



**INFLUENCE OF KNOWLEDGE MANAGEMENT PRACTICES ON JUDICIAL SERVICE DELIVERY IN BARINGO COUNTY, KENYA**

**Tongi, K. O., & Ombui, K.**

## INFLUENCE OF KNOWLEDGE MANAGEMENT PRACTICES ON JUDICIAL SERVICE DELIVERY IN BARINGO COUNTY, KENYA

Tongi, K. O.,<sup>1\*</sup> & Ombui, K.<sup>2</sup>

<sup>1\*</sup> Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

<sup>2</sup> Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

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### ABSTRACT

*The purpose of this study was to assess the influence of knowledge management practices on judicial service delivery in Baringo County, Kenya. The study adopted four specific objectives which were to: Examine the influence of organizational leadership, assessing the influence of information technology adoption, establishing the influence of organizational structure and evaluate the influence of organizational culture on the judicial service delivery in Baringo County, Kenya. The study was guided by two theories which were the dynamic capability theory and knowledge based theory to expound the research. The study adopted a descriptive survey design to justify the relationship between the independent and dependent variables. The design helped the researcher to obtain information concerning the current status of the problem under study and described it with respect to its variables. Target population was 251 employees working in the judicial department in the County. The study adopted stratified random sampling procedure to identify specific groups from which data was collected. Simple random sampling technique was then applied to select individual respondents for the study. A sample size of 251 respondents were used in the data collection process. Data was analyzed quantitatively using Statistical Package for Social Sciences (SPSS) Version 25. Quantitative data collected was analyzed using descriptive statistics. The study found out that there was a positive relationship ( $R = 0.752$  between the variables. The study specifically found out that organizational leadership, information technology adoption, organizational structure and organizational have a positive influence on service delivery in Baringo County. The study concluded that all the variables tested by this study have a significant influence on service delivery in the county. The study therefore recommended that the institutions invest more in knowledge management practices so as to improve more on the current service delivery situation. Create more trainings capacities and workshops for workers in the institution to enhance their knowledge and skills. Utilize knowledgeable employees with past experience to oversee the administration and management of knowledge management practices and increase funding on knowledge management resource acquisition and training of its personnel.*

**Key Words:** *Organizational Leadership, Information Technology, Organizational Structure, Organizational Culture, Judicial Service Delivery*

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## INTRODUCTION

In the world today, conflict within a society is not something that is welcome. It means that there is need for governments to have institutions in place that are empowered to handle disputes that exist within their locality. This therefore calls for the governments to adopt legal culture which is an important aspect for it reflects on how people view not only the judiciary but also the political systems in place (Kihoro, 2018). Judiciary is known to be the guardian of all laws and integrity of the society as a whole. This therefore means the institution is fundamental as guarantees good and reliable governance within governments. The approach the judiciary performs its activities in terms of delivering services can have an implication on the country's performance and economic development. This therefore means that the quality of the judicial system needs to be efficient and effective so as to allow proper justice dispensation in a given country (Ombui & Kurgat, 2013).

Service delivery in institutions such as the judiciary is one of the most fundamental activities that governments can offer. Effective service delivery is critical in areas of judiciary where many management scholars have focused on improvements through knowledge management variables (Kihoro, 2018). Institutions function in an environment that is considered to involve various instabilities, uncertainty and change that leads to challenges. Such environment includes the need for increased globalization and the growing need for professional employees for improved performance (Vamhala & Stavron, 2013). This makes institutions to exploit the resources at its disposal in order to achieve a competitive advantage. Additionally, given the fact that the 21<sup>st</sup> century is seen as the century of knowledge explosion, it is important that successful institutions are those that are able to improve and develop their knowledge. Knowledge management entails knowledge development, sharing, and application of the same knowledge within institutions to gain and sustain a competitive edge. The rise and growth of knowledge

management process is one of the managerial responses to the empirical trends associated with globalization. These trends include the growth of knowledge worker occupations, and technological advances created by technology (Vamhala & Stavron, 2013).

