Hurdles to Knowledge Management Application in Enhancing Service Delivery at The National Land Commission Nairobi County, Kenya

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ABSTRACT

Efforts to address the ongoing problem facing Kenyan communities may be summed up by the National Land Policy and the National Land Commission. The issue has exacerbated by the rapid transition from the traditional method of land ownership in Kenya, where land is held in common, to a scenario in which land is held by individuals and the affluent could gain an advantage over the poor without knowledge management and any pushback from the community. The study's focus was on the knowledge management practices used by the Kenya National Land Commission, with the ultimate goal of enhancing the quality of those practices and the services they provide to the general public. Therefore, the study sought to investigate hurdles to knowledge management application in improving service performance at the National Land Commission, Nairobi County. A descriptive survey methodology was used for this study. The sample size was 150 people including NLC managers, customer service representatives, secretaries and customers and it was selected using stratified random selection to ensure that it is representative of the institution as a whole. The study was able to gather both primary and secondary information through conducting surveys and scheduling interviews. Cronbach's alpha was utilized to determine the reliability of the research instruments in the Test-retest technique. Means, percentages, standard deviations, tables, and figures were used to display the findings of inferential and descriptive statistics performed on the gathered data in SPSS (version 23). The biggest barriers that hurt knowledge management implementations are awareness, time, and culture. Many KM programs struggle to gain traction because they aren't marketed in a way that cuts through the noise and resonates with employees. The study recommends that the organizational management must understand where and in what forms knowledge exists. The organization need to create a culture that values and rewards knowledge sharing, providing employees with the tools and resources they need to share knowledge through knowledge management tools, training programs and communication channels. For the organization to achieve the goal of knowledge management practice, they should enable and promote a culture of learning and development, creating an environment where employees are encouraged to share information to better the collective workforce. The organization should brainstorm catchy terms and phrases to talk about KM, along with a logo or motto that aligns with the organization's culture and values.

Key Words: *Knowledge Management Applications, Service Delivery*

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1.0 Introduction
1.1 Background of the Study

Information creation, storage, dissemination, and management are all components of Knowledge Management. Although the sheer volume of data available today may be paralyzing, the era of big data also presents unparalleled commercial prospects for those who master the art of Knowledge Management (Jeong, 2020). The idea that understanding something has value in and of itself, apart from doing or producing it, is gaining traction as a concept important to the modern economy. Knowledge management strengthens commission's competitive position by facilitating more innovation and reduced time to market, as well as by making workers' jobs more transparent and hence more attainable. Knowledge management, in addition to industrial capital and land, is a primary source of wealth generation, according to the World Bank (2001). Knowledge management is seen as a management modernization problem by the World Bank for the public sector because of the need to modify traditional management techniques to systematically increase information exchange. Rapid organizational development, layoffs, turnover, mergers and acquisitions, and internal redeployments are just some of the reasons why businesses understand the need of knowledge strategy (O'Dell and Hubert, 2011).

According to the World Bank (2001), western nations are eager to implement knowledge management programs in the public sector, but they do not have the necessary expertise to do so. The Information Management Africa (KMA) Foundation was established by scientists and policy experts from throughout the African continent to encourage public and commercial organizations to incorporate scientific and other types of knowledge into their decision-making processes. For this reason, KMA is working to build knowledge management (KM) platforms that will connect people to preexisting networks and encourage the exchange and use of information in all fields throughout Africa (Mosoti and Mesheka, 2010). Knowledge management projects in the public sector may have been launched and executed in other countries, but this is not the case in most sub-Saharan African nations. According to Withers (2006), knowledge management has to be taken seriously in the public sector. Management in this sense involves the systematic monitoring of a unit's knowledge and information resources (including their acquisition, utilization, creation, and storage), with special focus on how these factors factor into the executive decision-making process and the department's or agency's reward and incentive structures.

Kenya has not effectively incorporated knowledge management into its government agencies like land commission, despite the fact that information sharing in companies is one of the essential purposes of any knowledge management program (Sandhawalia and Dalcher, 2011). The lack of efficient information sharing is to blame for this lag. In terms of implementing ICTs and institutionalizing governance, it is a long way behind its developed-country counterparts. Kenya ranks poorly on the factors that affect a country's ability to impact a knowledge economy, suggesting that significant effort is needed to foster a culture where information is freely produced and successfully employed by the public sector. According to Sandhawalia and Dalcher (2011), the government sector is afflicted with a myriad of problems, the most severe of which are its ingrained system of government, a lack of motivations, cultural barriers, and technological inadequacies, all of which impede the generation and sharing of knowledge. Concerning technical hurdles, it is clear that the ICT infrastructure has to be upgraded immediately in order to permit the adoption of e-governance, which in turn will allow for the successful execution of knowledge management initiatives.

