

ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT: A CASE OF POSTAL CORPORATION OF KENYA IN NAKURU COUNTY

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ABSTRACT

Factors such as globalization, market liberalization, persistent technological changes and reforms initiated by the government have made it more complicated for the postal sector to anticipate its future. For organizations to respond to these needs of the changing environments, knowledge management has been postulated as an anchor to increase organizational competitive edge. The study's main purpose was to investigate how organizational culture affects knowledge management in Postal Corporation of Kenya, Nakuru County. The research sought to establish the effect of adhocracy culture, market culture, hierarchy culture and clan culture on knowledge management in Postal Corporation of Kenya, Nakuru County. Descriptive research design was utilized to understand how and what type of organizational culture greatly affects knowledge management. The target population was 91 individuals from top and middle management levels and staff at Postal Corporation of Kenya in Nakuru County. Semi-structured questionnaires were utilized to obtain primary data. Descriptive statistics (mean and standard deviations) and inferential statistics (linear regression and correlation) were done using statistical package of social sciences software. The study findings indicated that clan culture, adhocracy culture, market culture and hierarchy culture affected knowledge management of Postal

Corporation of Kenya as the respondents agreed with the statements. The correlation findings indicated a positive and significant linear correlation between clan culture and adhocracy culture, a negative and insignificant linear correlation between market culture and a positive and insignificant linear correlation between hierarchy culture and knowledge management in Postal Corporation of Kenya. Additionally, the regression results indicated a positive and significant effect of clan culture ($\beta = 0.089$, $p=0.002$) and adhocracy culture ($\beta = 0.575$, $p=0.000$) on knowledge management of Postal Corporation of Kenya. The regression results indicated a negative and insignificant effect ($\beta = -0.113$, $p=0.076$) of market culture on knowledge management of Postal Corporation of Kenya and a positive and insignificant effect ($\beta = 0.139$, $p=0.102$) of market culture on knowledge management. The study concludes that clan culture, adhocracy culture and hierarchy culture are significant organizational culture factors affecting knowledge management in Postal Corporation of Kenya as they lead to knowledge acquisition, knowledge conversion, knowledge application and knowledge protection.

Key words: clan culture, adhocracy culture, market culture, hierarchy culture, knowledge management, Postal Corporation of Kenya

INTRODUCTION

Today, the ever-evolving macro environment due to technological advances, competition to deliver advanced products and services, varying consumer demands, privatization and globalization dictates how businesses operates (Aldaibat, 2012). For firms both in public-sector and private-sector to function effectively as well as improve their performances in this macro environment, they need to conceptualize and execute ideas and strategies that will help counter these challenges. One way that organizations have been pursuing to enhance their competitiveness has been to increase the role of continuous learning from their internal and external environments. This has led to the realization of knowledge management concept within organizations which can help in better decision making, cost reduction, quality improvement, differentiation of products and services, and use of best practices (Jelena, 2012).

Knowledge management is imperative in Kenya as organizations contest in conformity to knowledge as their operations are knowledge based. In response to customers' sophistication on their needs and wants, organizations have been forced to accelerate the speed of product and service innovation which is supported by knowledge management. Furthermore, organizations are engulfed by challenges such as high employee turnover which results in the loss of valuable knowledge. Thus, organizations need to invest in practices which will help in continuous learning to cope up with these changes as well as ensuring that knowledge is managed adequately (Kiseli, 2016). Masheka and Mosoti (2010) investigated how organizations in Nairobi implement knowledge management practices (KMP). The research findings indicated that most organizations are unable to integrate their corporate culture, leadership style and structure with knowledge management. Therefore, institutions should figure out on how organizational culture will promote and improve knowledge management.

According to Kiziloglu (2021) organizational culture is a unique asset that appreciate with time and which provides a competitive advantage to organizations. Organizational culture acts as the building block of success in businesses in the sense that it helps knowledge management play a significant part in developing strategic frameworks which helps in the achievement of organization's objectives. In addition, a corporate culture that endorses the management of knowledge contributes to the establishment of shared visions, improve decision making process, create synergy, and ensure members commitment to their tasks. When an organizational culture is integrated with other elements such as the structure of the organization, it may stimulate the success of knowledge management or impede it. Thus, organizations should try to strike a balance between its culture and other elements to support the acquisition, sharing, application and protection of knowledge (Kaja, 2017).

