



**INFLUENCE OF KNOWLEDGE MANAGEMENT ON SERVICE DELIVERY: CASE OF THE ANTI-COUNTERFEIT AGENCY**

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## INFLUENCE OF KNOWLEDGE MANAGEMENT ON SERVICE DELIVERY: CASE OF THE ANTI-COUNTERFEIT AGENCY

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### ABSTRACT

*The concept of knowledge management is not new to the public sector. Knowledge management initiatives have always been integrated in government tasks and cannot be separated from strategy, planning, consultation and implementation. Through public policy in particular, politicians and public service workers use knowledge to shape their domestic environment and try to make a difference. Knowledge management is much necessary at the Anti-Counterfeit Agency to improve service delivery. Kenya is among countries most affected by the continued trade in counterfeits in the region even as industry-wide efforts are made to contain it. China remains the main source of counterfeit goods, and trade in counterfeits results in an annual net loss of \$368 million. In Kenya, banned products are mainly imports from China. The aim of this study was to establish the influence of knowledge management on service delivery at the Anti-Counterfeit Agency. The study aimed to fulfill the following two objectives; to assess the influence of knowledge acquisition on service delivery at the Anti-Counterfeit Agency and to establish the influence of knowledge storage on service delivery at the Anti-Counterfeit Agency. This was a descriptive study. The population of study was all employees of Anti-Counterfeit Agency, who were 71 in number. The study used census since the number was small. The questionnaire was used in collecting primary data. Statistical Package for Social Sciences was used in analysing the data. On knowledge acquisition, it was found that the Agency mostly acquired knowledge from the research department (in-house research). On knowledge storage, it was found that the Agency mostly stores information in digital form. On service delivery, it was found that the Agency had generally performed below average in all the measures of service delivery namely; successful prosecution of the individuals/companies suspected of counterfeiting, customer satisfaction and the reduction of number of counterfeiting incidences. It was also found that knowledge acquisition had the greatest influence on the service delivery at the Anti-Counterfeit Agency.*

**Key Words:** Knowledge Acquisition, Knowledge Storage, Service Delivery

## INTRODUCTION

Knowledge Management is viewed as the key differentiator between firms since the 1990s (Drucker, 2008). The concept of knowledge management is now anchored in strategic and management processes of a growing number of organizations (Malhotra, 2005). Knowledge management is about delivering sustained business value, by enhancing the use of organizational knowledge through sound information management practices and organizational learning. It is founded on utilizing and exploiting the organization's information as well as on the application of peoples' competencies, skills, talents, thoughts, ideas, intuitions, commitments, motivations, and imaginations (Aggestam, 2015). The knowledge-based perspective of the firm builds upon and extends the resource-based theory of the firm. This perspective postulates that the services rendered by tangible resources depend on how they are combined and applied, which is in turn a function of the firm's knowledge. This knowledge is embedded in and carried through multiple entities including organizational culture and identity, routines, policies, systems and documents as well as individual employees (Zheng, Yang & McLean, 2010).

The concept of knowledge management is not new to the public sector. Whether intentionally or unintentionally, KM initiatives have always been integrated in government tasks and cannot be separated from strategy, planning, consultation and implementation. Through public policy in particular, politicians and public service workers use knowledge to shape their domestic environment and try to make a difference (Riege & Lindsay, 2006). The entire community is affected by public policy, thus governments play a large part in a society's success. Societal responsibilities, for delivering public policy that benefit the common good further enhance the importance of effective

knowledge management in public services (Arora, 2011). Moreover, governments are under continual pressure from the society to increase their effectiveness and quality with fewer resources, while simultaneously being expected to demonstrate greater accountability and transparency in processes. According to Willem and Buelens (2007), several years of new public management and the deregulation of more and more public sector services, such as telecommunications, energy, and education, have introduced competitive elements into government agencies.