There is a wide range in ICT adoption rates from country to country and community to community. When compared to the Republic of Korea, which is at the pinnacle of ICT competence (Jeong, 2020), most developing nations, such as Kenya, are still struggling with the ICT integration stage, which, according to Tinmaz and Ozturk (2019), is two levels below the Republic of Korea's level. As shown by Gündüz (2010), this split might also exist inside a single nation, with the same consequence of further isolating individuals on the technical periphery. As a result of these fast shifts, it is becoming more important to have access to information and communication technology (ICT) resources, such as ICT-proficient trainers, in order to facilitate effective teaching and learning. This may have played a role in why the Kenyan government has made it a priority to integrate ICTs into the classroom (Republic of Kenya, 2017). It is emphasized in both the Ministry of Education's and the Ministry of Information and Communications' policies that classrooms should serve as incubators for the development of students' ICT competence. Large amounts of money from the government, as well as from bilateral and multilateral donors, have been put toward this overarching goal (Republic of Kenya, 2020a; USAID, 2020; World Bank, 2011).

Kenya's long-term goal is to transform into what it calls a knowledge-led economy, in which the generation, transfer, and use of information are central to the country's fast economic expansion (GoK, 2007). One of their primary concerns was the degree to which knowledge management is really put into practice. Research conducted in Nairobi revealed that the majority of difficulties are related to KMP creation and implementation within the context of an organization's culture, strategy, and leadership. They found that 65%, or 45 out of 100 firms, report strong opposition to applying knowledge management approaches (Mosoti & Mesheka 2010) Only by adopting knowledge management approaches that are deeply embedded in service delivery processes can the civil service enhance the delivery of essential government services. In addition, public workers should be inspired to create, organize, and disseminate new knowledge and information. Therefore, the study proposes that the Kenya lands commission adopt knowledge management approaches and effectively integrate them in order to enhance the situation and government service delivery.

1.2 Statement of the Problem

As far as anybody can tell, Kenya's land problem has never been resolved. In spite of the fact that land is essential to people's standard of living, this issue has lingered for decades, leading to widespread anarchy as people get restless while waiting for a solution. In the past, governments have ignored the concerns of their constituents, but in recent years, they have made an effort to hear the voices of those who are suffering. The National Land Policy and the National Land Commission are examples of initiatives to improve the condition for African communities. The issue was exacerbated by the recent shift from the traditional African method of land ownership in which land was held in common by all residents to a private, individual system in which the wealthy might unfairly benefit at the expense of the poor, with no pushback from the community. The study seeks to address knowledge management practices in enhancing service delivery at the national land commission.

Knowledge management is still a crucial part of every government agency. Public organizations, in light of the current climate of intense competition, regard themselves as knowledge-compelled organizations and make efforts to shape the state of their existing knowledge-resources to gain an edge in the marketplace (Ou and Davison 2018). Some businesses have difficulty adapting their plans to the market as it now stands. Since KM is essential to the success of modern businesses, its importance is on the rise, and the need of revamping outdated institutions is undeniable. For

organizations like the Kenya National Land Commission (KNLC) to stay competitive in today's market, they need to implement knowledge management best practices.

Knowledge management is becoming more important as a means of developing and maintaining competitive advantage, as shown by the reviewed literature. KNLC must adopt and spread knowledge management practices if it is to thrive in today's fast-paced business climate. Knowledge management is the subject of a small number of Kenyan academic works (Maingi, 2007; Mosoti and Mesheka, 2010; Ogare and Othieno, 2010). However, not a single one of them is focused on the impact of knowledge management on KNLC's service provision. Understanding and documenting Knowledge Management is important because of how crucial it is to the success of contemporary businesses. This research aimed to better understand how the KNLC's knowledge management practices impact the quality of services provided to Kenyans.

1.3 Objective of the Study
The study sought to investigate hurdles to knowledge management application in improving service performance at the National Land Commission, Nairobi County.

