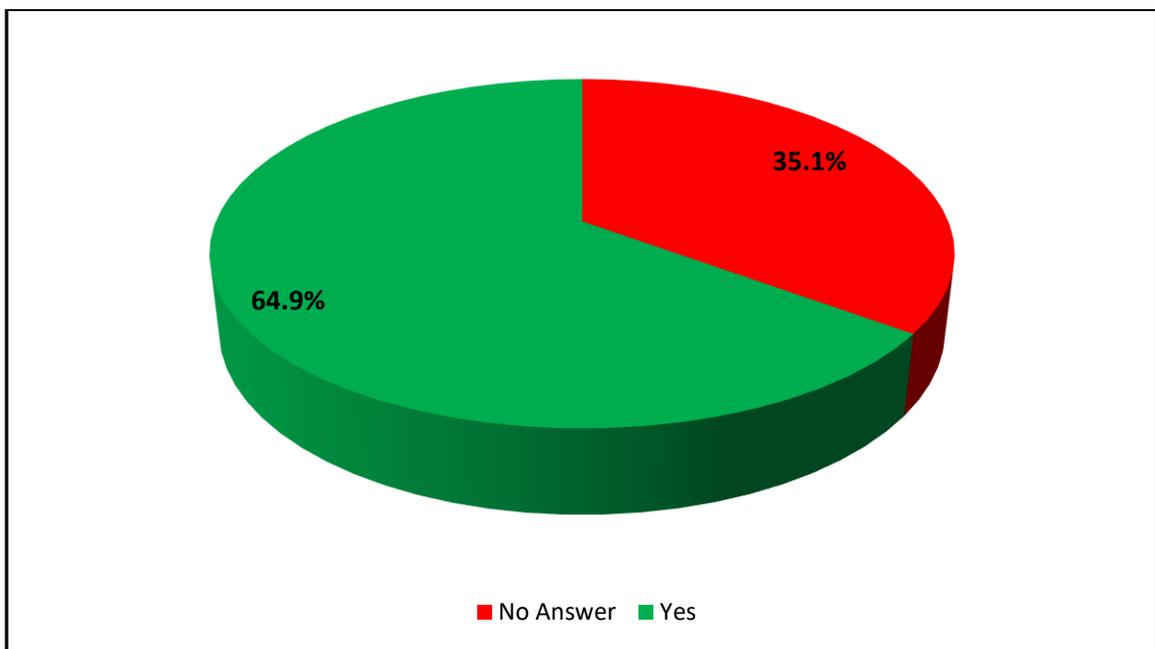


Figure 4.5: Contribution of Knowledge Management to your Law Firm's Legal Practice

Most of the respondents 144 (64.9%) indicated that knowledge management contribute to their law firm's legal practice whereas 35.1% did not.

To probe further on contributions of knowledge management in legal practice the respondents were asked to rate the contributions of knowledge management in their law firms. Their responses are indicated in table 4.8

Table 4.8: Rating Contribution of Knowledge Management in Legal Practice

	very low		Low		Neither		Very highly	
	n	%	n	%	n	%	n	%
Improved performance	0	0.0%	0	0.0%	0	0.0%	8	3.6%
Competitive advantage	0	0.0%	0	0.0%	17	7.9%	0	0.0%
Improves support by fostering collaboration	0	0.0%	0	0.0%	102	45.9%	4	1.8%
Sharing of lessons learned	0	0.0%	0	0.0%	94	42.3%	4	1.8%
Integration of law practice and law of the business	0	0.0%	0	0.0%	103	46.4%	0	0.0%
Continuous improvement of the organization	0	0.0%	0	0.0%	90	41.3%	4	1.8%

Source: Primary Data

In table 4.8 above the rating of contribution of knowledge management in legal practice were not rated highly; whereby improved performance was rated highly at 3.6% others rated highly were improved support by fostering collaboration, sharing lessons learned, continuous improvement of the organization all rated at 1.8%.

To further probe on contribution of knowledge management the respondents were asked factors contributing to knowledge management in legal practice in their firm. The responses is indicated in table 4.9.

Table 4.9: Relationship of Knowledge Management as a Tool for Improving Work Performance with Factors Contributing to Knowledge Management in Legal Practice

Attribute	categories	Knowledge management as a Tool for Improving work performance						Statistics
		Agree		Disagree		No Answer		
		n	%	n	%	n	%	
Improved performance	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 4.495$, df = 1, p= 0.034*
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	0	0.0%	
	Highly	136	94.4%	0	0.0%	78	100.0%	
	Very highly	8	5.6%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
Competitive advantage	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 10.591$, df = 1, p= 0.001**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	17	12.5%	0	0.0%	0	0.0%	
	Highly	119	87.5%	0	0.0%	78	100.0%	
	Very highly	0	0.0%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	136	100.0%	0	0.0%	78	100.0%	
Improves support by fostering collaboration	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 104.437$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	102	70.8%	0	0.0%	0	0.0%	
	Highly	42	29.2%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
Sharing of lessons learned	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 91.073$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	94	65.3%	0	0.0%	0	0.0%	
	Highly	50	34.7%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
	very low	0	0.0%	0	0.0%	0	0.0%	

Integration of law practice and law of the business	Low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 113.619$, df = 2, p= 0.000**
	Neither	29	20.1%	0	0.0%	74	94.9%	
	Highly	115	79.9%	0	0.0%	4	5.1%	
	Very highly	0	0.0%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
Continuous improvement of the organization	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 91.073$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	90	62.5%	0	0.0%	0	0.0%	
	Highly	50	34.7%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	
	No Answer	4	2.8%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	

Source: Primary data

n = 222

Note: * p<0.05, ** p<0.01

Factors contributing to Knowledge management as a Tool for Improving work performance that were significantly associated with knowledge management contribution to law firm's practices were improved performance $\chi^2 = 4.495, df = 1, p < 0.05$, Competitive advantage $\chi^2 = 10.591, df = 1, p < 0.01$, Improves support by fostering collaboration $\chi^2 = 104.437, df = 1, p < 0.01$, Sharing of lessons learned $\chi^2 = 91.073, df = 1, p < 0.01$, Integration of law practice and law of the business $\chi^2 = 113.619, df = 2, p < 0.01$ and Continuous improvement of the organization $\chi^2 = 91.073, df = 1, p < 0.01$.

To further probe on contribution of knowledge management the respondents were asked which factors are beneficial in contribution of knowledge management in legal practice in their firm. The responses are indicated in table 4.10

Table 4.10: Factors Beneficial in Contribution of Knowledge Management Practices in Law Firms

	n	% of responses	% of respondents
Market visibility	112	4.7%	50.5%
Increased lawyer work independence	141	5.9%	63.5%
Ability to direct work to specialists	148	6.2%	66.7%
Competitive advantage	214	9.0%	96.4%
Quicker problem solving	222	9.3%	100.0%
Better decision making	222	9.3%	100.0%
Enhanced customer relations	222	9.3%	100.0%
Improved client service	222	9.3%	100.0%
Productivity and efficiency	222	9.3%	100.0%
Developing lawyer's research skills	222	9.3%	100.0%
Consistency of work product	222	9.3%	100.0%
Faster delivery times	222	9.3%	100.0%
Total	222	100.0%	100.0%

Source: Primary Data

In table 4.10 above all the factors recorded below 10% with faster delivery times, consistency of work product, developing lawyers research skills, productivity and efficiency, improved client service, enhanced custom relations, better decision making and quicker problem solving all recording 9.3% competitive advantage recorded 9% the remaining factors recorded less than 9%.

To corroborate the findings on contributions of knowledge management to work performance, the interviewees were asked to explain how knowledge management contribute in work performance in their law firms. Their responses showed that knowledge management contributes fairly to the work performance.

Their responses is summarized by the words of one lawyer, one records management officer, and one librarian.

An advocate said that:

“Fostering innovation and encouraging the free flow of ideas is an important function of knowledge management”

She further said that:

“knowledge management contributes to Development of a culture for organizational growth and successes” (Adv. Archer & Wilcock co.)”

A librarian said that:

“Knowledge management has resulted in the delivery of better-quality product to the clients, professional satisfaction to the lawyer, increase profitability in the law firm and an enhancement of teamwork”

A librarian further said that :

it facilitates decision-making and the achievement of other business objectives; Provide better integration of practice across firms” (LIB, Daly Figgis advocates)”

A records management officer said that “Knowledge management enhances economic profitability and provides professional satisfaction ”

“Knowledge management Improve organizational productivity in delivering services to client” (RMO, Robson Harris & Co. Adv.).

From the data presented, it can be deduced that knowledge management contributes heavily to work performance in their law firms. Further it would be understood that the law firms have managed their knowledge fairly well. This could mean that knowledge management has enhanced work performance in the selected law firms in Nairobi County by Improving efficiency: Efficiently managing legal knowledge that reduces redundant work, enables faster decision-making and enhances collaboration.

4.5. Knowledge and Information Requirements

In order to determine the knowledge and information requirements in work performance in the law firms selected, the respondents were asked if they use information technologies for improving knowledge management in their law firms. Majority of the respondents said they use information technology to enhance knowledge management as summarized in Fig.4.6.

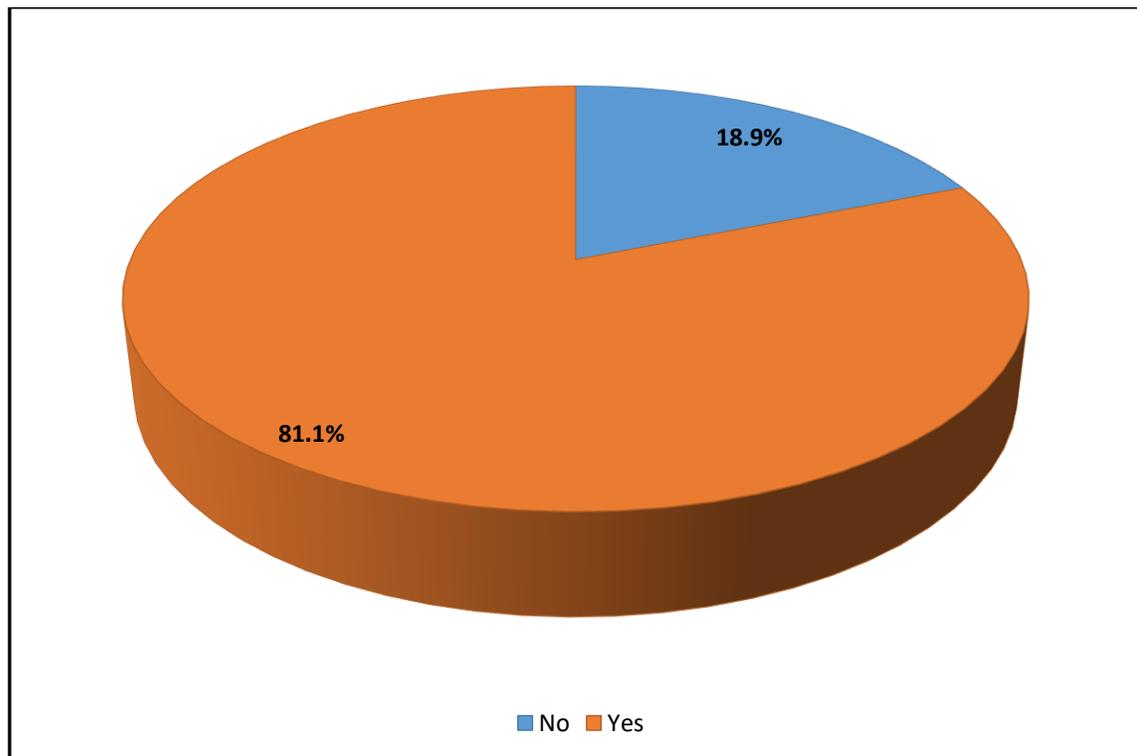


Figure 4.6: Information Communication Technologies to Improve Knowledge Management Practices in Law Firms

Figure 4.6 above most of the respondents 185 (81.1%) indicated that they use information communication technology to improve knowledge management practices in law firms.