A large number of institutions have resorted to the adoption of team working organic structures which also include knowledge-centric cultures in their various institutions. In this process business managers focus their management on learning and knowledge management activities. According to Kamasak and Bulutlar (2010), an institution that creates knowledge continuously develops unique dynamic capability that promotes organizational learning. Most knowledge management projects in institutions intend to make knowledge visible and show the role of knowledge in an organization. This knowledge aims to develop a knowledge-intensive culture that facilitates knowledge sharing and hence proactively seek and offers, builds a knowledge infrastructure-not only a technical system, but a web of connections among people given space, time, tools, and encouragement to interact and collaborate in institutions, knowledge is seen as an important competitive asset where various enterprises are embracing it. Cyr and Choo (2010) making institutional workers more knowledgeable helps bring innovation which in turn has the ability to create and deliver services competitively.

Knowledge management in the context of judiciary involves the institution's ability to identify, capture, and leverage the internal knowledge of individual employees at the institution and to combine this knowledge with knowledge derived from external sources to enhance the ability of the Judiciary staff that in turn creates and share knowledge across the institution (Benamram & Gonzalez, 2011). This is intended to provide excellent customer service and at the same time compete in an increasingly aggressive professional legal services environment. Knowledge management for judiciary means who we know what we know and how we do what we

do (Ling, 2009). The judiciary's knowledge management is dependent on and intertwined with information technology, but successful knowledge management is not just a technological matter. Other issues, such as information culture and the importance of personal service by knowledge management workers, ensure that the discipline cannot be reduced solely to the question of which software to purchase. Knowledge management in the judiciary has evolved through (Benanmram & Gonzalez, 2011).

In Kenya, the judiciary is one of the three arms of government besides, legislature and the executive arms. These three arms operate under the doctrine of power separation where they offer checks and balances during execution on their relevant mandates. The judiciary has been mandated to oversee the administration of order and justice. It does so through the Supreme Court, Court of Appeal, the High Court, the Magistrates' Courts, Kadhis Courts, the Judicial Service Commission and the National Law Reporting (Constitution of Kenya, 2010).

The Judiciary adopted strategic management in 2005 due to the challenges posed by the growing demand for delivery of quality justice. This led to the preparation of the first Judiciary Strategic plan covering the period 2005-2008. This plan was anchored on the then Kenya Development Blue – prints, the Economic Recovery Strategy for Wealth and Empowerment Creation (ERS) 2003-2007 and the Poverty Reduction Strategy Paper, 2001. This plan recognized the Rule of Law and Access to Justice as key to social, economic and political stability of the country. With the release of the Vision 2030 it has become necessary to align the Judiciary strategic thinking and direction towards upholding the Rule of Law as a key component of good governance (Judiciary Strategic Plan, 2012).

### **Statement of the Problem**

Knowledge management is an effort aimed at increasing useful knowledge within institutions through encouragement of proper knowledge

creation, application, sharing and storage of important information within institutions and relevant communities of practice (Kamasak & Bulutlar, 2010). Challenges on county institutions to be competitive in the knowledge economy and create effective and decision, they are required to effectively manage their knowledge assets. Unfortunately, most counties at large do not adequately leverage on their knowledge due to lack of systematic well-coordinated approach to managing their knowledge management practices for competitive advantage. Literature indicate that between 50%-80% of knowledge management practices that are meant for delivery of services are known to be the most consuming part of strategic management and are known to have high failure rate of strategy (Cyr & Choo, 2010).

The judiciary in Baringo County which is this research's case study has literature which demonstrates that institution operate in environments that is characterized by increased need for knowledge that aids in the creation and sustainability of competitive advantages and in this case effective service delivery Baringo (County Government, 2018). The judiciary therefore needs to be cognizant of the factors that influence the success of Knowledge Management practices. Again literature review has shown that there is increasing need for effective Knowledge Management practices that aids in the creation and sustainability a competitive edge for organizations to successful for in their business endeavors, it is fundamental for them to embrace and institutionalize good Knowledge management practices in their operations.

In Kenya, a few studies have been conducted on the influence of knowledge management practices on service delivery in Kenya. Studies such as the ones done by Mosoti and Meshaka (2010) and Ogare and Othieno (2010) studied the effect of knowledge management practices in organizations in general. However, none of their studies addressed the influence of knowledge management practices on judicial service delivery in Kenya. Given the

importance of knowledge management as a fundamental factor in today's business practices, this study need to done and its results documented for future use. Hence the purpose of conducting this study to assess the influence of knowledge management practices on judicial service delivery in Kenya

### **Objectives of the Study**

The general objective of this study was to assess the influence of knowledge management practices on judicial service delivery in Baringo County, Kenya. The specific objectives were;

- To examine the influence of organizational leadership on the judicial service delivery in Baringo County, Kenya
- To assess the influence of information technology on the judicial service delivery in Baringo County, Kenya
- To establish the influence of organizational structure on the judicial service delivery in Baringo County, Kenya
- To evaluate the influence of organizational culture on the judicial service delivery in Baringo County, Kenya.