2.0 Literature Review

2.1 Staff Teamwork Strategy
Collaboration starts to take shape inside the company. We may not see the need in addressing the necessity for and significance of connections and relationships in business life since they are so self-evident. The level of competition is one of the fundamentals that has to be specified. When businesses are aware of the intense competition they face in the marketplace, they are better equipped to foster a culture that reflects that level of intensity inside the company. Some approaches to management hold that healthy rivalry inside an organization is crucial to achieving success in a global marketplace. As unfortunate as it may be, internal rivalry has the potential to sabotage the care shown toward one another by members of the same company. People will cease working together as a team and instead act like isolated individuals in a hostile environment, refusing to lend a hand, rejecting even good ideas, providing no constructive criticism, and refusing to share what little expertise they have. Reference: (Von Krogh, Ichijo, & Nonoka, 2000) Although individuals may not seem to work together nearly enough, they recognize the value and benefits of collaboration. Furthermore, employees believe that they can do more while working together, yet when asked whether they learn anything new on the job, 86% of respondents claimed they do learn something new, but just a little. The phenomenon may be studied in this manner, along with the question of whether or not the benefits of collaboration extend to the members of the group as a whole.

2.1 Hurdles to Knowledge Management Practice on Service Delivery
2.1.1 Commission's Culture
Corporate culture, as described by Visvalingam and Manjit (2011), is a distinct phenomenon from national culture, in large part because participation in an organization is often elective whereas citizenship in a country is permanent and obligatory. Based on his findings, he explains how false habits like symbols, heroes, and rituals distinguish national cultures from one another and how they also distinguish amongst companies. Organizational cultures, which are made up of practices rather than ideals, are relatively tamable in that they may be controlled by altering the former. Employees' morals are immutable since they were formed throughout their formative years. However, sometimes an employer might stimulate qualities which workers were not permitted to display before, such as a drive for initiative and creativity, by enabling behaviors which were

previously disallowed. In their article "Corporate Culture: A Consequence of National or Society Culture," Buellens, Kreitner, and Kinicki (2001) claim that corporate culture is in reality a byproduct of national or societal culture. They also note that corporate culture has affects on each person's attitudes, beliefs, and expectations, much as culture has on organizational behavior via workers' norms and language. Organizational success in knowledge management requires a healthy culture. A bureaucratic culture is the result of an organization's lack of trust and its failure to reward or foster collaboration and teamwork. In addition, internal information sharing will be difficult for a corporation that has difficulties gaining its employees' confidence, Zand (1997). According to Naftanaila (2010), culture is made up of people's shared values, beliefs, assumptions, and conventions. Organizational culture consists of the norms, customs, and assumptions held by its members. It permeates human interaction and how we interpret the behavior of others. Culture, according to Delong and Fahey (2000), affects how people learn, share, and apply information. Organizational culture stems from the values held by employees, therefore in a company with a tacit knowledge transfer culture, employees voluntarily exchange ideas and information rather than feeling compelled to do so. The culture of an organization is its unspoken norms and practices.

Cultural variables have a substantial influence on an individual's choice to transmit or hoard information, according to research by Neo (2002) conducted on the knowledge transfer culture in a Singapore news firm. According to the results of his research, the most significant barriers to information sharing were a lack of intrinsic desire, leadership backing, trust, and team spirit. Albers (2009) investigated an actionable strategy for transferring tacit knowledge. His research showed that cultural factors are essential for successfully transferring information. Trust, openness, cooperation, collaboration, risk taking, error tolerance, shared language, bravery, and time for learning are all qualities he listed as essential for an effective knowledge transfer culture. Failures to transmit knowledge in the archive or organization, according to Firestone and McElory (2003), are due to cultural challenges. The norms of conduct that make up an organization's culture provide workers a feeling of belonging while also guiding their actions.

According to Cumberland & Githens (2012), an organization's culture may make or break the likelihood that information is communicated. The transmission of tacit knowledge varies across four distinct cultural settings, as described by Visvalingam & Manjit (2011). These settings are the clan, the adhocracy, the hierarchy, and the market. It is shown that although hierarchical and market-based societies impede the sharing of tacit knowledge, clan and adhocracy societies encourage it. While Deshponde &Webster (1989) define organizational culture as ingrained patterns of shared values and ideas, Debowski (2006) defines it as the sum of workers' views and attitudes in the workplace. They argue that it sets rules for conduct in the workplace since it educates workers about the inner workings of the business. They went on to say that the desire of workers to share and reuse information is affected by the company's culture.

Because they have become entrenched patterns of behavior, corporate cultures are notoriously difficult to alter and control. Leadership is responsible for effecting cultural shifts in their organizations. Each company's upper echelons may choose to either embrace and use the established culture or work to alter it. If upper-level management wants to alter the company's culture, they must ensure they have the backing of influential workers at all levels. Culture changes in the workplace need constant oversight. Top-level management needs time to observe and evaluate the company's culture (Jackson, 1995). One of the main reasons why knowledge management failed was a failure to account for cultural differences. It takes more work to impart information to someone from a different cultural background (Barnard, 2005). Online communities

may be less likely to foster innovation and information exchange as a result. The inability to understand and be understood by others from other cultures is exacerbated by the fact that individuals from various regions of the globe often have vastly different cultural norms, social mores, and life priorities.