To probe further on knowledge management requirements in legal practice the respondents were asked to mention the knowledge and information requirement qualities of a good legal researcher in their law firms. Their responses is indicated in table 4.11.

Table 4.11: Knowledge and Information Requirement Qualities of a Good Legal Researcher

	Never		Sometimes		Always	
	n	%	N	%	n	%
Written communication skills	0	0.0%	78	35.1%	144	64.9%
Keeping up with new information	17	7.7%	34	15.3%	171	77.0%
Computer competency (e.g. information searching skills)	7	3.2%	13	5.9%	202	91.0%
Knowing how to find appropriate information	3	1.4%	11	5.0%	208	93.7%
Knowing where to find appropriate information	0	0.0%	81	36.5%	141	63.5%
Providing timely, accurate information to relevant people	4	1.8%	10	4.5%	208	93.7%
Problem solving skills	0	0.0%	112	50.5%	110	49.5%
Presentation or public speaking skills	10	4.5%	199	89.6%	13	5.9%
Creative thinking	4	1.8%	74	33.3%	144	64.9%
Building working relationship	25	11.3%	165	74.3%	32	14.4%
Organizing and managing information resources	0	0.0%	27	12.2%	195	87.8%
Oral communication skills	12	5.4%	165	74.3%	45	20.3%
Developing a personal system for finding information	0	0.0%	192	86.5%	30	13.5%

Source: Primary Data

In table 4.11 above most of the qualities for good legal research were rated highly over 50% as always with both knowing how to find appropriate information and providing timely / accurate information to relevant people recording 93.7%. computer competency (information searching skills) recording 91%.

Qualities aspects which recorded low ratings were developing personal system for finding information 13.5%. building working relationship 14.4% and presentation or public speaking skills 5.9%.

To probe further on knowledge management requirements in legal practice the respondents were asked whether they agree or disagree with the relationship of knowledge and information requirement qualities of a good legal researcher in their law firms. Their responses were indicated in table 4.12

Table 4.12: Relationship of Knowledge and Information Requirement Qualities with Knowledge Management as a Tool for Improving Work Performance

		Knowledge management as a Tool for Improving work performance				Statistics
		Agree		Disagree		
		n	%	n	%	
Written communication skills	Never	0	0.0%	0	0.0%	$\chi^2 = 20.968$ df = 1, p = 0.000**
	Sometimes	76	42.2%	2	4.8%	
	Always	104	57.8%	40	95.2%	
	Total	180	100.0%	42	100.0%	
Keeping up with new information	Never	15	8.3%	2	4.8%	$\chi^2 = 7.911$ df = 2, p = 0.019*
	Sometimes	33	18.3%	1	2.4%	
	Always	132	73.3%	39	92.9%	
	Total	180	100.0%	42	100.0%	
Computer competency (e.g. information searching skills)	Never	3	1.7%	4	9.5%	$\chi^2 = 7.148$ df = 2, p = 0.028*
	Sometimes	10	5.6%	3	7.1%	
	Always	167	92.8%	35	83.3%	
	Total	180	100.0%	42	100.0%	
Knowing how to find appropriate information	Never	1	0.6%	2	4.8%	$\chi^2 = 6.933$ df = 2, p = 0.030*
	Sometimes	7	3.9%	4	9.5%	
	Always	172	95.6%	36	85.7%	
	Total	180	100.0%	42	100.0%	
Knowing where to find appropriate information	Never	0	0.0%	0	0.0%	$\chi^2 = 20.968$ df = 1, p = 0.000**
	Sometimes	55	30.6%	26	61.9%	

	Always	125	69.4%	16	38.1%	
	Total	180	100.0%	42	100.0%	
Providing timely, accurate information to relevant people	Never	1	0.6%	3	7.1%	$\chi^2 = 14.442$ df = 1, p = 0.000**
	Sometimes	9	5.0%	1	2.4%	
	Always	170	94.4%	38	90.5%	
	Total	180	100.0%	42	100.0%	
Problem solving skills	Never	0	0.0%	0	0.0%	$\chi^2 = 8.772$ df = 2, p = 0.000**
	Sometimes	102	56.7%	10	23.8%	
	Always	78	43.3%	32	76.2%	
	Total	180	100.0%	42	100.0%	
Presentation or public speaking skills	Never	8	4.4%	2	4.8%	$\chi^2 = 14.707$ df = 1, p = 0.000**
	Sometimes	165	91.7%	34	81.0%	
	Always	7	3.9%	6	14.3%	
	Total	180	100.0%	42	100.0%	
Creative thinking	Never	2	1.1%	2	4.8%	$\chi^2 = 12.025$ df = 2, p = 0.002**
	Sometimes	52	28.9%	22	52.4%	
	Always	126	70.0%	18	42.9%	
	Total	180	100.0%	42	100.0%	
Building working relationship	Never	25	13.9%	0	0.0%	$\chi^2 = 6.581$ df = 2, p = 0.037*
	Sometimes	130	72.2%	35	83.3%	
	Always	25	13.9%	7	16.7%	
	Total	180	100.0%	42	100.0%	
Organizing and managing information resources	Never	0	0.0%	0	0.0%	$\chi^2 = 4.639$ df = 1, p = 0.031*
	Sometimes	26	14.4%	1	2.4%	
	Always	154	85.6%	41	97.6%	
	Total	180	100.0%	42	100.0%	
Oral communication skills	Never	6	3.3%	6	14.3%	$\chi^2 = 8.244$ df = 2, p = 0.041*
	Sometimes	136	75.6%	29	69.0%	
	Always	38	20.6%	7	16.7%	
	Total	180	100.0%	42	100.0%	
Developing a personal system for finding information	Never	0	0.0%	0	0.0%	$\chi^2 = 0.026$ df = 1, p = 0.871
	Sometimes	156	86.7%	36	85.7%	
	Always	24	13.3%	6	14.3%	
	Total	180	100.0%	42	100.0%	

Source: Primary data

n = 222

Note: * p<0.05, ** p<0.01

Factors contributing to knowledge and information requirement qualities with Knowledge management as a Tool for Improving work performance were written communication skills $\chi^2 = 20.968, df = 1, p < 0.01$, keeping up with new information $\chi^2 = 7.911, df = 2, p < 0.05$, computer competency (e.g. information searching skills) $\chi^2 = 7.148, df = 2, p < 0.05$, knowing where to find appropriate information $\chi^2 = 20.968, df = 2, p < 0.05$, providing timely, accurate information to relevant people $\chi^2 = 14.442, df = 1, p < 0.01$, problem solving skills $\chi^2 = 8.772, df = 2, p < 0.01$, presentation or public speaking skills $\chi^2 = 14.707, df = 1, p < 0.01$, creative thinking $\chi^2 = 12.025, df = 2, p < 0.01$, building working relationship $\chi^2 = 6.581, df = 2, p < 0.05$, organizing and managing information resources $\chi^2 = 4.639, df = 1, p < 0.05$ and oral communication skills $\chi^2 = 8.244, df = 2, p < 0.05$.

To probe further again on knowledge management requirements in legal practice the respondents were asked what influence knowledge and information requirement qualities of a good legal researcher in their law firms. Their responses is indicated in table 4.13.

Table 4.13: Influence of Knowledge and Information Requirement Qualities with Knowledge Management as a Tool for Improving Work Performance

Attribute	B	S.E.	Wald	df	Sig.	Exp(B)
Written communication skills	2.978	0.981	9.211	1	0.002**	19.656
Keeping up with new information	3.542	0.442	9.549	1	0.001**	34.536
Computer competency (e.g. information searching skills)	1.933	0.463	3.128	1	0.037*	6.910
Knowing how to find appropriate information	-0.617	0.622	0.981	1	0.322	0.540
Knowing where to find appropriate information	0.967	0.964	3.280	1	0.048*	2.630
Providing timely, accurate information to relevant people	1.756	0.578	4.091	1	0.028*	5.789
Problem solving skills	1.332	0.791	3.070	1	0.047*	3.789
Presentation or public speaking skills	0.712	0.562	1.605	1	0.205	2.038
Creative thinking	0.998	0.602	4.366	1	0.032*	2.713
Building working relationship	-0.225	0.515	0.191	1	0.662	0.798
Organizing and managing information resources	2.611	1.198	4.750	1	0.029*	13.609
Oral communication skills	-0.397	0.430	0.852	1	0.356	0.672
Developing a personal system for finding information	2.738	0.700	5.222	1	0.025*	15.456
Constant	-14.945	5.736	6.788	1	0.009	0.000

Source: Primary Data

n = 222

Note: * p<0.05, ** p<0.01

Factors which influenced contribution of knowledge and information requirement qualities with Knowledge management as a Tool for Improving work performance were written communication skills $p = 0.002$ with OR of 19.956 an indication written communication influences knowledge management in legal practices knowledge and information requirement qualities by 19.956, keeping up with new information $p = 0.001$ with OR of 34.536, computer competency (e.g. information searching skills) $p = 0.037$ with OR of 6.910, knowing where to find appropriate information $p = 0.048$ with OR of 2.630, providing timely, accurate information to relevant people $p = 0.028$ with OR of 5.789, problem solving skills $p = 0.047$ with OR of 3.789, creative thinking $p = 0.032$ with OR of 2.713, organizing and managing information resources $p = 0.029$ with OR of 13.609 and developing a personal system for finding information $p = 0.025$ with OR of 15.456

To probe further more on knowledge management requirements in legal practice the respondents were asked what influence knowledge management as a tool of improving work performance with socio demographic characteristics in their law firms. Their responses is indicated in table 4.14.

Table 4.14: Influence of Knowledge Management as a Tool for Improving Work Performance with Socio-Demographic Characteristics

	B	S.E.	Wald	df	Sig.	Exp(B)
Gender	2.957	0.795	13.831	1	0.000**	19.231
Number of years worked at law firm	-1.675	0.503	11.109	1	0.001**	0.187
Number of years law firm has been in existence	0.062	0.111	0.311	1	0.577	1.064
Number of advocates	-0.809	0.327	6.105	1	0.013*	0.445
Academic background	2.243	0.171	12.028	1	0.004**	9.422
Constant	-2.205	1.785	1.527	1	0.217	0.110

Source: Primary Data

n = 222

Note: * $p < 0.05$, ** $p < 0.01$

Socio-demographic characteristics which influenced knowledge management as a tool for improving work performance were gender $p = 0.000$ with OR of 19.231 an indication gender influenced knowledge management as a tool for improving work performance nineteen times.