Postal Corporation of Kenya was incorporated in 1998 by an act of parliament to offer mailing, commercial, and domestic and international delivery services as a public postal operator. It is the only government-owned enterprise mandated to provide universal service requirements in accordance to the provisions of United Nations advisory and ensure people have a right to basic communication services. Aligning the objectives of the government with the modernization of the communication industry, the 1998 Act of communication has made a significant step in the establishment and advancement of the postal sector. This resulted in the split of the former Kenya Posts and Telecommunication Corporation (KPTC) leading to the formation of Telkom Kenya Limited, PCK and Communication Authority of Kenya (CAK) each governed by its own regulations and charged with the development of postal and telecommunication sector (Karimi, 2013).

With its functions to offer services both in the domestic and international markets, the Postal Corporation of Kenya has been suffering the effects of technological modernization and market liberalization that have seen Kenyans opt to send emails rather than letters. Flourishing private courier firms have proven agile and more attractive to customers than postal Corporation of Kenya. The Corporation spends Kshs 1.7 billion on annual wages for its 3200 employees, which takes up 65% of its revenues. Recently, the Postal Corporation of Kenya has seen a dramatic decrease in mails, and the Communication Authority of Kenya (CAK) data shows the number of letters posted locally fell to 47.0 million down from 115.58 million letters a decade ago (2009-2019) hence a decline in its revenue (Ilako, 2019). In response to declining mail volume, the management of postal corporation of Kenya anticipated that nearly 1200 employees would be laid off so as to bring down its operational cost, thus losing an extensive knowledge required to manage its vast operation.

STATEMENT OF THE PROBLEM

Factors such as globalization, market liberalization, persistent technological changes, and reforms initiated by the government have made it more complicated for the postal sector to anticipate its future (Gaga, 2015). Furthermore, with the growth in the number of competitors as well as alternatives to postal sector services, the competition for customers in the sector has increased exponentially. This can be seen in major post offices from different parts of Kenya with low customer turnout. Therefore, there is urgent need for Postal Corporation of Kenya to adopt new ways of doing business. One of these ways is investment in organizational knowledge management which can help unlock its greater potential value as a service provider.

However, while knowledge management comes with lots of benefits to the organization, there are challenges that hinder its implementation. These challenges include high rate of employee turnover, lack of infrastructures to secure organization's data, keeping employees motivated to learn and share knowledge as well as inadequate support from the top level management in

managing knowledge within the organization. Thus, to support and facilitate knowledge management, the organization with the help of its structures and culture should create an environment that ensures continuous learning of its members (Carpenter, Bauer, & Erdogan, 2016).

Globally, Mojibi, Hosseinzadeh and Khojasteh (2015) using the Denison model that is characterized by; mission, adaptability, involvement, and consistency studied the impact of corporate culture on knowledge management in Pars public Oil company, Iran. The findings from the research stated that each culture trait significantly impacted knowledge management strategies in the organization. Chin-Loy and Mujtaba (2011) using an exploratory research design examined how knowledge management is influenced by organizational culture in North American organizations. The companies' culture and knowledge management was positively correlated. However, the literature reviewed shows that different studies have used different research methodologies such as the cross-sectional and exploratory designs, whereas this study will be based on descriptive research design. Furthermore, from the reviewed literature, most research studies are done in well-developed and emerging countries such as North America, and Iran respectively. Studies on organizational culture and knowledge management conducted for Africa in general and Kenya specifically are scanty and this paucity of local studies form a contextual knowledge gap.

Locally, several studies have been done. For instance, Kamau (2017) determined what factors influences knowledge management practices in commercial banks, Kenya. By applying a regression analysis the study found a positive linear association between corporate culture and knowledge management. Gichohi and Guyo (2017) conducted a research in health based NGOs in Kenya to determine what factors affect implementation of practices for knowledge management and established a significant impact of corporate structure and culture on knowledge management practices. Masheka and Mosoti (2010) studied on how organizations in Nairobi implement knowledge management practices and found that organizations are unable to implement knowledge management and integrate it with organizational culture. Based on these studies a knowledge gap exist as the contexts used cannot be generalized to that of Postal Corporation of Kenya and that this research study aimed at looking at how organizational culture and its different types affects knowledge management

General Objective of the Study

The general objective of this research was to determine the effect of organizational culture on knowledge management in Postal Corporation of Kenya, Nakuru County