2.1.2 Language Barriers

Knowledge sharing is not limited to the use of information and communication technologies (Song, 2002), but rather takes a person-to-person approach, with an emphasis on conversation and interpersonal connections inside the workplace (Chaung, 2004). Therefore, it is an emergent process of understanding based on human communication and cognition (Saito et al., 2007). Because of this, workers' communication skills are crucial to their capacity to transfer information (Riege, 2009). Members of an online society not only have to deal with the issues of physical distance and time difference, but also with the difficulties of communicating with one another due to linguistic and cultural boundaries. In order to succeed in today's globalized economy, where corporations may locate workers in a variety of nations and speaking a variety of languages, they must overcome linguistic barriers. Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively (Van den Branden, 2001). Thus, language may be a barrier to the free flow of information and ideas in today's global society.

Communication within an organization is critical, as shown by Cumberland & Githens (2012). This is because the sharing of information facilitates the transfer of tacit knowledge, which in turn has the potential to facilitate improvements that may drive sales growth, margin improvement, labor savings, overall efficiency, and motivation. Problems with the transmission of tacit knowledge are highlighted by Seidler de Alwis & Hartmann (2008), who point out that the greater the degree of specialization, the more isolated and restricted the viewpoint of the organization, and the fewer the modes of communication available to it. Park & Vertinsky (2012) agree that communication is essential for articulating and transferring tacit information, and they investigate how good communication fosters closeness and trust within an organization, hence facilitating the efficient transfer of tacit knowledge.

According to Haldin-Herrgard (2000), the primary challenges in conveying tacit information are related to issues of perception and language. Because tacit information is so deeply embedded in a person, they may be unaware of the knowledge or ability they possess and only be privy to it on a subconscious level, rendering them unable of passing it on to others. If the information is natural and internal to the person, this impacts how they describe it. According to Haldin Herrgard (2000), not only is it challenging for people to communicate in the first place, but it also becomes more challenging to share and transmit as more experience and knowledge are continually obtained. The varied usage of terminology that develops with seniority in an organization also presents challenges in terms of communicating and transferring tacit knowledge. In addition, Haldin-Herrgard (2000) advises that all members of an organization, regardless of location or platform, should speak the same language in order to facilitate the transmission of tacit knowledge.

2.1.3 Information Communication Technology Barrier

Knowledge sharing and the use of information and communication technologies (ICTs) are intertwined (Lin, 2007) because ICTs can be used effectively to facilitate the codification (Song, 2002) and sharing of organizational knowledge within internal entities (Huysman and Wulf, 2006; Awad and Ghaziri, 2004), allowing businesses to engage in more productive collaborative

activities (Pan and Leidner, 2003) and thus realize more of the value ICTs can bring them (Dalkir, et al., 2007).

Organizations have difficulties while introducing new technologies due to the dispersed nature of the infrastructure involved. E-mail, shared network files, online application platforms, and cloud-based applications and databases are all potential information and content sources. Finding the appropriate place to look for information is difficult enough, but a bad user experience may compound the difficulty of the search (Berkes, 2009).

Capturing, storing, evaluating, and organizing information and material are all essential aspects of knowledge management. Without clearly defined procedures, workers are more likely to depend on old or incorrect data, waste time reproducing information that already exists, and put in unnecessary effort looking for what they need. The given information should be evaluated on a regular basis to determine its worth to the company (Arora, 2011). The success of a knowledge management system depends on the system's ability to filter material for accuracy and currency. There may be a substantial time and monetary commitment required to create knowledge management methods to deal with these issues. Keep in mind that the success of a new process infrastructure depends on its rate of adoption, which in turn is tied to the value and usability of the process. Many antiquated and insufficient knowledge management methods inside an organization are unofficial and undocumented, sometimes avoiding a formally regulated procedure (Alavi & Leidner, 2001).

People often hang on to information because they feel that doing so validates their position in the firm, and that imparting that information to others is a pointless effort of altruism or corporate welfare at best. In this setting, key knowledge holders (KKH) are always vying with one another for better compensation and career advancement opportunities (Aggestam, 2015). People in an organization don't see that sharing information is advantageous since the benefit of doing so hasn't been proven or articulated to them. How many of us have experienced obstacles in the flow of information inside our own organizations? In a multidirectional and collaborative communication process, people are able to question, discuss, and offer relevant feedback when you share your knowledge and ideas with them (Botha & Fouché, 2002). Knowledge silos in an institution or business may further stifle communication and add to the difficulty of getting information from one place to another. Any knowledge-sharing program aimed towards individuals who work in these settings must account for the challenges posed by those settings in order to be successful.