Number of years worked at law firm $p = 0.001$ with OR of 0.187 and number of advocates $p = 0.013$ with OR of 0.445.

To probe further more on knowledge management requirements in legal practice the respondents were asked if they were aware of the relationship between knowledge management with factors influencing knowledge management practices in their law firms.

Their responses is indicated in table 4.15

Table 4.15: Relationship of Knowledge Management as a Tool for Improving Work Performance with Factors Influencing Knowledge Management Practices

Attributes		Knowledge management as a Tool for Improving work performance						Statistics
		Agree		Disagree		No Answer		
		n	%	n	%	n	%	
Meeting client needs	Strongly disagree	25	13.0%	11	36.7%	0	0.0%	$\chi^2 = 13.2$ 329, df = 4, $p = 0.010^*$
	Disagree	39	20.3%	8	26.7%	0	0.0%	
	Neither	12	6.3%	1	3.3%	0	0.0%	
	Agree	60	31.3%	6	20.0%	0	0.0%	
	Strongly agree	56	29.2%	4	13.3%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	
Cost effective with various services	Strongly disagree	0	0.0%	0	0.0%	0	0.0%	
	Disagree	0	0.0%	0	0.0%	0	0.0%	

being provided	Neither	78	40.6%	18	60.0%	0	0.0%	$\chi^2 = 7.72$ 9, df = 2, p= 0.021*
	Agree	79	41.1%	12	40.0%	0	0.0%	
	Strongly agree	35	18.2%	0	0.0%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	
Standard and consistent forms	Strongly disagree	28	14.6%	2	6.7%	0	0.0%	$\chi^2 = 4.723$ df = 4 p= 0.317
	Disagree	15	7.8%	1	3.3%	0	0.0%	
	Neither	2	1.0%	0	0.0%	0	0.0%	
	Agree	108	56.3%	23	76.7%	0	0.0%	
	Strongly agree	39	20.3%	4	13.3%	0	0.0%	
Total	192	100.0%	30	100.0%	0	0.0%		
Efficient processes and procedures	Strongly disagree	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 9.848$ df = 2, p= 0.007**
	Disagree	0	0.0%	0	0.0%	0	0.0%	
	Neither	69	36.7%	12	40.0%	0	0.0%	
	Agree	115	61.2%	14	46.7%	0	0.0%	
	Strongly agree	4	2.1%	4	13.3%	0	0.0%	
Total	188	100.0%	30	100.0%	0	0.0%		
Flexibility and responsiveness to client needs by assigning the right resources	Strongly disagree	1	0.5%	1	3.3%	0	0.0%	$\chi^2 = 13.502$ df = 4 p= 0.009**
	Disagree	1	0.5%	2	6.7%	0	0.0%	
	Neither	6	3.1%	1	3.3%	0	0.0%	
	Agree	128	66.7%	23	76.7%	0	0.0%	
	Strongly agree	56	29.2%	3	10.0%	0	0.0%	
Total	192	100.0%	30	100.0%	0	0.0%		

Source: Primary data

n = 222

Note: * p<0.05, ** p<0.01

Factors influencing knowledge management practices that were significantly associated with Knowledge management as a Tool for Improving work performance were meeting client needs $\chi^2 = 13.329$, $df = 4$, $p < 0.05$, cost effective with various services being provided $\chi^2 = 7.729$, $df = 2$, $p < 0.05$, Efficient processes and procedures $\chi^2 = 9.848$, $df = 2$, $p < 0.01$ and Flexibility and responsiveness to client needs by assigning the right resources $\chi^2 = 13.502$, $df = 4$, $p < 0.01$ as illustrated in table 4.15.

To probe further more on knowledge management requirements in legal practice the respondents were asked to mention the factors influencing knowledge management practices in improving work performance in their law firms. Their responses is indicated in table 4.16

Table 4.16: Influence of Knowledge Management as a Tool for Improving Work Performance with Factors Influencing Knowledge Management Practices

	B	S.E.	Wald	df	Sig.	Exp(B)
Meeting client needs	-0.509	0.153	11.05 6	1	0.001* *	0.601
Cost effective with various services being provided	-2.130	0.584	13.29 5	1	0.000* *	0.119
Standard and consistent forms	0.109	0.215	0.257	1	0.612	1.115
Efficient processes and procedures	1.655	0.497	11.09 6	1	0.001* *	5.231
Flexibility and responsiveness to client needs by assigning the right resources	-0.879	0.314	7.839	1	0.005* *	0.415
Constant	4.284	2.414	3.148	1	0.076	72.502

Source: Primary data

n = 222

Note: ** $p < 0.01$

Factors influencing knowledge management practices which influenced awareness of Knowledge management as a Tool for Improving work performance were meeting client needs $p = 0.001$ with OR of 0.601 an indication of 0.0601 level of influence in awareness of knowledge management practices. Cost effective with various services being provided $p = 0.000$ with OR of 0.119, efficient processes and procedures $p = 0.001$ with OR 5.231 an indication of 5.231 level of influence in awareness of knowledge management practices and flexibility and responsiveness to client needs by assigning the right resources $p = 0.415$ with OR of 0.415.

To probe further more on knowledge management requirements in legal practice the respondents were asked to mention the factors influencing knowledge management practices in improving work performance in their law firms. Their responses are indicated in table 4.17.

Table 4.17: Influence of Contribution of Knowledge Management in Legal Practices with Factors Influencing Knowledge Management as a Tool for Improving Work Performance

Attribute	B	S.E.	Wald	df	Sig.	Exp(B)
Improved performance	2.037	14442.369	16.772	1	0.003**	7.668
Competitive advantage	1.085	17524.497	13.056	1	0.009**	2.959
Improves support by fostering collaboration	0.079	14562.922	11.295	1	0.034*	0.924
Sharing of lessons learned	2.746	14154.940	3.257	1	0.001**	15.581
Integration of law practice and law of the business	0.002	2290.364	12.096	1	0.140*	1.002
Continuous improvement of the organization	1.009	3481.903	8.984	1	0.003**	2.743
Constant	3.284	68186.819	3.528	1	0.082	26.672

Source: Primary data

n = 222

Note: * $p < 0.05$, ** $p < 0.01$

All factors influenced contribution of knowledge management in legal practices with factors influencing Knowledge management as a Tool for Improving work performance with improved performance $p=0.003$ with OR of 7.668, competitive advantage $p = 0.009$ with OR of 2.959 an indication of 2.959 level of influence in contribution of knowledge management in legal practice, Improves support by fostering collaboration $p = 0.034$ with OR of 0.924, Sharing of lessons learned $p = 0.001$ with OR of 15.581 an indication of 15.581 level of influence in contribution of knowledge management in legal practice, Integration of law practice and law of the business $p = 0.140$ with OR of 1.002 and Continuous improvement of the organization $p = 0.003$ with OR of 2.743.

To corroborate the findings on knowledge and information requirements for work performance in the law firms selected, the interviewees were asked which information communication technology has your law firm implemented to support knowledge identification, acquisition, storage and dissemination of information in their law firms. Their responses showed that knowledge management requires some information communication technology to improve the work performance.

Their responses is summarized by the words of one lawyer, one records management officer, and one librarian.

An advocate from Archer &Wilcock advocates firm said that

“knowledge and information requirement in their law firm is information technology to tap tacit knowledge. Without information communication technology in an organization this could be lost through retirement, retrenchment, death, search for greener pastures and even dismissals. Tacit knowledge in the heads of the people could be lost if not captured or transferred to another person or equipment. Therefore, knowledge capturing is crucial for any institution”.

A librarian from one of the law firms said that

the “knowledge management practice that my law firm observe are activities that should be captured in information communication technology equipment and put in place at every stage of the Knowledge Management cycle and used as checklists to establish the status of Knowledge Management”

The librarian went ahead and revealed that knowledge management is identification, acquisition, organization, storage of information and dissemination of required information to the users. This shows that law firms should have networked computers to access knowledge for them to be competitive. (LIB, Lilian & Koech Co. Adv.).

A records officer said that

“knowledge management is important because it provides competitive advantage, improves efficiency, improves integration of knowledge within the firm, stimulates and motivates employees and provides organizational productivity and better-decision making”

She further said that “Knowledge management Improves efficiency, it’s Better for decision making, enhances profitability of the company, enhances performance and productivity by solving emerging organizational problems and Enabling identification of knowledge gaps. (RMO, Kaplan & Stratton Co. Adv.)”.

From the data presented, it can be deduced that knowledge management requires information communication technologies to capture or transfer the timely and accurate information to another person in the law firm for improving work performance in their law firms. Further it would be understood that the law firms have managed their knowledge well by using information communication technology in enhancing work performance in their selected law firms in Nairobi County.

4.6. Strategies and Methods for Knowledge Management in Law Firms

In order to determine the strategies and methods required for knowledge management in identification, documentation, organization, utilization and preservation in work

performance in the law firms selected, the respondents were asked if they were aware of any strategies and methods required for knowledge management in their law firms. Majority of the respondents said they have strategies and methods required to enhance knowledge management as summarized in Fig.4.7

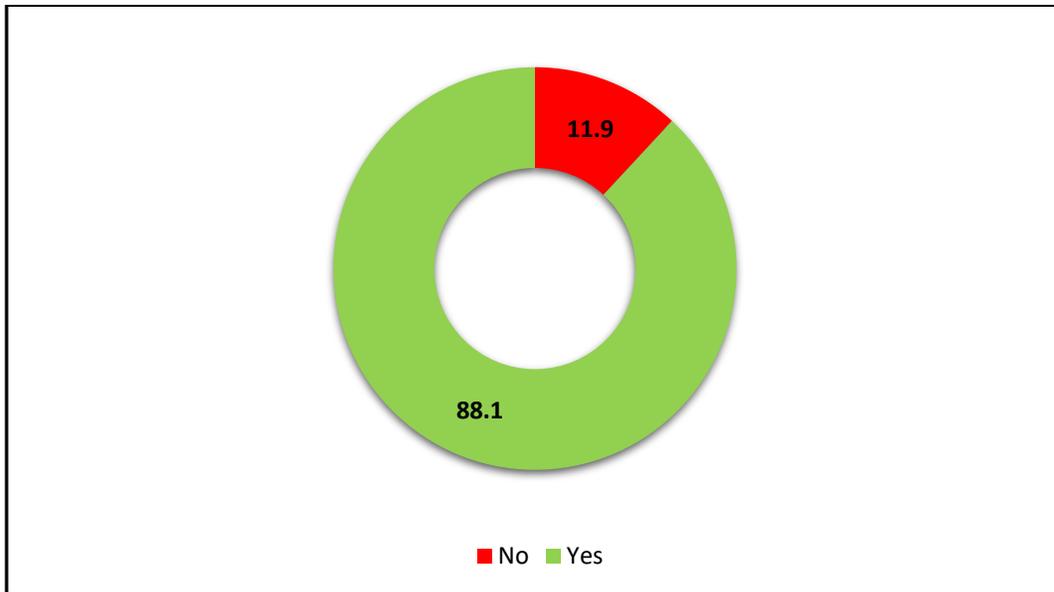


Figure 4.7: Strategies and Methods Required for Knowledge Management Adopted by Your Law Firm

Figure 4.7 above indicates that most of the respondents 185 (88.1%) indicated they have strategies and methods required for knowledge management adopted by their law firms.