Specific Objectives of the Study

- i. To determine the effect of clan culture on knowledge management in Postal Corporation of Kenya, Nakuru County.
- ii. To establish the effect of adhocracy culture on knowledge management in Postal Corporation of Kenya, Nakuru County.
- iii. To assess the influence of market culture on knowledge management in Postal Corporation of Kenya, Nakuru County.
- iv. To evaluate the effect of hierarchy culture on knowledge management in Postal Corporation of Kenya, Nakuru County

LITERATURE REVIEW

Clan culture and knowledge management

Kumaresan and Rani (2015) in a descriptive survey sought to determine how knowledge management is affected by organizational culture in Qatar higher education libraries. The target population was 195 employees from twenty libraries which was scaled down to a sample of 122 employees from 16 libraries using simple random sampling method. The primary data was quantitative and applying the inferential statistical analysis, the research found that clan culture was positively correlated with knowledge management and that clan culture contributes to the implementation of knowledge management. This study therefore examined the same situation in a Kenyan context at postal corporation of Kenya. Moreover, with the changes in organization's policies and its members with time, organizational culture tends to be altered hence the need to re-examine how it affects knowledge management.

Mojibi, Hosseinzadeh and Khojasteh (2015) using Denison organizational model (involvement, consistency, adaptability and mission) studied on the effect of corporate culture on knowledge management in Pars Oil Company, Iran. The sample size involved 45 personnel from a target population of 53 who were from the top and middle level departments. The questionnaires were utilized in collecting primary data then analyzed using SPSS. The findings were that involvement which is one of the traits of clan culture had a significant influence on knowledge management strategy. However, the limitation of the research was the use of a small sample size which can reduce the power of the study thus increasing the margin of error making the study meaningless.

Tahir and Basit (2010) investigated the function of corporate culture on knowledge management practices in seven different sectors in Pakistan. The research used a purposively obtained sample of 813 employees from different positions of management from all the seven sectors and administered questionnaires. Multiple regression analysis was used and the research findings showed that collaboration, formalization and trust which are attributes of clan culture significantly contributed to knowledge creation and exchange. Purposive sampling technique was used, which is a non-probability, while the present research study used a census.

Adhocracy culture and knowledge management

Tseng (2010) focused on the impact of organizational culture and conversion of knowledge on performance in China and Taiwan organizations. The study's target population involved 650 companies with a sample of 139 individuals who included supervisors, human resource managers and research and development managers who filled the questionnaires which were used as research instruments. With the help of SPSS software both descriptive and inferential statistics were utilized in this research and the results indicated that adhocracy culture positively influences knowledge conversion as well as enhancing performance. This study was conducted in the year 2010, thus it warrants a new study to determine if there are changes which have taken place and which could provide different findings on how knowledge management is affected by organizational culture. In addition, this research was based in China and Taiwan while the present research study was conducted in Kenya.

Mlangu (2013) in a descriptive research design explored how knowledge sharing was being affected by organizational culture at Kenya national library service in Coast Province. The study had a target population of 14,682 from seven libraries whereby using stratified sampling technique, 428 respondents were obtained as the sample size. Primary data collection instruments involved questionnaires, interview schedule and document reviews. To broadly understand the research topic, the study combined the quantitative research approach and the qualitative approach. Using the SPSS for analysis of the collected data, the findings indicated that a culture that supports generation of new ideas and the exploration of new processes and activities (which are characteristics of adhocracy culture) favors the sharing of knowledge. The study only looked at one aspect of knowledge management, that is, knowledge sharing while this study considered all aspects of knowledge management.

Chin-Loy and Mujtaba (2011) using an exploratory research design examined how organizational culture influences knowledge management practices in firms based in North American. The target population involved 49 firms from which a sample size of 38 companies were used leading to 133 respondents to provide data for the research. Both the MS excel and statistical package and social science (SPSS) application were utilized in analyzing the collected primary data. The finding demonstrated a strong positive correlation between adhocracy culture and knowledge management. However, while this study used an exploratory design, the present research applied the descriptive design. Moreover, the context used is North America while this study focused on Kenyan context.