Prescott et al. (2011) shed light on the use of knowledge management in the two world of business by stating that there was too much routine report generation and many non-actionable requests in the old world of business. In this environment the tendency was to be too reactive and too far removed from the core strategy and the key planning activity. In contrast, the new world of business is moving to a new organizational structure where firms are making efforts from the beginning by having the business intelligence activity embedded into strategy development. In this new world of business, knowledge management becomes the primary resources and competitive advantage for individual managers and their organizations (Bickelmaier & Ringel (2010).

Ondari and Majanja (2007) contend that the basic economic source in Africa would no longer be capital or natural resources or even labor but knowledge. This means that Africa is endowed with Indigenous Knowledge that is needed to capture, share and transfer knowledge. The drive to manage knowledge in African culture is characterized by an old African proverb that states in Africa, when an old man dies, the entire library is burnt. In this, there is need in Africa to capture indigenous knowledge, share and transfer it by networking

between countries. An electronic network has been created to foster connections across varying boundaries to create knowledge banks that link expertise with demand ((Ndugo et al, 2007). Among the knowledge bank is Knowledge Management Africa (KMA) which has become knowledge engine that drives appropriate development solutions for Africa (Ondari & Majanja, 2007).

A study by Mosoti and Masheka (2010) revealed that some organizations in Kenya do use knowledge management practices to some extent. Various ways to create and capture knowledge management practices have been identified. Nevertheless, knowledge management practices though practiced is not well understood by most organizations within Nairobi. In fact most of the challenges faced by organizations in Kenya are how to create and implement knowledge management practices as part of organizational culture, organizational strategy and organizational leadership. Though most organizations said that they use Technology (web, internet, telephone) there is need for a synergy with other enabling factors (organizational culture, organizational strategy and organizational leadership) (Mosoti & Masheka, 2010).

The Anti-Counterfeit Agency was established under the Anti-Counterfeit Act 2008 as a State Corporation with the mandates to enlighten and inform the public on matters relating to counterfeiting, combat counterfeiting, trade and other dealings in counterfeit goods, devise and promote training programs to combat counterfeiting and co-ordinate with national, regional or international organizations involved in combating counterfeiting. It is a state corporation currently within the Ministry of Industrialization (ACA, 2015).

### **Statement of the Problem**

According to Conyers (2007), there are substantive links among information access, transparency, governance, and service delivery where information acts as a lubricant to service delivery. Service delivery in the Kenyan public is hampered by among others corruption, low productivity, inefficiency, lack of transparency and accountability (Reson, & Lydia, 2012). Bovaird (2009) suggests that for the public service, they should embrace systematic oversight of the stock, use, generation and retention of knowledge and information, with particular attention to the placement of this in executive decision-making and the incentive and reward structures of a department or agency. Kenya, like most countries in the sub-Saharan region and in contrast to many countries in the developed world, has not as yet productively integrated knowledge management into its government agencies. This tardiness can be attributed to the fact that knowledge is not leveraged effectively and because Kenya lags far behind developed countries as far as the application of information and communication technologies and the introduction of e-governance is concerned (Ondari-Okemwa & Smith, 2009).

Service delivery by the Anti-Counterfeit Agency is hampered by the fact that the Agency has failed to fully collaborate with citizens, companies and other government agencies in order to share information and encourage reporting on counterfeiting (Musamali, 2014). This puts the fight against counterfeits into perspective perhaps underpinning the important attention it needs to continue receiving from the government and other relevant institutions. It was against this background that the study sought to establish the influence of knowledge management on service delivery in the public sector with more focus on Anti-Counterfeit Agency.

## Objectives of the Study

The objective of this study was to establish the influence of knowledge management on service delivery at the Anti-Counterfeit Agency. The specific objectives were:

- To analyze the influence of knowledge generation on service delivery at the Anti-Counterfeit Agency
- To assess the influence of knowledge acquisition on service delivery at the Anti-Counterfeit Agency

## LITERATURE REVIEW

### Theoretical Review

#### Structuration Theory

Kulkarni, Ravindran and Freeze (2006) define structuration theory as an attempt to dispel division within the social sciences between those who consider social phenomena as determined by the influence of objective social structures (determinism) and others who see social phenomena as products of human agents as they subjectively interpret the world (voluntarism). Berends et al. (2013) identify structuration theory as a prime starting point to draw links between individuals and organizational learning because the relationship between individuals and the collective is at the heart of structuration theory. Adopting structuration theory, Becker et al. (2013) view organizations as social systems, patterns of reproduced social practices brought forth by knowledgeable agents. Becker et al. (2013) place particular emphasis on the structure of signification, suggesting that at the heart of any interaction is mutual knowledge, and at the core of mutual knowledge are interpretative schemes, through which a universe of shared meaning is produced and sustained in interaction.