To probe further on strategies and methods required for knowledge management in legal practice the respondents were asked what strategies and methods does your law firm require for implementation of knowledge management in their law firms. Their responses is indicated in table 4.18

Table 4.18: Agree with Strategies in Effective Knowledge Management in a Law Firm

	Strongly disagree		Disagree		Neither		Strongly agree	
	n	%	n	%	n	%	n	%
Staff Motivation	0	0.0%	0	0.0%	4	1.9%	0	0.0%
Networking between people	0	0.0%	0	0.0%	4	1.9%	74	34.7%
Supply of knowledge	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Analyze knowledge	8	3.8%	0	0.0%	95	44.6%	0	0.0%
Codifying knowledge	8	3.8%	0	0.0%	9	4.2%	0	0.0%
Dissemination	0	0.0%	0	0.0%	21	9.9%	0	0.0%
Demand-driven knowledge management	0	0.0%	0	0.0%	104	48.8%	8	3.8%
Knowledge acquisition	0	0.0%	0	0.0%	0	0.0%	8	3.8%
Invention	0	0.0%	0	0.0%	89	41.8%	0	0.0%
Augment	0	0.0%	0	0.0%	131	61.5%	0	0.0%
Knowledge sharing	0	0.0%	0	0.0%	98	46.0%	107	50.2%

Source: Primary Data

From table 4.18 above most of the strategy aspects looked at recorded very low levels of agreements. The only strategy that recorded an agreement over 50% was knowledge sharing 50.2%. networking between people recorded 34.7%. the rest of other strategies recorded less than 5% level of agreement.

To probe further more on strategies and methods required for knowledge management in legal practice, the respondents were asked whether they agree or disagree with the relationship between strategies and methods required for knowledge management in their law firms. Their responses is indicated in table 4.19

Table 4.19: Relationship of Strategies and Methods Required for Knowledge Management with Knowledge Management as a Tool for Improving Work Performance

		Knowledge management as a Tool for Improving work performance				Statistics
		Agree		Disagree		
		n	%	n	%	
Staff Motivation	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 4.479$, df= 1, p= 0.034*
	Disagree	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	
	Agree	152	84.0%	24	100.0%	
	Strongly agree	29	16.0%	0	0.0%	
	Total	181	100.0%	24	100.0%	
Networking between people	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 4.766$, df= 1, p= 0.026*
	Disagree	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	
	Agree	101	55.8%	19	79.2%	
	Strongly agree	80	44.2%	5	20.8%	
	Total	181	100.0%	24	100.0%	
Supply of knowledge	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 9.077$, df= 1, p= 0.008**
	Disagree	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	
	Agree	171	94.5%	23	95.8%	
	Strongly agree	10	5.5%	1	4.2%	
	Total	181	100.0%	24	100.0%	
Analyze knowledge	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 2.122$, df= 1, p= 0.145
	Disagree	0	0.0%	0	0.0%	
	Neither	87	49.2%	8	33.3%	
	Agree	90	50.8%	16	66.7%	

	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Codifying knowledge	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 0.006$, df= 1, p= 0.937
	Disagree	0	0.0%	0	0.0%	
	Neither	8	4.5%	1	4.2%	
	Agree	169	95.5%	23	95.8%	
	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Dissemination	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 5.891$, df= 1, p= 0.024*
	Disagree	0	0.0%	0	0.0%	
	Neither	15	8.5%	2	8.3%	
	Agree	162	91.5%	22	91.7%	
	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Demand-driven knowledge management	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 2.214$, df= 1, p= 0.137
	Disagree	0	0.0%	0	0.0%	
	Neither	95	53.7%	9	37.5%	
	Agree	82	46.3%	15	62.5%	
	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Knowledge acquisition	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 0.001$, df= 1, p= 0.981
	Disagree	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	
	Agree	170	96.0%	23	95.8%	
	Strongly agree	7	4.0%	1	4.2%	
	Total	177	100.0%	24	100.0%	
Invention	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 2.182$, df= 1, p= 0.140
	Disagree	0	0.0%	0	0.0%	
	Neither	75	42.4%	14	58.3%	
	Agree	102	57.6%	10	41.7%	
	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Augment	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 3.993$, df= 1, p= 0.044*
	Disagree	0	0.0%	0	0.0%	
	Neither	108	61.0%	19	79.2%	
	Agree	69	39.0%	5	20.8%	

	Strongly agree	0	0.0%	0	0.0%	
	Total	177	100.0%	24	100.0%	
Knowledge sharing	Strongly disagree	0	0.0%	0	0.0%	$\chi^2 = 8.017$, df= 2, p= 0.017 **
	Disagree	0	0.0%	0	0.0%	
	Neither	83	45.9%	15	60.0%	
	Agree	9	5.0%	4	16.0%	
	Strongly agree	89	49.2%	6	24.0%	
	Total	181	100.0%	25	100.0%	

Source: Primary data

n = 222

Note: * p<0.05, ** p<0.01

Factors which contributed to strategies and methods required for knowledge management with Knowledge management as a Tool for Improving work performance were staff motivation $\chi^2 = 4.479$, df= 1, p< 0.05, networking between people $\chi^2 = 4.766$, df= 1, p< 0.05, supply of knowledge $\chi^2 = 9.077$, df= 1, p< 0.01, dissemination $\chi^2 = 5.891$, df= 1, p< 0.05, augment $\chi^2 = 3.993$, df= 1, p< 0.05 and knowledge sharing $\chi^2 = 8.017$, df= 2, p< 0.05

To probe further again on strategies and methods required for knowledge management identification, documentation, organization, utilization and preservation in selected law firms, the respondents were asked how knowledge management strategies and methods influence work performance in their law firms. Their responses is indicated in table 4.20

Table 4.20: Influence of Strategies and Methods Required for Knowledge Management with Knowledge Management as a Tool for Improving Work Performance

	B	S.E.	Wald	df	Sig.	Exp(B)
Staff Motivation	2.654	7683.926	1.986	1	0.004**	14.211
Networking between people	1.714	14700.634	1.977	1	0.033*	5.551
Supply of knowledge	3.108	1.309	6.307	1	0.000**	22.376
Analyze knowledge	-1.353	1.451	0.870	1	0.351	0.258
Codifying knowledge	2.389	1.876	1.548	1	0.046*	10.903
Dissemination	1.670	1.655	1.019	1	0.313	5.315
Knowledge acquisition	2.549	1.869	2.334	1	0.041*	12.790
Augment	1.855	1.470	0.000	1	0.999	6.586
Knowledge sharing	2.893	0.867	2.060	1	0.030*	18.047
Constant	92.155	34070.336	0.000	1	0.998	1.053×10^4

Source: Primary data

n = 222

Note: * p<0.05, ** p<0.01

Factors which influenced strategies and methods required for knowledge management with Knowledge management as a Tool for Improving work performance were staff motivation p = 0.004 with OR of 14.211 an indication of staff motivation influencing strategies and methods required for knowledge management by 14.211 times, networking between people p = 0.033 with OR of 5.551, supply of knowledge p = 0.000 with OR of 22.376, codifying knowledge p = 0.046 with OR of 10.903, knowledge acquisition p = 0.041 with OR of 12.790 and knowledge sharing p = 0.030 with OR of 18.047

To corroborate the findings on strategies and methods required for knowledge management identification, documentation, organization, utilization and preservations for work performance in the selected law firms, the interviewees were asked if there were any

strategies and methods required to support knowledge identification, documentation, organization, utilization and preservation in their law firms. Their responses showed that strategies and methods is required to fairly improve the work performance in law firms. Knowledge identification is crucial to the success of law firms and the process provides the system with the information worthy of inclusion.

Their responses is summarized by the words of three lawyers, one records management officer, and one librarian.

“The strategies and methods required for knowledge management includes Codification and personalization which are essentially the two types of knowledge management strategies often used”.

She went ahead and said that

“The codification strategy will help the law firms to manage and organize their knowledge, improve efficiency and reduce the tendency of repetitive work prevalent in those firms” (Shapley Barret firm of advocates).

A records management officer from Archer & Wilcock firm mentioned that

“Codification, is primarily implemented in the form of electronic document systems that codify and store knowledge and permit its easy dissemination and re-use. This strategy is based on ‘re-use economics’ – invest once in creating or acquiring knowledge asset and re-use it many times”.

He went on and mentioned:

“Codification Sub-Strategies as Earl’s codification-oriented sub-strategies” which are:

“Systems (creating and refining knowledge repositories and on motivating people to provide content) Process (developing and using repeatable processes that are supported with knowledge from previously conducted processes) Commercial (the management of intellectual property such as patents, trademarks, etc.)”

“Strategic (the development of “knowledge capabilities” that can form the foundation of competitive strategy)”

“Personalization Sub-Strategies as Earl’s personalization-oriented sub-strategies which are:

Cartographic (creating knowledge ‘maps or directories and networks to connect people)’ Organizational (providing groupware and intranets to facilitate communities of practice)

“Social (spatial) (socialization as a means of knowledge creation and exchange; emphasizes the providing of physical ‘places’ to facilitate discussions) “While some organizations focus on only one of these strategies or sub-strategies, many use a combination of strategies that suits their needs”.

“Knowledge management improves skills and knowledge of workers, improved involvement of workers in the workplace activities, prevention of duplication of research and innovation, and even improvement of their ability to capture knowledge from research institutions, universities and government laboratories to their Knowledge Management practices” (LIB, Archer and Wilcock Advocates).

From the data presented, it can be deduced that most law firms have put in place some strategies and methods required for knowledge management identification, documentation, organization, utilization and preservation for improving work performance in their law firms. Further it would be understood that the law firms have managed to approach knowledge management fairly in enhancing work performance in their selected law firms in Nairobi County.