## **LITERATURE REVIEW**

### **The Dynamic Capability Theory**

The dynamic capability theory by Teece and Pisano (1994) is an institutional capability to integrate, build and reconfigure both internal and external competencies to accommodate for rapidly unstable environments. According to Teece and Pisano (1994), the underlying assumption of the dynamic capability theory is that one should use core competencies to modify short-term competitive edge that can be used to build a long term competitive advantage. The term dynamic refers to the capacity to renew competencies so as to adapt to the changing business environment. Capabilities is another term that emphasizes the essential place for strategic management in correctly adapting, integrating and reconfiguring internal and external organizational resources, skills and functional

competencies to meet the requirements of a changing environment (Owoiye & Dahunsi, 2014).

In this study the dynamic capability theory is fundamental as it lays emphasis on an institution to renew its resources according to emerging environmental changes. Dynamic capabilities are about the institution's capability to change the resource base by creating, recombining, integrating and releasing resources (Chilton, 2013). The Dynamic Capabilities theory recognizes two fundamental areas that need to be looked at by institutions. This includes how top management of big institutions can change their existing mental models and paradigms to adapt to radical discontinuous change. It is therefore important to ensure there is a competitive survival in institutions. This study will therefore provide great insights into how knowledge management practices influence judicial service delivery in Baringo County, Kenya.

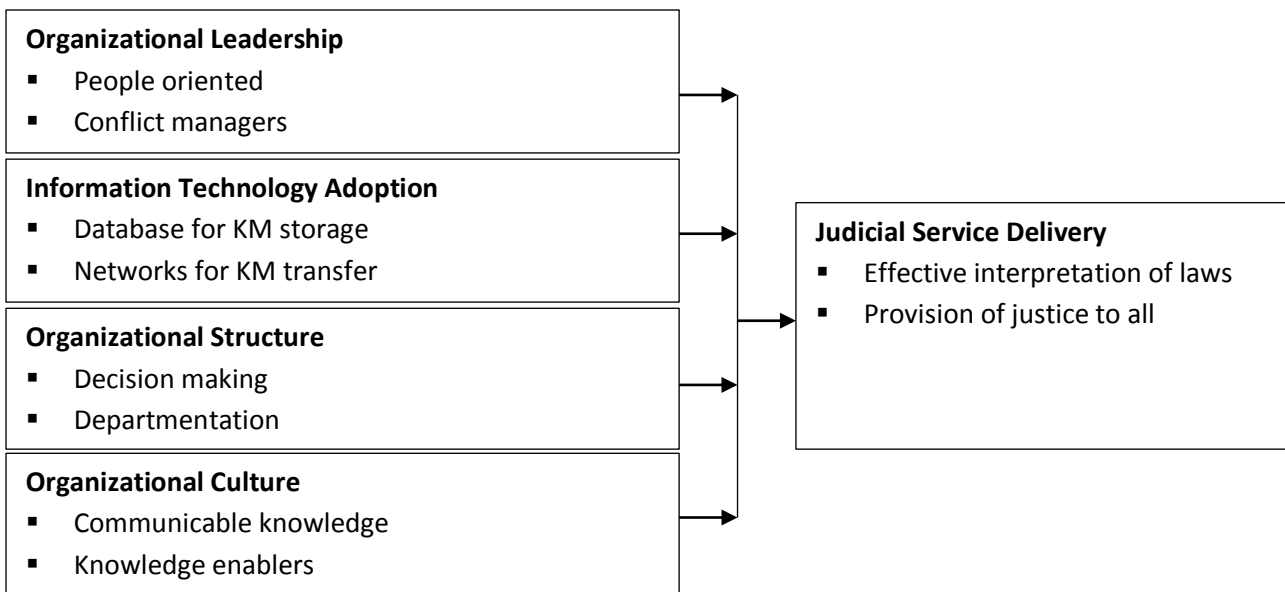
### **Knowledge Based Theory**

Knowledge based theory was first proposed by Penrose (1959). This theory is of the view that knowledge is the most strategically important resource of an organization. The proponents argue that because knowledge-based resources are often not easy to imitate, then their bases are socially complex. They are contributing factors of sustained competitive advantage and superb corporate performance. Under this strategy, the task of a departmental head as a leader is to acquire and retain valuable knowledge (Carla, 2006).