The context-free dimension of signification, communication, and interpretative schemes. From this perspective, they suggest that an organization cannot know anything; organizational knowledge is individual knowledge socially embedded within so-called transactive knowledge systems. Using a structurationist view, Bonifacio et al. (2012) argue that Knowledge in social form is affected by and affects technological architecture; KM systems, therefore, should be designed for consistency with distributed social forms in which organizational knowledge is created. They believe that knowledge is intrinsically distributed, embedded and localized within the context of informal communities.

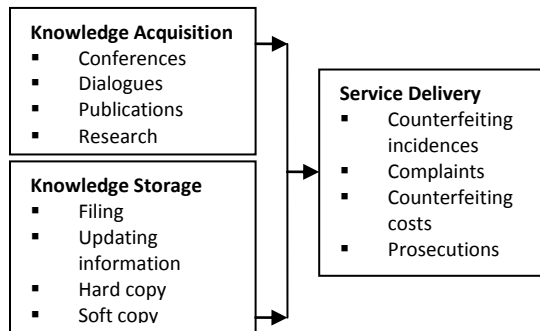
#### The Knowledge Macroscopic Theory

The Knowledge Macroscopic Theory is a conceptual tool to structure the Knowledge Capital of an organized system (Ermine 2005). Knowledge Macroscopic Theory has been made operational through a Knowledge Engineering method that has been used in dozens of real projects, sometimes very large-scale. Two hypotheses are given for the definition of what is knowledge according to the macroscopic. The first one is the semiotic hypothesis. According to semiotic science, knowledge is defined as a sign, composed of information (the codification of the sign), sense (the representation generated by the sign information to make sense), and context (the environment that gives sense to the sign) (Ermine, 2005).

The typical example is the one of a watch, which communicates coded information (and in fact, the code is extremely complex to analyze), which takes some very various significances. The second hypothesis is the systemic hypothesis. According to General System Theory, knowledge is defined as a general system with always three points of view: structure, function and evolution. To analyze the knowledge, it is therefore to describe it through this set of points of views: information, sense, context

on the one hand, structure, function, evolution on the other hand (Ermine, 2005).

### Conceptual Framework



**Independent Variables**      **Dependent Variable**

**Figure 1: Conceptual Framework**

#### Knowledge Acquisition

According to Wagner (2006), knowledge acquisition involves the search for, recognition of, and assimilation of potentially valuable knowledge, often from outside the organization. Knowledge acquisition involves processes for acquiring knowledge from external sources such as on the Internet, sourcing (selecting the source to use) and grafting (adding an individual who possesses desired knowledge to the organization). After new knowledge is acquired, Knowledge Management mechanisms should be in place to prepare it to be entered into the organization’s memory in a manner that maximizes its impact and long-term reusability. Knowledge refinement refers to the processes and mechanisms that are used to select, filter, purify and optimize knowledge for inclusion in various storage media (Van Beveren, 2002).

The role of top managers is important for acquiring knowledge. Gold and Malhotra (2001) underscore that acquiring new knowledge results from organizational members sharing experiences and prior learning. Further, top management plays an

important role in defining knowledge structures. The notion of a self-identity or core set of beliefs provides a legitimizing function for assessing new knowledge acquisition in the context of the existing knowledge structure. Hence, the top management plays an important role in defining the self-identity and in building knowledge structures. This would be especially true in small to mid-sized organizations where decision-making is more centralized than in larger organizations, and where general managers take more active direct roles in business activities. Knowledge acquisition can arise from the direct experience of the organization and its members (Team, 2001).