General Analysis:

A vital part of knowledge management is the nature of the information system being used. In the present case, 53% of the sample replied that the information system is an organizational need, and only 11.5% responded that it serves the purpose of the knowledge management strategy of the firm. Twenty-four percent (24%) answered that it only serves basic organizational functions, and 11.5% replied that none of the above apply. According to these results, it follows that firms would have to look more carefully into their

information systems as well as to align them to the needs of their knowledge management practices

4.7. Chapter Summary

This chapter presented the findings about knowledge management as a tool for improving work performance in selected law firms in Nairobi County, Kenya. The data analysis and interpretation clearly provided the necessary information that helped in addressing the research objectives of the study. The analysis was presented by integrating the data obtained by questionnaires, interviews and observation methods of data collection. The results from questionnaires were first presented followed by those from the interviews and observation. However, in some cases, the results from the interviews and observation were combined for convenience presentation.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1. Introduction

This chapter focuses on the discussion of the results from chapter four, based on the objectives of the study, and other relevant literature on knowledge management as a tool for improving work performance in the selected law firms in Nairobi County, Kenya. Discussion is divided into different sections including; respondents' demographics in selected law firms in Nairobi County, knowledge management practices against Knowledge management as a Tool for Improving work performance, contribution of knowledge management to legal practice by Knowledge management as a Tool for Improving work performance, Knowledge management as a Tool for Improving work performance against related qualities and Knowledge management as a Tool for Improving work performance against related strategies.

5.2. Respondent Demographics

A total of 222 respondents took part in the study. Males 125 (56.3%) were slightly more than females 97 (43.7%).

Majority of the respondent 98 (44.1 %) worked in law firms between 12 – 15 years. 95 (44.1%) worked for between 8 – 11 years. This was because most advocates after gaining experience, they leave and open their law firms. This is collaborated by (Mwaluma, 2014) findings of which, 14% of the respondents' firms had been in practice for up to five years, 35% had been in practice for up to ten years and 51% had been in practice for more than eleven years.

(10.4%) 23 worked for less or 7 years, more than 20 years (1.8%) 4, only 2 respondents (0.9%) worked for between 16 – 19 years.

Most of respondents (25.7 %) 57 indicated law firms have been in existence for 28 – 39 years. (24.8%) 55 respondents indicated the law firm has been in existence for less than 15 years, (18.5%) 41 existed for 87-97 years. (14%) 31 has been in existence for 110+ years. (7.7%) 17 existed for both 51 – 62 and 16 – 27 years. Fewer respondents (1.8 %) 4 existed for 40 – 50 years.

Majority of the respondent (39.6%) 88 indicated they had 16 – 21 advocates, (29.7%) 66 respondents indicated 22 – 26 advocates. (15.3%) 34 had 27+ advocates, (8.1%) 18 respondents indicated 10 – 15 advocates and (7.2%) 16 indicated nine or less advocates.

Most of the respondents had LLM Level certificate 97(43.7%) BSc. In information sciences 52 (23.4%), LLB 41 (18.5%). The least were Diploma in records 3 (1.4%)

The focus group discussion guide revealed “that most lawyers do not see any need for an additional degree because a bachelors’ degree in law is the basic qualification required to practice and many do excel in legal practice only with it.” “One interviewee remarked: a bachelor's degree in law is what one need to make a name for himself.” Another interviewee said, "with a bachelors' degree one can afford a Mercedes Benz." “Although the bachelors of law degree is the basic degree for legal practice, an additional qualification, particularly in the lawyer's area of specialization, will provide an added advantage to the lawyer. This is because law is a learned profession where lawyers are obliged to develop their intellectual capabilities, reasoning and documentary analysis in order to be able to

analyze and solve legal problems as well as apply specialized knowledge to clients' unique problems.”

5.3. Knowledge Management Practices

Most of the respondents 86.5% were aware of knowledge management and they indicated they had knowledge management in their law firms 82.6%. According to Chatterjee et al. (2022)., knowledge management is deemed to be vital in law firms as it disseminate, manage, and properly utilized knowledge in enhancing work performance.

Factors influencing knowledge management practices were rated as follows; meeting clients' needs had the highest level of agreement at 27% followed by flexibility and responsiveness to clients' needs by assigning the right resources 26.6% cost effective with various services being provided 15.8%, standard and consistent forms 19.4% and efficient due processes and procedures 3.7%

Knowledge management practices implementation in law firms were at an almost evenly equal low levels with skills and expertise of lawyers and staff, legal text books being 8.5% respectively. Communities of practice, legislation and case law, expert opinion 8.3% respectively. Court decisions / judgement, knowledge from judges, tips on drafting and conversation by the hallways 8.2% respectively. The other remaining knowledge management practices had below 8% level of implementation.

In the knowledge management practice, it was established that the legal information environment is changing gradually. According to Omar et al, (2019) at the organization level knowledge management is considered to be very crucial when it comes to enhancing organization performance as well as enhancing competitive advantage, notwithstanding the

economic success as well as economic viability. This means therefore that law firms need to come up with means and ways of assisting its members to formalize their knowledge management practices. According to Nonaka Takeuchi, (2018) there is an evident a link between knowledge management and organizational success. This notion is also supported by Davenport & Prusak (2000), who puts forward an argument that indeed law firms that ignore knowledge management are likely to put themselves in severe jeopardy.

Reach (2006), further agrees that it is important for knowledge intensive organizations such as law firms to put into consideration the important role played by knowledge management as well as the value that comes with it. This is in consideration of the fact that knowledge management activities cannot be well accomplished in the absence of total commitment from the organizations. It has now become very obvious in the legal industry that advance in information communication technologies is dramatically transforming the various activities conducted by lawyers, especially with regards to processing knowledge and delivering legal services to clients. Reach (2006) is of the argument that information communication is currently being used by most lawyers and other legal practitioners to manage their internal operations. Majority of them are making use of typical applications to facilitate front office operations among them we have legal information systems, artificial intelligence, case analysis support systems, electronic learning management systems, as well as litigation support systems.

5.4. Contribution of Knowledge Management to Legal Practice

Most of the respondents 64.9% indicated that knowledge management contribute to their law firm's legal practice. The percentage is greater than 50% since knowledge

management is significant in enhancing the client services as it streamlines the information access (Saffar & Obeidat , 2020).

Contribution of knowledge management in legal practice were not rated highly; where improved performance was rated highly at 3.6% others rated highly were improved support by fostering collaboration, sharing lessons learned, continuous improvement of the organization all rated at 1.8%.

According to Saffar & Obeidat (2020), Factors beneficial in contribution of knowledge management practices in law firms recorded below 10% with faster delivery times, consistency of work product, developing lawyers research skills, productivity and efficiency, improved client service, enhanced custom relations, better decision making and quicker problem solving all recording 9.3% competitive advantage recorded 9%, ability to direct work to specialists 6.2%, increased lawyer work independence 5.9% and market visibility 4.7%.

According to Saffar & Obeidat (2020), From the focus group discussion guide it was “indicated that the benefits of knowledge management in law firms result in general and overall efficiency, improvement of quality of output and improvement in the quality of the clients.” Almost all the participants acknowledged the importance of knowledge management in their firms.

According to Girard (2015) therefore made an observation that timely billing, as well as the ability to respond to the unexpected, the ability to create innovative solutions, and the ability to control legal cost are likely benefits to the client that may result from the use of knowledge management. Knowledge management will therefore enable clients to access

cost effective services from a talented lawyer with unique knowledge on the particular issue (Susskind, 2003). Clients would rather pay a higher premium rate knowing that they are paying money for unique value and knowledge rather than paying a lower rate to a lesser qualified lawyer who would produce inferior results

5.5. Knowledge and Information Requirements

Most of the respondents 81.1% “use information communication technology to improve knowledge management practices in law firms.” Qualities for good legal research were rated highly over 50% as always with both knowing how to find appropriate information and providing timely / accurate information to relevant people recording 93.7%. Computer competency (information searching skills) recording 91%.

Qualities aspects which recorded low ratings were developing personal system for finding information 13.5%, building working relationship 14.4% and presentation or public speaking skills 5.9%.

5.6. Suggested Tools and Technologies for Knowledge Management in Selected Law Firms in Nairobi County.

Preliminary technologies (telephones, fax, scanning software and personal networked computers, word processing tools, spreadsheets, voice dictation software, email and fax server software) “Groupware (email, calendaring, Lotus Notes, video and text-based conferencing, electronic bulletin boards, chat lines and knowledge cafes) Collaborative and communicative technologies (internet/intranet, World Wide Web, and enterprise information portals) Learning and professional development systems.”

Knowledge databases and software tools (knowledge repository, model documents and precedent data bases, Collaborative hypermedia, Case and Content management systems and automated document assembly such as word processing and accounting packages)

Corporate knowledge maps and directories of explicit and tacit knowledge (Yellow Pages)

Intelligent Tools (expert systems case based reasoning) Knowledge support systems (legal information systems, Network computers, word processing tools, spreadsheets, voice dictation software, email, fax server software and scanning software should be used to support the process of capturing tacit knowledge and converting it into digital format so that it can be stored, indexed and shared within the law firms. The communicative and collaborative technologies (bulletin boards, discussion groups, Lotus Notes, internet, intranet, extranet and web-based portals) will enable lawyers to collaborate virtually together without any barrier to geographical location, accelerate the capture and transfer of tacit knowledge, support knowledge access and facilitate team work and individual contact with one another. Knowledge databases and software tools such as knowledge repository of structured explicit knowledge will capture knowledge for later and broader access by others within the same firm, serve as a storage and retrieval system, serve as central inventory of employees' skills, competencies and experience and provide online questions and answers that link clients with questions to a subject matter specialist in the firm. A corporate knowledge map is the main way of representing the knowledge base and it will enable lawyers in large firms to find relevant information in the server quickly. A typical knowledge map is a directory of tacit knowledge such as 'Yellow Pages' (containing curriculum vitae, competency profiles, and research interest) and will act as pointer to

lawyers knowledgeable in a particular area of the law, documents, collections and data bases where knowledge is stored that can be consulted.

5.7. Strategies and Methods Required for Knowledge Management

Most of the respondents 88.1% indicated they have strategies and methods required for knowledge management adopted by their law firms.

Most of the strategy aspects looked at recorded very low levels of agreements. The only strategy that recorded an agreement of over 50% was knowledge sharing 50.2%, networking between people recorded 34.7%, knowledge acquisition and demand-driven knowledge management both 3.8% respectively, augment, invention, codifying knowledge, analyze knowledge, supply knowledge and staff motivation all 0%. According to Mwaluma, (2014), 30% of the law firms stated that they had not employed strategies to counter changes in the environment. 58% of the firms had employed strategies to counter changes in the environment. 12% of the firms did not respond.

General Findings:

The Law firms needs Knowledge Management as their part of agenda and business strategy to survive in the dynamic business environment. Most of the respondents understood that the need is there but to operationalize Knowledge Management has not happened for a simple reason that a majority of consensus has not been reached.

5.8 Chapter Summary

This chapter discussed the various findings from the study, aligning them to the aim, objectives of the study and research questions which the study sought to answer. The study was compared to other previous works discussed earlier in literature review.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

The aim of the study was to investigate how knowledge management practices improve work performance in selected law firms in Nairobi County so as to propose strategies for the improvement of the knowledge management practices towards enhanced work performance.

The study was guided by the following objectives : Establish the knowledge management practices in selected law firms in Nairobi County; Assess the contribution of knowledge management to the work performance of the selected law firms in Nairobi County; Determine the knowledge and information requirements in the selected law firms in Nairobi County; Determine the strategies and methods required for knowledge identification, documentation, organization, utilization and preservation in the selected law firms in Nairobi County.