Proponents of the Knowledge-Based Theory uphold that the ability to replicate knowledge define an organizational performance. The duplication also permits imitation by competitors. Firms can grow and prevent competitive imitation only by continuously recombining their knowledge and applying it to environmental changes (Carla, 2006). There are three characteristics of the Knowledge-Based Theory. These features affect its strategic value. First, there is the efficiency of integration. The second one is the scope of integration while the last one is the flexibility of integration (Robert, 1996). There is need to investigate how new

knowledge is formatted with the existing knowledge formats. There is need for assessment of how the implementation of change in these

knowledge bases affects service delivery at the Ministry of Foreign Affairs.



**Independent Variable**

**Dependent Variable**

Source: Field Study (2020)

Figure 1: Conceptual Framework

**Empirical Review**

According to James Tsabora and Shamiso Mtisi (2017) in their study on assessing the justice delivery mandate of the judicial service commission in Zimbabwe found that, judicial service commission has emerged as one of the most integral institutions in constitutional and democratic states that respect the ideals of the rule of law and constitutionalism. As an institution therefore, a judicial service commission is a critical functionary in a constitutional state; it oils the wheels and fuels the engine of justice.

Generally, the mandate of the judicial service commission (JSC) is to promote judicial independence, which is a fundamental facet in ensuring the rule of law and constitutionalism. Indeed, important debates on the rule of law and constitutionalism have invariably included the contribution of judicial institutional systems in the promotion or erosion of the rule of law and democracy in a constitutional society (Schein, 2011). Independence of the judiciary is directly linked with human rights and liberties of the

society. Rights, decision and liberties would be reduced to the level of no more than just laws, when they are not enforced by courts. So, the judicial systems must be safeguarded, protected, strengthened and streamlined right from the bottom.

Macharia et al (2015) in their study on influence of Information Technology on Performance of Logistics Firms in Nairobi County found that there is growing evidence suggesting that IT-linked knowledge, innovation and ongoing technological change are strong determinants of productivity, growth differentials as well as the ability of countries to benefit from globalization. The impact of IT investment on productivity and growth is found to be greater at firm level in comparison to industry and country levels. At the firm level, IT use leads to improvements in product design, marketing, production, finance and the organization of firms. Furthermore, IT is an innovation driver through facilitating the creation of new products and services.

For employees, technological enhancements often reduce the number of tedious office tasks or improve efficiency. Changes in day to day operations may come in the form of an upgrade to desktop computers, faster office equipment or the introduction of a new information system. Business owners increasingly utilize comprehensive software platforms to streamline operations. (Archer, 2016).

Quangyen Tran and Yezhuang Tian (2013) provided an insight on the influence of organization structure on performance of firms in Hanoi, Vietnam that it looked at the presence, direction and intensity of the forces exerted by various environmental dimensions and of decisions in how to manage the work, the findings were that the division of activities in which firms were committed will be determined toward the production of different organizational forms. It is therefore important to note that organization structures get competitive through restructuring departments, modifying position requirements or adding and removing of jobs.

Keraro and Isoe (2015) conducted a study of the influence of good governance on service delivery in Kenya. The study specifically established the role of good governance structure in enhancing service delivery. The recommendations of the study were that as institutions embrace good organizational structure for sustainable service delivery, they should adopt lean leadership structures for effective and efficient management of institutions. Further, the paper recommends that it is imperative for institutions in Kenya to focus on determining important governance structural orientations that match their different strategies for better utilization and maximum gain from their varied local opportunities and resources. Finally, the paper recommended that institutions should embrace governance structures characterized by reduced internal bureaucracy that promotes accountability in their struggle service delivery

## **METHODOLOGY**

The study adopted a descriptive survey design to justify the relationship between the independent and dependent variables. The design helped the researcher to obtain information concerning the current status of the problem under study and describe it with respect to its variables. This study was conducted in the judiciary department of Baringo County. The study's target population was all judicial service delivery personnel in Baringo County. This included top, middle and lower level judicial managers and this was the number the study adopted as target population. This study applied stratified sampling method to identify respondent groups from which data was collected. The data from the completed questionnaires was cleaned, re-coded and entered into the computer using Statistical Package for Social Sciences (SPSS) for windows version 22.0 for analysis.