Market culture and knowledge management

Kamya, Ntayi and Ahiauzu (2010) examined how knowledge management and competitive advantage is affected by market culture in Uganda. From a target population of 11,153

individuals, a sample of 718 individuals was obtained from the use of stratified random sampling technique. The research tools used in gathering primary data involved the questionnaires that was then analyzed by applying the descriptive and inferential statistics. From the analysis, there was a positive correlation between knowledge management and competitiveness as influenced by market culture. However, this research study directly looked at how market culture affects knowledge management and the context was Kenya.

Owino, Kemboi and Jagongo (2012) using a cross-sectional descriptive survey studied the manufacturing enterprises in Kenya and focused on what factors influences the institutionalization of knowledge management. Sixty (60) individuals obtained by applying a stratified random sampling formed the requisite sample size and were selected from three manufacturing enterprises. Data was obtained with the help of questionnaires and analyzed by applying descriptive and inferential statistics supported by SPSS. The study showed that organizations in their business operations were embracing knowledge management due to the growth and retention of market share. However, this research directly focused on how organizational culture as a factor impacts knowledge management in Postal Corporation of Kenya.

Ramirez, Amezaga and Medina (2016) using a quantitative and cross-sectional study design studied on how organizational culture impact knowledge management in Mexican Tequila companies. Non-sampling method was used to sample 39 tequila companies and questionnaires were sent to these companies via emails to collect data. The study used descriptive and inferential statistics to obtain the relationships between the variables. The research showed all variables; clan, adhocracy, market and hierarchy cultures influenced knowledge management positively. However, one of the limitation of this study is that the findings contradicts with other findings which established a negative effect of market culture on knowledge management. Further, the research was done in Mexico while the present study was done in Kenya.

Hierarchy culture and knowledge management

Chang and Lin, (2014) studied on how knowledge management is affected by organizational culture in Taiwan information technology companies. The study involved 330 respondents as the requisite sample size selected with the help of simple random sampling. The research data was obtained through survey methodology and a structural equation modelling was utilized for analyzing data. The research concluded that a hierarchy culture impacts knowledge creation negatively. However, this study was carried out in taiwan where by the finding might not be used in the Kenyan context. Moreover, this study used a simple random sampling technique while the present study used census.

Allameh et al. (2011) using a correlational descriptive research studied how organizational culture influences knowledge management in University of Isfahan, Iran. The study used the

competing value framework and looked at how the clan, adhocracy, market, and hierarchy cultures affected knowledge management. Data was obtained by employing questionnaires to a sample size of 103 individuals who were randomly selected from a target group of 430 respondents. The research findings showed that hierarchy culture dominated in the university and significantly influenced knowledge management. This research was done in Iran while the present study was done in Kenya.

Sensuse, Cahyaningsih and Wibowo (2015) investigated how organizational culture impacts knowledge management in Indonesian government. The questionnaires stemmed from the organizational culture assessment instrument and were distributed to a sample size of 230 human capital managers drawn from three Indonesian government ministries. Using quantitative analysis the research findings indicated that clan and hierarchy dominated these ministries. In addition, hierarchical culture had a positive correlation with knowledge management mainly because employees are forced in sharing their knowledge. The findings of this research contradicts previous research studies which indicate that hierarchical culture tend to have a negative impact on knowledge management.

METHODOLOGY

Research Design

A study design is a pattern or a blueprint adopted for obtaining data, which is then measured and analyzed to come up with answers to the research questions (Creswell, 2017). Furthermore, a study design strives to provide confidence that the results attained from the research possess a high degree of validity and reliability. This design helps in answering the who, how, where, what, and which questions, thus, it suited this study by trying to answer how and what types of organizational culture affects knowledge management (Sekaran & Bougie, 2010). The design is also important in the description of a situation at hand and determining the variables causal linkages. The impact of corporate culture on knowledge management was the situation under investigation in this research.

Target Population

This is the population to which the study makes inferences to (Bhattacharjee, 2012). The units of the target population must also be specified. This study used a target population drawn from the top, middle and operational level management and from different departments: Human Resource, Finance, Accounting, information technology, fleet department, supply chain management, public relations, marketing and sales, and sorting department totaling up to 91 participants.

Table 1: Target Population

Category	Target Population (N)	Percentage (%)
Top Level Management	9	9.9
Middle Level Management	22	24.2
General Staff Level	60	65.9
Total	91	100

Source: Author (2021)

Census was used in this research and involved the 91 targeted employees. Census was utilized as the population was small and could be reached. A census is a process of systematically conducting data and information collection and recording details about members of a given population. A census is usually interpreted as the opposite of a sample as its key function is to determine the sum of every item or person in a population and not a fraction.