3.0 Research Methodology

A descriptive survey methodology was used to complete the research. A person or group may conduct a descriptive survey by interviewing a representative sample of the population or distributing a questionnaire to a cross-section of the population to learn specifics about a topic or situation (Orodho, 2003). Kothari (2008) claims that a descriptive survey design helps researchers collect, analyze, and interpret data for better understanding. Since descriptive design doesn't only lead to factual results, but also to the development of new knowledge principles and the resolution of pressing issues, it was used (Kothari 2003). The study's goal was to discover and characterize the target population's thoughts, emotions, preferences, and attitudes. The plan was approved with the expectation that the collected data was statistically representative of the community at large. Investigating how the National Land Commission in Nairobi County, Kenya uses knowledge management principles to better serve its customers.

The research was conducted at Nairobi's Upperhill office, Off Ngong Road which is the headquarters of the Kenya National Land Commission in Nairobi County. Other KNLC offices

provide administrative duties in all parts of the Republic of Kenya and may be located in every county. The Constitution of Kenya establishes the National Land Commission as an independent government commission with the mandate to, among other things, manages public land on behalf of the national and county governments, investigate current or past land injustices and recommend appropriate redress, and monitor and have oversight responsibilities for land use planning throughout the country. Knowledge management approaches in improving service performance at the National Land Commission in Nairobi County, Kenya are a major factor in making this decision. The participants of this study included NLC Human resource managers, surveyors, customer service representatives, secretaries and customers targeting a total of 150 respondents to investigate their knowledge management practices and service delivery

The study's sample size consisted of 150 people, Human resource managers 5, surveyors 10, customer service representatives 50, secretaries 10 and customers 75. A total of 150 people included in the sample. When conducting a study, a researcher would use a technique known as purposive sampling, in which he selects a subset of possible participants based on his or her subjective assessment of the importance of certain traits they must possess. In order to minimize resources and focus on the most common and helpful factors, a systematic sampling strategy was used. Simple random sampling was the most effective method of sampling. The random selection process ensures that every member of the population has an equal chance of being picked for the sample. Theoretical sampling, as pointed out by Sarantakos (1998), is used by qualitative researchers. To ensure optimality and representativeness, 30% (45/150x100%) representing 45 out of 150 respondents were selected at random from each respondent group. The researchers conducted their survey among the workers of the Kenya National Land Commission. The researcher hoped to collect data from at least 150 members of the sample population.

The term research instruments describe any item used to gather data for a study (Gillham, 2000). The questionnaires were used to gather information needed for the study. These three tools appear like a good fit for discussing the acquired data; for instance, the emotions, views, vicious preferences, and responses of the respondents in the Kenya National Land Commission population. They used in order to gather both main and secondary information. A questionnaire is a tool for gathering information from a group of people about their thoughts, opinions, and experiences. Questionnaires are sets of questions that have been carefully organized to meet the research subject. They are more objective than other methods, removing the possibility of prejudice, and respondents are free to express themselves freely in writing. The researcher created a questionnaire to use in conducting primary research with members of the Kenya National Land Commission. The study's purpose, the type of the data to be gathered, and the amount of time available all played a role in the instrument's final selection. In order to improve service delivery, data on knowledge management practices will be gathered through questionnaires. When constructing the questionnaire, paid a close attention to making sure that each responder can easily read it, comprehend the concepts it presents, and draw their own conclusions about how they relate to the research topic. The researcher, in cooperation with the commission's administration, created the questionnaire and produced 150 copies, each of which were sent to a subset of the responders who served as the sample. Since respondents completed and returned the surveys on the same day, data collection would be simplified. There was a complete transmission of the surveys.

The questionnaire's validity was improved as a result of this investigation, since it was checked for face validity. The questionnaire questions were proofread to ensure face validity, and strong references to previous research and associated theories on knowledge management and service delivery. Expert input and careful revision of questionnaire questions to avoid ambiguity