This chapter provides the summary of major findings, conclusions and recommendations of the study based on the objectives of the study. It makes some recommendations for effective implementation of knowledge management in improving work performance in law firms and indicates possible areas for further research.

6.2. Summary of Findings

The study was to investigate how knowledge management practices improve work performance in selected law firms in Nairobi County.

The findings related to the objectives and the research questions are summarized below.

6.2.1. Knowledge Management Practices

As a starting point it was imperative for the study to establish the Knowledge Management practices in selected law firms in Nairobi County. The study was especially keen to establish the activities and / or processes that law firm used in identification of knowledge critical to them, knowledge capture and acquisition mechanisms, knowledge organization, application and how knowledge was shared to those who needed it. In the process significant results were noted.

The study findings showed that majority of respondents were of the view that Knowledge Management had not been formally or officially introduced in the law firms selected and consequently there were mixed feelings about whether Knowledge Management was a function of the law librarians and records management officers or not. Most respondents were of the opinion that Knowledge Management was a function of their law firm librarians and records management officers while some respondents were of the view that Knowledge Management was a function of their law firm management. The sentiments expressed by most respondents were taken seriously as the law librarians and records management officers are the authority in knowledge management in the law firms and are better placed to know what is and what is not. The findings also revealed that although majority of the staff were familiar with the term Knowledge Management their understanding was largely from literary sources.

Despite the fact that Knowledge Management was not officially recognized in the law firms the study did bring out that some Knowledge Management practices were however in place although informally and uncoordinated. For example, the study established that the law firms did capture knowledge using a variety of information communication technologies. The law firms also, when they did not possess certain knowledge internally and had no skills to find it, opted to acquire it externally if they felt it was useful to the goals of the law firms. In this regard, the study established that the law firms networked and had established working links with other law firms and judiciary. They also searched online databases to build their own knowledge databases as well as acquiring knowledge sources conventionally through purchase of explicit resources.

As much as the above Knowledge Management knowledge capture and acquisition initiatives were found to be in place in the law firms selected, the selected law firms in Nairobi County lacked some knowledge management strategies, policies or guidelines to support these Knowledge Management processes. Secondly the study established that the capture and acquisition techniques were fit for or directed towards the capture of explicit knowledge. The capture and acquisition of tacit knowledge however was not formalized or systematic. Formal mechanisms for capture and acquisition of tacit knowledge such as interviewing experts as they exited, knowledge mapping, mentoring, user profiling through use of questionnaires, storytelling forums, use of focus groups, and benchmarking were not the norm.

6.2.2. Contribution of Knowledge Management to Legal Practice

It was important for the study to assess the contribution of Knowledge Management to work performance in selected law firms in Nairobi County. The study was especially keen

to rate factors that influence contributions of knowledge management in legal practice in selected law firms.

The findings revealed that the conditions in the law firms at present are not very favourable for knowledge management to thrive. For example, there are no rewards or incentives for improved performance and sharing knowledge. Also, promotions in these law firms are not based on the ability to share knowledge and very few lawyers acknowledge that there is special recognition for staff on the time spent in knowledge creation, sharing and distribution. Furthermore, although lawyers were positive about the mutual trust, care and concern amongst individuals, it was seen that the trust and care is limited only to issues that have to do with the general interest of the law firm rather than issues that involve sharing individual expertise with colleagues.

According to Chester (2012) made an observation that timely billing, as well as the ability to respond to the unexpected, the ability to create innovative solutions, and the ability to control legal cost are likely benefits to the client that may result from the use of knowledge management. Knowledge management will therefore enable clients to access cost effective services from a talented lawyer with unique knowledge on the particular issue (Susskind, 2003). Clients would rather pay a higher premium rate knowing that they are paying money for unique value and knowledge rather than paying a lower rate to a lesser qualified lawyer who would produce inferior results.

The findings also agree with Dubin, (2005), who argues that market trends are constantly changing and the environment both internal and external is constantly turbulent. Law firms have to be strategically positioned to respond to these changes effectively. It is therefore crucial that managers of law firm strategically place themselves in a competitive position

by heavily investing in the factors that contributes to knowledge management which includes finance, human capital. This can only be achieved by exposing law firm staff to training, constant guidance through mentoring and development. This prepares the law firm staff for any changes in the business which in turn makes the leadership of an organization successful because as the lawyers perform well, the results are evident in the law firm's performance. Trainings are offered either on job or off job. These trainings are conducted by consultants who have vast knowledge and experience in the field. The law firms' staff are trained on areas that affect the way they work.

The study findings further agree with the study on Law firms that are competent and are very crucial to the success in work performance. Effective leadership involves treating each employee as equal in the law firm in terms of remuneration, promotions, assigning of duties and responsibilities in knowledge management. In most law firms, if there is slight evidence of favoritism whereby some legal staff are viewed as better than others by the leaders, other law firms' staff will start feeling left out and this will have a direct impact on the way they conduct their duties in the law firm. According to Hodgkinson G. P. (2010) this will lead to demotivation in employees who then become indifferent to the wellbeing of the organization and hence will not go the extra mile to ensure there is competitive advantage in the law firm.

6.2.3. Knowledge and Information Requirement

It was imperative for the study to determine the Knowledge and information requirements in selected law firms in Nairobi County. The study was especially keen to determine the qualities of information required for improving work performance.

Law firms had embraced and invested in technology/upgrading/enhancing equipment to engage in real time interactions with clients. Using technology in operations had enabled them to increase the firm's visibility in advertising and improved resources utilization. This was evidenced by employing modern communication tools, social networking ensuring the firm is compliant on communication, data storage and processing. Presently, the law firms are able to view the days` court cases as listed on the internet the day before the matter is in court allowing for better planning with clients and faster dispensation of cases.

The study revealed that the law firm leadership and staff lacked the requisite training in Knowledge Management such as ability to creating taxonomies, ability to map internal and external knowledge as well as IT competences. The study also established that majority of the advocates and their leaders did not have a clear understanding of Knowledge Management.

6.2.4. Knowledge Management Strategies and Methods Required

It was important for the study to determine the strategies and methods required for Knowledge management in selected law firms in Nairobi County. The study was especially keen to determine knowledge management identification, documentation, organization, utilization and preservation in the selected law firms for improving work performance.

The study noted that there was Knowledge Management strategies but policies and guidelines were in adequate. The law firms need well developed Knowledge Management strategies and policy to act as guidelines and reference tool kits for Knowledge Management. Such tools would guide the law firms on what needs to be done and at what time. Knowledge Management strategy could provide a framework that describes how law

firms could effectively carry out Knowledge Management and particularly guide in what knowledge is needed, where it is likely to be found and how it is to be captured. The essence of Knowledge Management strategy lies in developing the organizational capability to identify, create, accumulate and exploit knowledge. Knowledge Management strategy would help law firms create a clear vision about what kind of knowledge should be developed and to effectively implement that vision in practical terms (strategy operationalization).

6.3. Conclusion

On the strengths of the above findings the researcher concluded that the cited Knowledge Management process was not well grasped in the selected law firms. Also, Knowledge Management practices in the selected law firms in Nairobi County were not in place through deliberate planning as Knowledge Management forums. Knowledge Management is not regarded as an important activity in the overall everyday functions of the law firm and therefore it has not been given prominence. Knowledge Management practices have been seen to result in the provision of effective services. The basic reason for managing knowledge is to make advocates in the law firms act more intelligently in the way they perform their duties and their internal operations. This purpose is sometimes not recognized or expressed clearly. Instead, lawyers focus on behavioural factors that are indications of underlying knowledge. What needs to be done is to promote intelligent acting behavior by individuals through delegation of authority, management and work practices, effective organizational structures and work cultures. Lawyers should copy this because intelligent acting behavior is largely a result of the individual 's knowledge and the external and personal permissions to use it and the incentives provided. Such changes

result in dependable and rapid delivery of services, improved quality and conformance to client's specifications, continuous improvement, flexibility, effective internal operations, among others. Together these results serve the goal to improve the law firm's performance of viability, relationship with the clients, law firm's employees and stake holders as a whole.

The conclusion from the study findings also showed that Knowledge Management practice in selected law firms in Nairobi County is weak. Determinants affecting effective Knowledge Management practices in law firms were many. The study established that there was lack of clear understanding of knowledge management process and its associated practices leading to failure to have Knowledge Management incorporated as a law firm's function or formally endorsed.

It was also concluded from the findings that some factors were instrumental in influencing knowledge management practices either positively or negatively. The so-called Knowledge Management initiatives in place were actually part of the documentary management initiatives not Knowledge management per se. Lack of leadership involvement in driving Knowledge Management initiatives was identified as the most critical factor that had affected Knowledge Management application negatively. Lack of an incentive package and appropriate Knowledge Management competences also influenced Knowledge Management application. On a more positive note, the organizational culture, framework, IT and perception were positively dispensed to facilitate Knowledge management effort. The ICT infrastructure was good and only needed a systems expert to configure it and integrate it with other systems to work as knowledge management system at minimal cost. Knowledge sharing was in place though to a great

extent the knowledge shared was the explicit type. Tacit knowledge identification, capture and dissemination were ad hoc and not planned for. The organizational framework was to a great extent dispensed for Knowledge Management. Other determinants that were identified included lack of Knowledge Management competences and training, Knowledge Management not formally introduced, lack of motivation, and benchmarks to emulate.

The findings also lead to conclusion that the conditions in the law firms have been significantly affected by the changes in the legal environment brought about by amongst other things the globalization of legal practice, advances in information communication technology, electronic publishing, competition amongst law firms, pressure from clients and increase in lawyers' mobility. The study shows that knowledge management is already a reality in the developed countries and that whilst most law firms in Kenya have unconsciously practiced aspects of knowledge management, it is now time to rethink this approach. There was need for lawyers to have access to current and accurate knowledge in a profession where there are constant changes in legislation, legal precedents and opinion cannot be gainsaid.

The findings also lead to conclusion that the conditions in the selected law firms at present are not very favorable. Selected law firms lacked proper Knowledge Management strategies and policies to guide the process of knowledge identification, documentation, organization, utilization and preservation or rewards and incentives for sharing knowledge in the selected law firms and hence left Knowledge Management function without an official back up.

The study also concluded that although selected law firms had not fully embraced knowledge management and did not have a written approved knowledge management

policy to act as guideline in place, knowledge management was practiced informally. The law firms need well developed Knowledge Management strategies and policy to act as guidelines and reference tool kits for Knowledge Management. The guidelines identify several key points that need to be considered before implementing knowledge management in law firms ensuring that information communication technology solutions are balanced with techniques that involve human, social and cultural interaction.

The fact that the research revealed that majority of the law firm's staff's knowledge of Knowledge Management was through literary sources, and that the law firms selected lacked some Knowledge Management strategies and other forms of Knowledge Management guidelines was a pointer to the fact that Knowledge Management in law firms was not formally established.

The study through the respondents' suggestions concluded that motivation; teamwork, social inclusiveness, training and development of law firm staff, provision of adequate modern equipment and provision of a knowledge sharing culture in the law firm would enhance transfer of knowledge".