## **FINDINGS AND DISCUSSION**

### **Organizational Leadership and Judicial Service Delivery**

The study sought to examine the influence of organizational leadership on the judicial service delivery. Specifically the study focused on finding out how organizational leadership influence judicial service delivery in Baringo County, Kenya. Respondents in this section were asked to indicate the influence of organizational leadership on judicial service delivery. Items were measured on a five point Likert type scale ranging from 5 Very high extent, 4 High extent, 3 Moderate, 2 low extent, 1 very low extent.

The results in table 1 revealed means of between 1.71 = 2.04 with a standard deviation of between 1.100- 1.324 recorded. Generally, the study findings revealed that majority of the respondents were in agreement to a very high extent in the various aspects of the influence of organizational leadership on judicial service delivery as shown by the means of 1.85 with standard deviation of 1.237. Specifically, the findings revealed that County judiciary decision making has an influence on

service delivery with a mean of (M=1.71, followed by judiciary department with leaders who challenge the status quo with a mean of (M= 1.73), the findings further found out that judiciary in baringo county has participatory leaders with a mean of (M= 1.85), this was then followed by Baringo County judiciary has leaders who are conflict managers with a mean of (M= 1.88), Judiciary leaders in Baringo county are people oriented with a mean of (M=1.89) and There are servant leaders in the judiciary in Baringo County with a mean of (M=1.04).

The findings concurred with literature by Hurduzeu (2015) who posit that effective leadership in knowledge management practices which include analytical good skills, inspiration, general management all together aims at achieving organizational goals. The results also are in tandem with the findings of Cater and Pucko (2019) who argues that when an organization leadership is

characterized by the above attributes, they register increased employee satisfaction which positively affects profitability. Organizational leadership that adopts good knowledge management practices will influence effective delivery of services.

Adler (2011), it is important for organizations to have leaders who are able to take decisive roles which can reflect the objectives of the organization. Organizational leaders with good knowledge management practices is capable of taking good care of organizational resources through supporting an operative culture and at the same time is able to highlight the moral practice. According to Adler (2011), it is also important to note that leader's actions are crucial in the management of organizations where leaders who practice them are bound to have a smooth implementation of their knowledge management practices which results in improved delivery of services.

**Table 1: Organizational Leadership**

<b>Organizational Leadership</b>	<b>Mean</b>	<b>Std Dev</b>	<b>N</b>
Judiciary leaders in Baringo county are people oriented	1.89	1.311	128
Baringo county judiciary department has leaders who challenge the status quo	1.73	1.100	128
Baringo County judiciary has leaders who are conflict managers.	1.88	1.305	128
The county judiciary has decision makers	1.71	1.195	128
There are participatory leaders	1.85	1.324	128
There are servant leaders in the judiciary in Baringo County	2.04	1.188	128
<b>Aggregate Score</b>	<b>1.85</b>	<b>1.237</b>	<b>128</b>

**Information Technology Adoption and Judicial Service Delivery**

The study assessed the influence of information technology on the judicial service delivery in Baringo County, Kenya. Specifically, respondents were required to indicate their level of agreement on influence of information technology adoption on judicial service delivery. Items were measured on a five point Likert type scale ranging from 5 Very high extent, 4 High extent, 3 Moderate, 2 low extent, 1 very low extent.

The results in table 2 revealed means of between 1.60 = 3.01 with a standard deviation of between 0.949- 1.510 recorded. Generally, the study findings revealed that majority of the respondents were in agreement to a very high extent in the various aspects information technology adoption on judicial service delivery as shown by the means of 2.27 with standard deviation of 1.250 recorded. Specifically, the findings revealed that application of IT has an influence on service delivery with a mean of (M=1.60), followed by available network systems for knowledge transfer with a mean of (M= 1.80), the findings further revealed that availability of



computer databases for knowledge storage with a mean of (M= 2.36), this was then followed by judiciary in Baringo County has interconnected services with a mean of (M= 2.56) and use of e-mails is available for sharing knowledge with a mean of (M=3.01).

The findings in table 2 were in tandem with the findings of Orlikowski (2010) who believes that organizations are charged with the aim of having maximum benefits from their organizational assets as businesses have of late undergone a revolution through a change in the way businesses re conducted. Managing knowledge is currently regarded as the best way for organizations to overcome competition from other business competitors. This calls for adoption of systems such as information technology that can be used to manage knowledge so as to revolutionize the processing data and its communication. According to the author, this enables organizations to improve

in their performance through development of new ideas in the businesses for competitive advantage.