improved content validity. Used theories that were adequately describe the link between the research's variables helped attain construct validity. Twenty were used for a pretest/pilot study, and those participants were excluded from the final sample. Experts in statistics advised the researcher to make sure the data collection instrument was consistent, and the collected data was entered into the computer statistical package for social scientists (SPSS) to determine the reliability of the instrument. If Cranach's alpha coefficient is greater than 0.7, then the instrument was considered reliable for the study. The Kenya National Land Commission's authorization is required for the research to proceed. Once the researcher has been given the green light by the relevant authorities, data gathering may commence. The responses were then contacted by the researcher himself and given the goal of the study. Then, when a day and time had been determined, participants in the sample were informed about the research. The study tools were self-administered, by the researcher. In order to glean useful information on the effects of knowledge management practice on service delivery, the researcher employed a self-administered questionnaire for data collecting. Researchers will first gather unprocessed data from the field, which were then filtered and prepared for editing and, if any inconsistencies are found, corrected. Next, the researcher went on to the coding phase, when the variables were put into a statistical software specifically designed for social scientists (SPSS). The results from Cronbach's SPSS software were straightforward and easy to understand. Moreover, the use of frequency tables to visually represent the data collected from the respondents was done. This assumed that the respondents were able to offer straightforward replies and had a good grasp of the language being used. The introduction letter from Kenya University allays respondents' concerns and facilitates data collection by assuring them that the researcher adhered to all ethical standards. Since the researcher was required to get ethical permission from Kenya University, the material was treated with the utmost discretion.

4.0 Research Findings and Discussions

4.1 Knowledge Sharing Practice

The study sought to determine the strategy of Knowledge sharing practices on enhancing service delivery at the National Land Commission in Nairobi County. The descriptive results on knowledge sharing practice are presented in Table 1

Table 1: Knowledge Sharing Practice

Statement	M	SD
Government agencies that want to succeed in today's information- and data-driven marketplaces must implement knowledge management methods	4.08	0.744
To ensure the effective rollout of knowledge-based activities throughout an organization, a knowledge-based policy or plan should be formulated	4.27	1.130
The prosperity of an organization is tied to the dedication and productivity of its workers	3.64	1.361
To improve its performance, a company must be able to innovate its processes and structures and generate new information via the integration of existing data and other sources of information	4.72	0.776
The term knowledge management refers to the process of gaining, using, and maximizing the benefits of an organization's stock of accumulated information and expertise	4.53	1.219

By drawing on the insights of employees and the company as a whole, knowledge management makes it easier to implement positive changes in the workplace	4.09	0.907

Source: Research Data (2023)

The results in Table 1 indicate that the respondents strongly agreed on the statements that to improve its performance, a company must be able to innovate its processes and structures and generate new information via the integration of existing data and other sources of information (M=4.72, SD=0.776) and that the term knowledge management refers to the process of gaining, using, and maximizing the benefits of an organization's stock of accumulated information and expertise (M=4.53, SD=1.219). Yuan, Lin and Zhuo (2016) observe that the company must guarantee that everyone who needs access to the information can find it, and that its format, adaptability, selection, and integration are all clear to anybody who could be involved.

Knowledge sharing (KS) was formerly described as the act of passing along or gaining information or expertise from one person, group, or organization to another (Kuhn and Yockey, 2003). Transferring or spreading information from one person to another is what is meant by knowledge sharing procedures. This occurs when an issue is stated together with possible solutions, when an argument is made, or when an event occurs that prompts contemplation. Learning occurs via knowledge exchange, which includes speaking up, taking notes, asking questions, offering suggestions, and trying new things (Boyne, 2002).

The respondents agreed on the statements that to ensure the effective rollout of knowledge-based activities throughout an organization, a knowledge-based policy or plan should be formulated (M=4.27, SD=1.130), by drawing on the insights of employees and the company as a whole, knowledge management makes it easier to implement positive changes in the workplace (M=4.09, SD=0.907), Government agencies that want to succeed in today's information- and data-driven marketplaces must implement knowledge management methods (M=4.08, SD=0.744) and that the prosperity of an organization is tied to the dedication and productivity of its workers (M=3.64, SD=1.361). According to Nonaka (2008), a knowledge-creation company's capacity to constantly reinvent itself and its employees is at the heart of the advantages gained by implementing knowledge management. Knowledge, according to Nanoka (2008), has always been critical to the functioning of society.

When people pool their knowledge and use it to help one another out, they are engaging in knowledge sharing (Li and Zhang, 2010). This method facilitates hands-on learning and information retention. As a result, there is a tight relationship between KS and Knowledge Sharing in terms of the learning that may occur inside an organization. Thinking, knowing, learning, and sharing are all interconnected processes. Sharing information inside a company also helps workers develop commonalities. In addition to enhancing people's abilities, KS often results in the development of brand-new bodies of information (Yi & Li, 2012).

4.2 Role of Knowledge Management Practice

The study sought to examine the role of Knowledge Management practices in enhancing service delivery at the National Land Commission, Nairobi County. The descriptive results on the role of knowledge management practice are presented in Table 2.