Data Collection Method

Primary data was obtained with the help of semi-structured questionnaires. The questionnaires are favored instruments in scientific studies as they possess the strength to take respondent's opinions in a systematic way for easier data analysis and can be retrieved for future reference (Gall & Borg, 2014). In addition, with the use of questionnaires the likelihood of obtaining accurate data is very high as the respondents are free to answer even sensitive questions that pertain to an organization as they are not ordered to reveal their identities.

To ensure uniformity and consistency in providing responses to the questionnaires, the questionnaires were constructed with the help of likert scale of (1-5). The questionnaire had three sections: A) Demographics of the respondents, B) Organizational culture assessment instrument (OCAI); and C) Knowledge management assessment instrument (KMAI).

Data Collection Procedure

First, an introduction letter was obtained from Kenyatta University which was then used to acquire the National Commission of Science, Technology and Innovation (NACOSTI) permit. Using both the letter and permit, the researcher sought authorization from the branch manager of Postal Corporation of Kenya to collect data, and also charted the way forward on when to visit the organization in this context of covid-19 where most of employees are encourage to work from home. The respondents were given an adequate time to provide information to the questionnaires by the researcher.

Data Analysis and Presentation

Primary data which was obtained using the questionnaires was checked for errors, organized, and coded for data analysis. This study used quantitative techniques involving descriptive and inferential statistics for analysis of data by employing SPSS software. Descriptive statistics were applied to describe, summarize and present data through mean scores and standard deviations. Inferential statistics were used to generate conclusions the impact of organizational culture on knowledge management. Pearson's correlation coefficient and regression technique were used to determine the effect of organizational culture types on knowledge management. The following model of regression was applied to regress knowledge management (dependent variable) against the organizational culture (independent variable):

$$Y=a+bx_1+bx_2+bx_3+bx_4+e$$

Y= Knowledge Management

X₁ = Clan Culture

X₂ = Adhocracy Culture

X₃ = Market Culture

X₄ = Hierarchy Culture

b = Coefficient

e = error term

RESULTS

Descriptive Statistics for Clan Culture

The study determined the effect of clan culture on knowledge management in Postal Corporation of Kenya, Nakuru County. Clan culture was conceptualized to constitute team work, commitment and employee development. Respondents were asked to indicate the extent to which they agreed with different statements defining the clan culture indicators. Results showed that the respondents agreed to a great extent that clan culture affected knowledge management in Postal Corporation of Kenya since the indicators had a composite mean of 3.76.

Descriptive Statistics for Adhocracy Culture

The study established the impact of adhocracy culture on knowledge management in Postal Corporation of Kenya, Nakuru County. Adhocracy culture was conceptualized to constitute adaptation, innovation and organizational insight. Respondents were asked to indicate the extent to which they agreed with different statements defining the adhocracy culture indicators. Results showed that the respondents agreed to a great extent that adhocracy culture affected knowledge management in Postal Corporation of Kenya since the indicators had a composite mean of 3.95.

Descriptive Statistics for Market Culture

The study assessed the influence of market culture on knowledge management in Postal Corporation of Kenya, Nakuru County. Market culture was conceptualized to constitute goal achievement, organization decisiveness and external positioning. Respondents were asked to indicate the extent to which they agreed with different statements defining the market culture indicators. Results showed that the respondents agreed to a great extent that market culture affected knowledge management in Postal Corporation of Kenya since the indicators had a composite mean of 3.73.

Descriptive Statistics for Hierarchy Culture

The study evaluated the effect of hierarchy culture on knowledge management in Postal Corporation of Kenya, Nakuru County. Hierarchy culture was conceptualized to constitute policies, procedures and formal structures. Respondents were asked to indicate the extent to which they agreed with different statements defining the hierarchy culture indicators. Results showed that the respondents agreed to a great extent that hierarchy culture affected knowledge management in Postal Corporation of Kenya since the indicators had a composite mean of 3.66.

Descriptive Statistics for Knowledge Management

The study determined knowledge management in Postal Corporation of Kenya, Nakuru County. Knowledge management was conceptualized to constitute knowledge acquisition, knowledge conversion, knowledge application and knowledge protection. Respondents were asked to indicate the extent to which they agreed with different statements defining knowledge management indicators. Results showed that the respondents agreed to a great extent that there was knowledge management in Postal Corporation since the indicators had a composite mean of 4.03.