According to Lucas and Turner (2012), the use of information technology in organizations currently has shifted from a role that was supportive to a more strategically geared role in organizations acquiring organizational knowledge for competitive edge. Knowledge management practices are known to play a significant role in achieving this alignment and in improving organizational performance. However, there is little consensus in the literature as to just how and why this may occur. According to Imran (2014), good knowledge management practices are fundamental to organizations as they create and enable quality knowledge processes, these processes help achieve and support organizational alignment, thus enabling and enhancing organizational effectiveness and ultimately performance.

**Table 2: Information Technology Adoption**

Information Technology	Mean	Std. Dev.	N
Judiciary in Baringo County has interconnected services	2.56	1.242	128
Availability of computer databases for knowledge storage	2.36	1.510	128
Use of e-mails is available for sharing knowledge	3.01	1.414	128
Application of IT during service delivery	1.60	0.949	128
Available Network systems for knowledge transfer	1.80	1.136	128
<b>Aggregate Score</b>	<b>2.27</b>	<b>1.250</b>	<b>128</b>

**Organizational Structure and Judicial Service Delivery**

The study sought to establish the influence of organizational structure on the judicial service delivery in Baringo County, Kenya The study specifically required respondents to record their level of agreement on influence of organizational structure on judicial service delivery. Items were measured on a five point Likert type scale ranging from 5 Very high extent, 4 High extent, 3 Moderate, 2 low extent, 1 very low extent.

The results in table 3 revealed means of between 1.67 = 3.10 with a standard deviation of between 0.870- 1.750 recorded. Generally, the study findings revealed that majority of the respondents were in

agreement to a very high extent in the various aspects organizational structure on judicial service delivery as shown by the means of 2.24 with standard deviation of 1.424 recorded. Specifically, the findings revealed that Baringo County had knowledge management technologies in its branches for service delivery with a mean of (M=1.67), followed by there are face to face interactions with a mean of (M= 1.80), the findings further revealed that availability of computer databases for knowledge storage with a mean of (M= 1.87), this was then followed by Knowledge management departments exist in the judiciary in Baringo County with a mean of (M= 2.06), Employees in the judiciary are divided into groups

with a mean of (M=2.48) and There are decision makers in Baringo County with a mean of (M=3.10).

**Table 3: Organizational Structure**

<b>Organizational Structure</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Knowledge management departments exist in the judiciary in Baringo County	2.06	1.490	128
Employees in the judiciary are divided into groups	2.48	1.750	128
There are face to face interactions	1.87	1.370	128
There are decision makers in Baringo County	3.10	1.640	128
Baringo County has knowledge management technologies in its branches	1.67	0.870	128
<b>Aggregate Score</b>	<b>2.24</b>	<b>1.424</b>	<b>128</b>

### **Organizational Culture and Judicial Service**

#### **Delivery**

The study sought to evaluate the influence of organizational culture on the judicial service delivery in Baringo County, Kenya. The study required respondents to record their level of agreement on influence of organizational culture on judicial service delivery. Items were measured on a five point Likert type scale ranging from 5 Very high extent, 4 High extent, 3 Moderate, 2 low extent, 1 very low extent. Means of between

The results revealed means of between 1.93 = 3.12 with a standard deviation of between 0.931- 1.770 recorded. Generally, the study findings revealed that majority of the respondents were in agreement to a very high extent in the various aspects of

organizational culture on judicial service delivery as shown by the means of 2.27 with standard deviation of 1.433 recorded. Specifically, the findings revealed that Judiciary officers in Baringo County conducts knowledge communication with a mean of (M=1.93), followed utilization of knowledge is real in the judiciary in Baringo County with a mean of (M= 1.96), the findings further revealed that the Judiciary in Baringo County has Knowledge implementation policy in place with a mean of (M= 2.01), this was then followed by Baringo County Judiciary officers conducts Knowledge diagnosis with a mean (M= 2.35) and judiciary in Baringo County have knowledge enablers with a mean of (M= 3.12), The results of these findings were as presented as shown in table 4.