Table 2; Role of Knowledge Management Practice

Statement	M	SD
The use of technology is widely acknowledged as a key factor in the success of knowledge sharing initiatives.	4.05	0.829
Tacit information is ingrained in social interactions and spreads as a result of personal experience and careful observation.	4.29	0.606
The use of technology is crucial since it allows for the better coordination of business operations inside an organization regardless of distance or time.	4.11	0.835
Because of advancements in technology, businesses can now adapt to their shifting environments more quickly and easily.	4.52	0.558
Technological capacity to facilitate conversation and group study makes it an effective medium for disseminating formal training across a business.	4.61	0.509
Barriers to knowledge management practice on service delivery	3.99	1.001

Source: Research Data (2023)

The results in Table 2 indicate that the respondents strongly agreed on the statements that technological capacity to facilitate conversation and group study makes it an effective medium for disseminating formal training across a business. (M=4.61, SD=0.509) and that because of advancements in technology, businesses can now adapt to their shifting environments more quickly and easily (M=4.52, SD=0.558). According to Botha and Fouché (2002) people in an organization don't see that sharing information is advantageous since the benefit of doing so hasn't been proven or articulated to them. Also, in a multidirectional and collaborative communication process, people are able to question, discuss, and offer relevant feedback when you share your knowledge and ideas with them.

Corporate culture, as described by Visvalingam and Manjit (2011), is a distinct phenomenon from national culture, in large part because participation in an organization is often elective whereas citizenship in a country is permanent and obligatory. Based on his findings, he explains how false habits like symbols, heroes, and rituals distinguish national cultures from one another and how they also distinguish amongst companies. According to Naftanaila (2010), culture is made up of people's shared values, beliefs, assumptions, and conventions. Organizational culture consists of the norms, customs, and assumptions held by its members. It permeates human interaction and how we interpret the behavior of others. Culture, according to Delong and Fahey (2000), affects how people learn, share, and apply information.

The respondents agreed on the statements that; tacit information is ingrained in social interactions and spreads as a result of personal experience and careful observation (M=4.29, SD=0.606), the use of technology is crucial since it allows for the better coordination of business operations inside an organization regardless of distance or time (M=4.11, SD=0.835), the use of technology is widely acknowledged as a key factor in the success of knowledge sharing initiatives. (M=4.05, SD=0.829) and that getting feedback regarding the quality of the project approach is key to achieving properly structured, aligned and productive teamwork (M=3.99, SD=1.001). Barnard (2005) observes that one of the main reasons why knowledge management failed was a failure to account for cultural differences. It takes more work to impart information to someone from a different cultural background. Online communities may be less likely to foster innovation and information exchange as a result.

Data from studies by Burke and Hutchins (2007), Pham (2008), and Blume, Ford, Baldwin, and Huang (2010) show that mentorship, one-on-one interactions, job rotation, and staff development are all effective ways to spread information and expertise throughout a company. There is a growing demand for the use of information and communication technologies to facilitate the transfer of knowledge as businesses expand internationally. According to Greiner (2007) and Lee & Lee (2007), the use of ICT is crucial since it allows for better coordination of an organization's economic operations and lessens the impact of geographical and/or temporal barriers. Thanks to IT, businesses may be more adaptable and fast to react to shifting conditions.

4.3 Barriers to Knowledge Management Application

The study sought to investigate hurdles to knowledge management application in improving service performance at the National Land Commission, Nairobi County. The descriptive results on the barriers to knowledge management application are presented in Table 3.

Table 3: Barriers to Knowledge Management Application

Statement	M	SD
The inability to understand each other's language is the primary barrier to communication.	4.50	1.494
The inability to effectively communicate with individuals online may be hampered by linguistic hurdles.	4.48	0.856
Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively.	4.34	1.722
Interdepartmental communication is essential to the success of any business.	3.93	1.070
E-mail, shared network drives, online app platforms, and cloud apps/databases are all potential locations for acquiring new information and expertise.	4.78	0.879
In a collaborative and multidirectional communication process, technology enables others to question, remark, and provide constructive criticism.	4.55	4.549

Source: Research Data (2023)

The respondents strongly agreed on the statements that e-mail, shared network drives, online app platforms, and cloud apps/databases are all potential locations for acquiring new information and expertise (M=4.78, SD=0.879), in a collaborative and multidirectional communication process, technology enables others to question, remark, and provide constructive criticism (M=4.55, SD=0.549) and that the inability to understand each other's language is the primary barrier to communication (M=4.50, SD=1.459). According to Cumberland and Githens (2012) communication within an organization is critical. This is because the sharing of information facilitates the transfer of tacit knowledge, which in turn has the potential to facilitate improvements that may drive sales growth, margin improvement, labor savings, overall efficiency, and motivation.