6.4. Recommendations from the Study

The study proffers recommendations based on the objectives of the study and are provided below:

6.4.1. Knowledge Management Practices

The study established that majority of the advocates and other paralegal staff did not have a clear understanding of Knowledge Management. Indeed, one of the law firm librarians in Robson Harris & co. advocates confided to the researcher that what they desired before

implementing Knowledge Management was an expert to educate them on Knowledge Management and its benefits to the law firm. The advocates in the law firms and their entire staff need an in depth understanding of Knowledge Management process in order to direct their efforts to realizing something tangible and real in their minds.

The law firms' directors should organize awareness forums for Knowledge Management through workshops, seminars and even teambuilding activities that would enable staff and management differentiate and understand similarities between Knowledge Management and Information Management and appreciate the significance of Knowledge Management in their operations and realization of their goals. Through such forums the staff would be able to understand and appreciate for instance, that they are great 'storehouses' of knowledge that need to be tapped and hence learn to appreciate each other. The law firm managers will understand that using available ICT infrastructure will help them harness tacit knowledge by developing knowledge yellow pages (expert directories) that will help other lawyers locate required expertise using telephones, electronic mails, as well as video conferencing facilities.

6.4.2. Contribution of Knowledge Management to Legal Practice

The law firm's manager should make sure that Law firms in Kenya invest in information and communication technologies that support their knowledge management goals. It is, however, important to pay particular attention to the people, structure, processes, leadership and techniques before selecting a technological solution. Law firms should provide opportunities for professional development and encourage life-long continuing education and training of staff in the firms.

Information and communication infrastructure will support the capturing and sharing of knowledge, promote collaboration and provide easy access to knowledge within the law firm. It was also evident from the findings in this study that law firms in Nairobi County are still at the initial stages of the adoption and use of information communication technologies for knowledge management. Law firms should adopt and integrate user-friendly computer software programmes for knowledge management in their day-to-day practice. All lawyers are challenged to be computer literate, acquire skills in knowledge management, electronic information retrieval, electronic communication and electronic publishing. These skills may be acquired by a programme of self-education, reading, attending computer courses for lawyers, and consulting with colleagues who have already mastered these skills.

6.4.3. Knowledge and Information Requirement

Knowledge management is not an event or system focused on technology but a long-term continuing initiative. Therefore, the Law Society of Kenya, which is the body that regulates all the lawyers in Kenya, is bound to play a crucial role in facilitating the implementation of knowledge management. It should engage the services of a consultant who must sensitize lawyers on the importance of knowledge management in law firms.

Training forums for Knowledge Management such as through workshops, seminars and even teambuilding activities would enable staff and management to understand the differences and similarities between knowledge management and information management and appreciate the significance of Knowledge Management in their operations and realization of their goals. Through such forums the staff would also be

able to appreciate that their current IT infrastructure would be appropriate for Knowledge Management without necessarily investing heavily in Knowledge Management System.

Knowledge Management training should also be done through a mentorship programme that could act as part of on –the –job training. Such forums help in the transfer of knowledge from experts to the novices as well as imparting much needed skills and competence. This training will enable the staff understand fully the Knowledge Management process in order to direct their efforts to realizing something tangible and real in their minds.

In order to avoid the risk of cultural shock and ensure that lawyers adjust easily when knowledge management is introduced, law firms’ directors should make efforts at the beginning to ensure that the collective goal and purposes of knowledge management is known and understood by all members in the law firm.

The study also recommends that “through proper knowledge management, law firms are able to gain competitive advantage over their competitors.” This is achieved through “quick, accurate and satisfying services delivered to the customers and hence leading to smooth operations of law firms.”

6.4.4. Knowledge Management Strategies and Methods Required

The study noted that there was Knowledge Management strategies but, policies and guidelines were not there in the law firm. The law firms need well developed Knowledge Management strategies and policy to act as guidelines and reference tool kits for Knowledge Management. Such tools would also guide the law firms on what needs to be done at what time. What the study proposes is that law firms’ managers should employ a

strategy that suits it. The law firms' managers should decide on the type of strategy for identification and capture of knowledge which could either be a codification or a personalized strategy or any other appropriate strategy that works well for them. The researcher recommends that "law firms should formulate retention strategies to ensure important knowledge held by advocates and other staff does not get lost as staff leave through searching for green pasture, dismissals and death or through any other way. The formulation of such a strategy will demand law firm's manager, records officer or librarian understanding of which knowledge is important to them and determine what it will take them to keep such knowledge in the organization. Such an appraisal will help law firm's manager, records officer or librarian to identify and choose to implement one or more of the many initiatives and tools available such as, putting in place reward structures, mentoring, and interviewing staff as they leave. The Knowledge Management strategy in place will help the law firm's manager, records officer or librarian outline what knowledge to capture, the process, the tools and infrastructure available or required for knowledge to flow effectively. With Knowledge Management strategy, law firms will be able to enhance collaboration and knowledge sharing within the organization and beyond, be more innovative, reduce operating costs and ensure quick and easy access to knowledge. Brainstorming sessions and personal conversations, mentoring, apprenticeships are other strategies for tacit knowledge capture and transfer which will be encouraged and planned where a personalized strategy is in place. The knowledge management strategy must be aligned with the goal of the law firm.

With a codification strategy for example, more explicit and structured knowledge for the law firms will be codified and stored in knowledge database. Codification strategy is a

strategy practiced to help facilitate economic reuse of knowledge which is codified and stored electronically in a repository and made available to users via common technological platforms throughout the whole organization such as Microsoft office, web browsers among others. The personalization strategy on the other hand concerns itself with tacit knowledge. It ensures that tacit and unstructured knowledge is shared largely through direct personal communication.

Likewise, Knowledge Management retention strategy is key to help ensure that important knowledge assets especially the advocates, remain in the law firm for a long time.

6.5 Suggestions for Further Research

An understanding of the knowledge management in the law firm is particularly important because lawyers and policy makers are usually very obsessed about the security of information, in determining the guidelines of knowledge management in law firms, the study focused on knowledge management as a tool for improving work performance in selected law firms in Nairobi County, Kenya. As law changes according to different environment, further research should be conducted focusing on the following areas:

“An investigation into the factors that inhibit knowledge management in law firms can be a topic of research on its own. Future studies in this area should explore the cultural, managerial and structural barriers to knowledge management.”

“A study may also be carried out on the knowledge protection processes in the law firms. An understanding of the knowledge protection processes in the law firm is particularly important because lawyers are usually very obsessed about the security of information.” A

follow up study is crucial to assess if there has been a progression in law firms in terms of the implementation of the recommendations on knowledge management established in this study.

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APPENDIX A: RESPONDENT DEMOGRAPHICS

Main questionnaire

RESPONDENT DEMOGRAPHICS

1. Below answer the following questions:

- a) Gender 1. Male 2. Female
- b) Name of your Law Firm _____
- c) What is your age _____
- d) Number of years worked at the Law Firm. _____
- e) For how long has the Law Firm been in existence (years/months)? _____
- f) How many advocates are in your Law Firm? _____
- g) What is your academic back ground and qualifications? _____
- h) What is your designation? 1. Lawyer 2. Librarian/Records Manager

SECTION I: KNOWLEDGE MANAGEMENT PRACTICES

2. Are you aware of knowledge management practices in your law firm? 1. Yes 2. No
3. On a scale of 1 to 5, where 1 = Strongly disagree, 2 = Disagree, 3 = Neither, 4 = Agree and 5 = Strongly agree. How would you agree with the following factors in influencing knowledge management practices?

Attribute	Strongly disagree 1	Disagree 2	Neither 3	Agree 4	Strongly Agree 5
1. Meeting client needs					
2. Cost effective with various services being provided					

3. Standard and consistent forms					
4. Efficient processes and procedures					
5. Flexibility and responsiveness to client needs by assigning the right resources.					

4. Who is responsible for knowledge management practices currently in use in your Law Firm?

5. a). Do you have knowledge management programme in your law firm? 1. Yes 2. No
b). If yes, how does your law firm manage the programme in terms of identifying, acquiring, storing and disseminating the law firm's knowledge?

6. a). Of the following knowledge management practices, which ones have been implemented in your law firm? Tick appropriately

	Practice	Tick appropriately
1	Legal text books	
2	Expert opinion	

3	Lessons learned from past decisions	
4	Conversation by the hallways	
5	Tips on drafting	
6	Technical knowledge	
7	Knowledge of the law	
8	Regular reading information documents	
9	Client information	
10	Knowledge from judges	
11	Legislation and case law	
12	Court decisions / judgements	
13	Financial information	
14	Skill and expertise of lawyers and staff	
15	Communities of practice	

b. How is each type of knowledge management practice above has been used in your law firm?

7. a). What factors would motivate the adoption and implementation or increase Knowledge Management practices in your law firm?

b). Why would you prefer those factors?

8. Experience has shown that some staff opinions could have influence against knowledge management practice in law firms. Could explain your case?

SECTION II: CONTRIBUTION OF KNOWLEDGE MANAGEMENT TO LEGAL PRACTICE

9. a). Does knowledge management contribute to your law firm’s legal practice? 1. Yes
2. No

b). Why do you say so?

10. How would you rate the following factors in regard to contribution of knowledge management in legal practice on a scale of 1 to 5?

Attribute	Very highly 5	Highly 4	Neither 3	Low 2	Very low 1
1. Improved performance					
2. Competitive advantage					
3. Improves support by fostering collaboration					

4. Sharing of lessons learned					
5. Integration of law practice and law of the business					
6. Continuous improvement of the organization					

11. Are the following factors beneficial in contribution of knowledge management practices in law firms?

Factors	Yes	No
Quicker problem solving		
Better decision making		
Enhanced customer relations		
Improved client service		
Productivity and efficiency		
Developing lawyer's research skills		
Increased lawyer work independence		
Competitive advantage		
Market visibility		

Ability to direct work to specialists		
Consistency of work product		
Faster delivery times		

12. In your opinion do you think knowledge management plays a key role in work performance of your law firm? 1. Yes 2. No

SECTION III: KNOWLEDGE AND INFORMATION REQUIREMENTS

13. Do you use information communication technologies to improve knowledge management practices in your law firm? 1. Yes 2. No

14. A good legal researcher should have the following knowledge and information requirement qualities:

Qualities	Never 1	Sometimes 2	Always 3
1. Written communication skills			
2. Keeping up with new information			
3. Computer competency (e.g., information searching skills)			
4. Knowing how to find appropriate information			
5. Knowing where to find appropriate information			
6. Providing timely, accurate information to relevant people			
7. Problem solving skills			
8. Presentation or public speaking skills			
9. Creative thinking			
10. Building working relationship			

11. Organizing and managing information resources			
12. Oral communication skills			
13. Developing a personal system for finding information			

15. a). What types of information technologies are used in your law firm?

b). How are the above-mentioned information communication technologies used for knowledge management in your law firm?