**Table 4: Organizational Culture**

<b>Organizational Culture</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Baringo County Judiciary officers conducts Knowledge diagnosis	2.35	1.486	128
Judiciary officers in Baringo County conducts knowledge communication	1.93	1.770	128
The Judiciary in Baringo County has Knowledge implementation policy in place	2.01	1.421	128
Judiciary in Baringo County have knowledge enablers	3.12	1.560	128
Utilization of knowledge is real in the judiciary in Baringo County	1.96	0.931	128
<b>Aggregate Score</b>	<b>2.27</b>	<b>1.433</b>	<b>128</b>

#### **Regression Analysis**

The study utilized multiple regression analysis which was used to model the relationship between knowledge management practices and judicial service delivery in Baringo County, Kenya. The coefficient of determination (R<sup>2</sup>) and correlation coefficient (R) demonstrates the degree of association between knowledge management and judicial service delivery.

The results of the study indicated that there was a positive relationship (R =0.752 between the variables. The study also revealed that 56.5% of service delivery in Baringo County could then be explained by influence of knowledge management practices. From the findings of the study, it is evident that 95% confidence level. The variables produced statistically significant values and were therefore relied upon to demonstrate the extent of service delivery as presented in table 5.

**Table 5: Regression Analysis**

Model	R.	R. Square	Adjusted R. Square	Std. Error Of The Estimate
1	.752	.565	.905	.21410

To determine whether the independent variable which were to examine the influence of leadership, influence of information technology, influence of organizational structure as well as influence of

organizational culture on the judicial service delivery in Baringo County, Kenya, an ANOVA test was run.

**Table 6: ANOVA**

Model	Sum of Squares	Df.	Mean Square	F.	Sig.
Regression	251.260	4	50.252	203.002	.000
Residual	40.845	167	.248		
Total	292.105	171			

a. Dependent Variable: judicial service delivery

b. Predictors (constant). Influence of organizational leadership, influence of information technology, influence of organizational structure, as well as influence of organizational culture.

According to results in table 6, the F distribution of data was given as  $F(4, 167) = 203.002, p=0.000$ . This indicated that there was no significance difference among the four variable of the study which are organizational leadership, information technology, organizational structure and organizational culture on the judicial service delivery in Baringo County, Kenya.

**CONCLUSION AND RECOMMENDATIONS**

The study concluded that organizational leadership has a significance positive effect on judicial service delivery due to efficiency of offering services especially the way cases are handled in the county. Clearly, adopting having good leadership in an organization is a recipe for successful service delivery. Considering the speed at which the world is moving via information technology, it is important for the judiciary not only in Baringo County but the country as a whole to adopt effective ways delivering services. The extent to which knowledge management practices can be applied to improve service are immeasurable. How knowledge management tools are used within institutions depends more on the will of leadership, information technology adoption, organizational structure as well as organizational culture adopted

by organizations which is the case of Baringo County's judicial systems.

It is important to note that knowledge management practices have brought about new opportunities to enhance service delivery. They ensure that quick, effective and efficient services are provided throughout the institutions. This therefore calls for enhanced application of knowledge management practices. The study concludes that, unless literacy knowledge management is improved through leadership techniques, information technology adoption, have effective organizational structure as well as organizational leadership, effective service delivery will not be achieved.

The study recommended that the institutions invest more in knowledge management practices so as to improve more on the current service delivery situation in Baringo County. This is intended to increase the country's competitiveness advantage through the quality of services offered

Create more trainings capacities and workshops should be set for workers in the institution to enhance their knowledge and skills in judicial service delivery. Still, knowledgeable employees with past experience judicial service delivery should be incorporated into the institutions to oversee the

administration and management of knowledge management practices.

Baringo County should increase funding on knowledge management resource acquisition and training of its personnel since the study identified some weakness in staff not fully utilizing knowledge management skills which is the main challenge encountered by the institution under study in implementation in full implementation of these practices. Which are known to enhance service delivery? This is known to have a major influence on service delivery especially in Baringo County.

### **Suggestions for Further Research**

The study only focused on assessing the influence of knowledge management practices on judicial

service delivery in Baringo County, Kenya. The influence of knowledge management practices was assessed in the study to determine its influence on delivery of services. This was again measured by its effectiveness in Baringo County's judicial service delivery. However, other objectives other than the one used in this study which are organizational leadership, information technology adoption, organizational structure and organizational culture were not taken into account. The researcher therefore advises future to consider the remaining objectives associated with research and at the same time consider other locations other judicial institutions than in Baringo County.

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