Model Summary

The adjusted R-Square statistics of 0.488 implied that clan culture, adhocracy culture, market culture and hierarchy culture explained 48.8% of variation in knowledge management in Postal Corporation of Kenya while 51.2% of knowledge management is explained by other factors not considered in the current study.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.717 ^a	0.514	0.488	0.27024

a. Predictors: (Constant), clan culture, adhocracy culture, market culture, hierarchy culture

Source; Survey data (2022)

ANOVA

The ANOVA results gave a significance of 0.000 showing that the regression model used was significant tested at the 95% level of significance

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.648	4	1.412	19.336	.000 ^b
	Residual	5.331	73	.073		
	Total	10.979	77			

a. Predictors: (Constant), Hierarchy culture, Market culture, Adhocracy Culture, Clan culture

b. Dependent Variable: Knowledge management

Source: Author (2022)

Model Coefficients

As per the results generated, the equation translated to;

$$Y=a+bx_1+bx_2+bx_3+bx_4+e$$

$$\text{Knowledge management in Postal Corporation of Kenya} = 1.969 + 0.089 (0.091) + 0.575 (0.069) - 0.113 (0.063) + 0.139 (0.084)$$

Where; Knowledge management = Constant + Clan culture + Adhocracy culture + Market culture + Hierarchy culture

The results indicate that holding all other factors including organization culture constant, knowledge management of PCK is 1.969. Clan culture affects knowledge management of PCK positively as shown by the beta coefficient of 0.089. The effect is also significant as shown by a significance level of 0.002 which is less than 0.05 at 5% level of significance. The study findings indicate that an increase in clan culture leads to 0.089 increase in knowledge management of PCK. Results revealed that adhocracy culture affects knowledge management of PCK positively as shown by the beta coefficient of 0.575. The effect is also significant as shown by a

significance level of 0.000 which is less than 0.05 at 5% level of significance. The results show that an increase in adhocracy culture leads to 0.575 increase in knowledge management of PCK. Results revealed that market culture affects knowledge management of PCK negatively as shown by the beta coefficient of -0.113. The effect is also insignificant as shown by a significance level of 0.076 which is more than 0.05 at 5% level of significance. The results show that an increase in market culture leads to 0.113 decrease in knowledge management of PCK. Results in Table 4 also revealed that hierarchy culture affects knowledge management of PCK positively as shown by the beta coefficient of 0.139. The effect is also insignificant as shown by a significance level of 0.102 which is more than 0.05 at 5% level of significance. The results show that an increase in hierarchy culture leads to 0.139 increase in knowledge management of PCK.

Table 4: Model Coefficients

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	Std.				
	B	Error	Beta	T	Sig.
(Constant)	1.969	0.473		4.162	0.000
Clan culture	0.089	0.091	0.096	0.975	0.002
Adhocracy Culture	0.575	0.069	0.679	8.306	0.000
Market culture	-0.113	0.063	-0.170	-1.799	0.076
Hierarchy culture	0.139	0.084	0.143	1.654	0.102

a. Dependent Variable: Knowledge management

Source: Author (2022)

CONCLUSION

The success of any organization is a factor of the individual employee commitment and the synergy that is brought about by working in teams. Further, innovation and organizational insight are of significance to an organization as this will allow organizations to remain relevant in the competitive market and will play a key function in the economic growth of organizations. Another conclusion is that goal achievement in organizations is possible if the leadership ensures the organization is well positioned externally and it makes decisions which are according to the mission and the vision of the company. Finally, using standard operating procedures and best practices through having the right structures brings about harmony in the organization and knowledge management will be possible.

RECOMMENDATIONS

Organizations need to put into place strategies that can enhance staff commitments as well as strengthen team work among all employees. Further, innovation should be encouraged in the organization as this will help in giving them a competitive advantage over other organizations enhancing knowledge management. Organizations need to have effective leaders who will ensure that there is goal achievement and that decisions are made according to the organizational goals and objectives. The study finally recommends organizations to have formal structures and standard policies and procedures to enhance the direction for daily operations and making certain that there is observance of the laws and regulations, guidance is given for strategic making of decisions and that internal process is streamlined.

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