16. Are you a lawyer? 1. Yes 2. No.

(If No skip question 17)

17. How does information technology help lawyers in improving knowledge management practice in law firms?

18. Which technologies has your law firm implemented to support knowledge acquisition, storing and sharing?

SECTION IV: STRATEGIES AND METHODS REQUIRED FOR KNOWLEDGE MANAGEMENT

19. Are there any strategies and methods required for knowledge management adopted by your law firm? 1. Yes 2. No

20. What strategies and methods does your law firm require for implementation of knowledge management?

21. What type of knowledge skills and competencies do you need for effective knowledge management in the law firm?

22. On a scale of 1 to 5, where 1 = Strongly disagree, 2 = Disagree, 3 = Neither, 4 = Agree and 5 = Strongly agree. How would you agree with the following strategies in effective knowledge management in a law firm?

Strategy	Strongly disagree 1	Disagree 2	Neither 3	Agree 4	Strongly Agree 5
1. Staff Motivation					
2. Networking between people					
3. Supply of knowledge					
4. Analyse knowledge					
5. Codifying knowledge					
6. Dissemination					
7. Demand-driven knowledge management					
8. Knowledge acquisition					
9. Invention					
10. Augment					

11. Knowledge sharing					
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23. What are the effects of knowledge sharing strategies on work performance in law firms?

Focus Group Discussion guide for Lawyers/Advocates **in Nairobi County Kenya**

1. Date of interview: //2019

Law Firm..... Interviewer’s name.....Key Informant Code.....

Introductory Statement

We are from Moi University and we are conducting a study in Nairobi among Law Firms to investigate **Knowledge Management as a Tool for Improving Work Performance in selected Law Firms in Nairobi County, Kenya.** It is for academic purposes but the findings will also be of help to policy makers and other stake holders in their efforts towards improving knowledge management in law firms. If you accept to respond to our questions any information you give us will be kept confidential. Your participation is voluntary, even when you decide to take part; you can withdraw your consent at any time.

DESCRIPTION OF THE DISCUSSANT: This tool will be used to collect information on knowledge management in law firms. Information provided will purposely help the researchers to have in-depth information regarding knowledge management. This information will be kept confidential and not identified as coming from you since the same information will be collected from other personnel in law firms within Nairobi County. **The discussants will include lawyers and advocates who have been working in the identified Law Firms,**

Instructions

- ✓ **Read the questions loudly and clear**
 - ✓ **Give guidance to in order to get relevant answers**
1. a) Do you know what is meant by knowledge management?

- b) Kindly let us know why you feel knowledge management is important
2. What knowledge management practices does your firm observe?
Probe the above for exhaustive response.
 3. How has knowledge management contributed to your legal practice?
Probe further.
 4. What knowledge and information requirements are practiced in your law firm?
Probe further.
 5. What are the strategies and methods required for knowledge management?
Please elaborate.

Focus Group Discussion guide for Librarians/Records officers **in law firms in Nairobi County Kenya**

1. **Date of interview:** /2019

Law Firm..... Interviewer's name.....Key Informant Code.....

Introductory Statement

We are from Moi University and we are conducting a study in Nairobi among Law Firms to investigate **Knowledge Management as a Tool for Improving Work Performance in selected Law Firms in Nairobi County, Kenya**. It is for academic purposes but the findings will also be of help to policy makers and other stake holders in their efforts towards improving knowledge management in law firms. If you accept to respond to our questions any information you give us will be kept confidential. Your participation is voluntary, even when you decide to take part; you can withdraw your consent at any time.

DESCRIPTION OF THE DISCUSSANT: This tool will be used to collect information on knowledge management in law firms. Information provided will purposely help the researchers to have in-depth information regarding knowledge management. This information will be kept confidential and not identified as coming from you since the same information will be collected from other personnel in law firms within Nairobi County. **The discussants will include Librarians/Records officers who have been working in the identified Law Firms,**

Instructions

- ✓ **Read the questions loudly and clear**

✓ **Give guidance to in order to get relevant answers**

1. a) Do you know what is meant by knowledge management?
b) Kindly let us know why you feel knowledge management is important
2. What knowledge management practices does your firm observe?
Probe the above for exhaustive response.
3. How has knowledge management contributed to your legal practice?
Probe further.
4. What knowledge and information requirements are practiced in your law firm?
Probe further.
5. What are the strategies and methods required for knowledge management?

Please elaborate.

APPENDIX B: RESEARCH AUTHORIZATION (MINISTRY OF EDUCATION)

MINISTRY OF EDUCATION
State Department of Basic Education

Telegrams: "SCHOOLING", Nairobi
Tel. 0202453699
Fax 2244821 Nairobi
Email: info@statebasiceducation.com
rd@statebasiceducation.com
When replying please quote


Republic of Kenya

REGIONAL COORDINATOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. BOX 74625 NAIROBI
NAIROBI

REF: RCE/NRB/1/14/(38) 1st March, 2017

Alfred Owoko Meso
Moi University
P. O. Box 44400 - 01000
Nairobi

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "Knowledge management as a tool for improving work performance in selected law firms in Nairobi County, Kenya."

This office has no objection and authority is hereby granted for a period ending 16th February, 2018 as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.

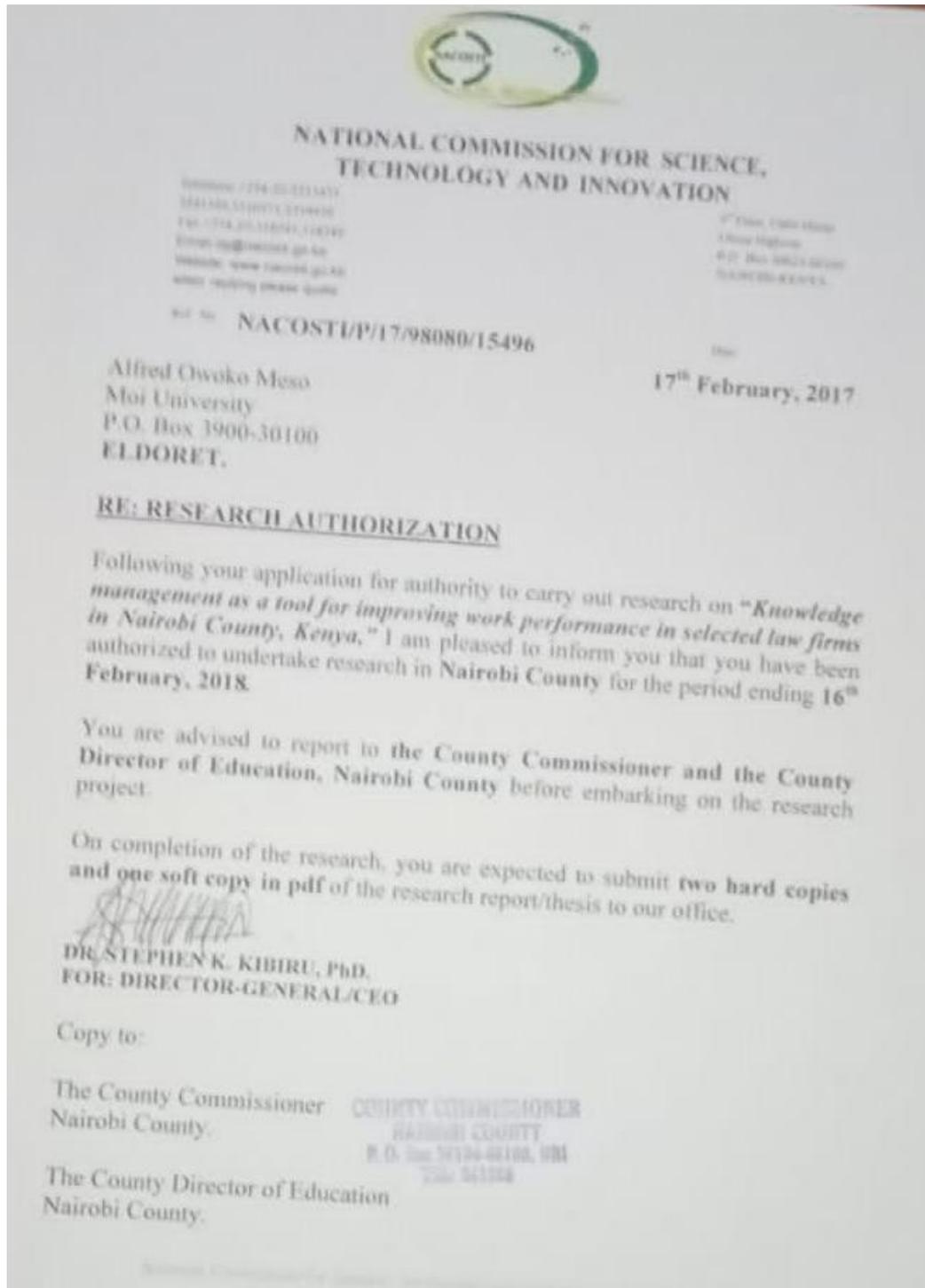
 

MAINA NGURU
FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

C.C

Director General/CEO
National Commission for Science, Technology and Innovation
Nairobi

APPENDIX C: RESEARCH AUTHORIZATION (NACOSTI)



APPENDIX D: CERTIFICATE OF PUBLICATION

APPENDIX C E: RESEARCH PERMIT

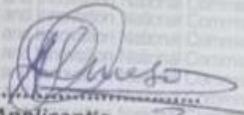
THIS IS TO CERTIFY THAT:
MR. ALFRED OWOKO MESO
of MOI UNIVERSITY, 40286-100
NAIROBI, has been permitted to conduct
research in *Nairobi County*

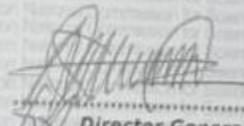
Permit No : NACOSTI/P/17/98080/15496
Date Of Issue : 17th February, 2017
Fee Received :Ksh 2000

on the topic: **KNOWLEDGE
MANAGEMENT AS A TOOL FOR
IMPROVING WORK PERFORMANCE IN
SELECTED LAW FIRMS IN NAIROBI
COUNTY, KENYA**

for the period ending:
16th February, 2018




Applicant's
Signature


Director General
National Commission for Science,
Technology & Innovation

APPENDIX F: BUDGET

Item	Amount (Kshs.)
Proposal development (printing, photocopying & binding)	50,000
Fieldwork (research assistants training, stationary, transportation, remuneration, meals & accommodation)	310,000
Data entry, management & analysis	70,000
Final thesis printing, binding & publication	150,000
Miscellaneous	20,000
Total	600,000

APPENDIX C G: PLAGIARISM CERTIFICATE

SR215



ISO 9001:2019 Certified Institution

EDU 999 THESIS WRITING COURSE*PLAGIARISM AWARENESS CERTIFICATE*

This certificate is awarded to

ALFRED MESO

IS/DPHIL//04/012

In recognition for passing the University's plagiarism

Awareness test for thesis titled: KNOWLEDGE MANAGEMENT AS A TOOL FOR IMPROVING
WORK PERFORMANCE IN SELECTED LAW FIRMS IN NAIROBI COUNTY, KENYA with a
similarity index of 24% and striving to maintain academic integrity.

Awarded by:

Prof. Anne Syomwene Kisilu

CERM-ESA Project Leader Date: 30/06/2023