Communication within an organization is critical, as shown by Cumberland & Githens (2012). This is because the sharing of information facilitates the transfer of tacit knowledge, which in turn has the potential to facilitate improvements that may drive sales growth, margin improvement,

labor savings, overall efficiency, and motivation. Problems with the transmission of tacit knowledge are highlighted by Seidler de Alwis & Hartmann (2008), who point out that the greater the degree of specialization, the more isolated and restricted the viewpoint of the organization, and the fewer the modes of communication available to it.

The respondents agreed on the statements that the inability to effectively communicate with individuals online may be hampered by linguistic hurdles (M=4.48, SD=0.856), Although English is widely used for international communication and commerce, many individuals lack the linguistic skills necessary to participate effectively (M=4.34, SD=1.722) and that Interdepartmental communication is essential to the success of any business (M=3.93, SD=1.070). Arora (2011) observe that capturing, storing, evaluating, and organizing information and material are all essential aspects of knowledge management. Without clearly defined procedures, workers are more likely to depend on old or incorrect data, waste time reproducing information that already exists, and put in unnecessary effort looking for what they need. The given information should be evaluated on a regular basis to determine its worth to the company.

Organizations have difficulties while introducing new technologies due to the dispersed nature of the infrastructure involved. E-mail, shared network files, online application platforms, and cloud-based applications and databases are all potential information and content sources. Finding the appropriate place to look for information is difficult enough, but a bad user experience may compound the difficulty of the search (Berkes, 2009). People often hang on to information because they feel that doing so validates their position in the firm, and that imparting that information to others is a pointless effort of altruism or corporate welfare at best. In this setting, key knowledge holders (KKH) are always vying with one another for better compensation and career advancement opportunities (Aggestam, 2015).

4.4 Results of Regression Analysis
The results of regression analysis that sought to establish the extent which independent variables influenced the dependent are presented in the following Table 4, 5 and 6

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845[a]	.893	.886	.179

Source: Research Data (2023)

The results in Table 4 show that the value of adjusted R-square was 0.886 which shows that there was a variation of 88.6% of service delivery at the National Land Commission, Nairobi County attributed to hurdles to knowledge management variables. Therefore, it can be concluded that other variables not studied account for 11.4%.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.964	4	3.741	292.592	0.000ª
	Residual	1.790	140	0.013		
	Total	16.754	144			

Source: Research Data (2023)

The value 0.000ª shows the significance level is less than 0.05. The results also indicate that statistical F value (142.116) is greater than the statistical mean square value (3.741) at 5% significance level confirming the significance of the model.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.646	.223		2.897	.000
	Hurdles to knowledge management	0.869	.049	1.317	17.735	.000

Source: Research Data (2023)

The study identified that hurdles to knowledge management had a positive and significant relationship on the service delivery at the National Land Commission, Nairobi County as shown by t values (t=17.735, <0.05). According to research by Agarwal and Marouf (2014) as well as Fan, Yi.-W. and Ku, E. (2010), the development and maintenance of ties between colleagues and diverse social networks facilitates tacit knowledge sharing among the persons involved in a project. Bloodgood and Salisbury (2001) state that there are two ways in which tacit knowledge may be disseminated inside an organization: I face-to-face interactions between workers, and (ii) via the use of information and communication technology (ICT). Ndlovu and Dewah (2022) study investigated knowledge management practices and service delivery among Psychiatry Nurses at Ingutsheni Central Hospital The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya.

5.0 Conclusions and Recommendations

5.1 Conclusions of the Study

The study concludes that the biggest barriers that hurt knowledge management implementations are awareness, time, and culture. Many KM programs struggle to gain traction because they aren't marketed in a way that cuts through the noise and resonates with employees. Time barriers also arise when employees are overburdened with other tasks or see KM as extra work that does not benefit them. The culture can make employees afraid to ask questions or share, suspicious about how their knowledge will be used, or skeptical that their participation will be recognized or make a difference.

5.2 Recommendations of the Study

The study recommends that the organization should brainstorm catchy terms and phrases to talk about KM, along with a logo or motto that aligns with the organization's culture and values. Then promote the brand so employees instantly recognize that a tool or message comes from KM. Look for ways to eliminate or automate steps, integrate KM into the systems and apps employees already use, and allow them to set up alerts and reminders. Clearly communicate how they will benefit from their staff participating in KM, as well as the specific support you need. Provide slides, talking points, and templates to make it easy.

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