International organizations and their members also acquire knowledge from others through grafting individuals with special expertise, such as using expatriates in multinationals and/or through vicarious learning from other organizations. Learning through grafting of cognitive orientations to managerial and technical matters closely corresponds to Nonaka and Takeuchi’s (1995) notions of socialization and internalization. Socialization can involve conscious or unconscious acquisition of culturally embedded knowledge via exposure to reference individuals, groups and organizations (in this case, the referents would be from the foreign parent). Internalization comes from developing experience over time with explicit knowledge from the parent that eventually becomes part of orientations and routines in the multinational itself (Rubenstein-Montano, 2006).

Organizations that try to acquire organizational knowledge formally (based on artificial intelligence methods) have relatively few available alternatives. For application areas with large amounts of transaction data, data mining can induce rules from that data. Data mining solutions work well for high-volume applications such as credit approval. Even then, the knowledge creation effort is highly

resource-intensive (Lee, 2001). When insufficient data volumes thwart data mining efforts, the acquisition activity has to elicit knowledge directly from experts as rules and facts or similar formal representations. This should be done under the guidance of knowledge engineers trained in knowledge elicitation, formalization, and representation.

### **Knowledge Storage**

According to Gholami, Asli, Nazari-Shirkouhi and Noruzi (2013), knowledge storage involves both the soft or hard style recording and retention of both individual and organizational knowledge in a way so as to be easily retrieved. Knowledge storage utilizes technical systems such as modern informational hardware and software and human processes to identify the knowledge in an organization, then to code and index the knowledge for later retrieval. In other words, organizing and retrieving organizational knowledge means knowledge storage by providing the ability to retrieve and use the information by the individuals (Alavi & Leidner, 2001). Various impersonal bins such as computer and other artifacts are used to store explicit knowledge which can also be retrievable mostly using technologies. These technologies such as shared electronic databases and electronic bulletin boards are widely used examples of such systems in order to collect, store and make explicit knowledge accessible.

Storage bins manifest the multiple repositories or retention bins where knowledge in organizations resides. Although an individual is the most effective means for storage of knowledge, no one particular member of an organization is likely to be the sole repository of an organization's memory. So there is a need to have companywide knowledge storage bin where each and every members of the organization should store their knowledge in somewhat articulated and codified form for future

use. Such repository of an organizational memory will allow the knowledge user to do some homework before approaching a knowledge contributor for clarification of knowledge that they stored earlier (Cates, 2006). Furthermore, it will help knowledge contributors save their time since they don't have to be interrupted in the middle of their work by knowledge seekers in providing similar or naive queries in the first place. Storage bin of knowledge can bring win-win situations for both the two agents (i.e., knowledge contributor and knowledge user) of knowledge transfer process (Tunstall-Pedoe, 2013).

### **Service Delivery**

Service delivery is an essential function in the relationship between government bodies and citizens (Benton, 2002). Over the past ten years the realization that citizens are customers has become increasingly important to the way governments think and act. Customers have a right to demand services from their suppliers that meet their needs: fast, accessible, of good quality and at modest cost, and all wrapped in friendly treatment. This applies particularly to the government as a supplier of key public services. The fact that the government is a monopolist in products that are often either not or hardly wanted, gives the government's relationship with its clients a double loading, and in fact mandates extra effort. Good quality and affordable service delivery is also a condition for the good image of government. The meaning of good service delivery for the image that citizens have of the government is not always valued fairly. Service delivery is not an isolated something, but is part of a complex relation between government, society and citizens (West, 2004).

In this study, service delivery by ACA will be measured by counterfeiting incidences, complaints, counterfeiting costs and prosecutions. Counterfeiting incidences are the number of times

counterfeiting cases are recorded by the Agency. Complaints are the number of cases forwarded to the Agency by manufacturers, importers and other parties about their products being counterfeited. Counterfeiting costs are the costs incurred, directly or indirectly by manufacturers due to counterfeiting. Prosecutions are the number of cases whose counterfeiting suspects are taken to court.

## **Empirical Review**

### **Knowledge Acquisition**

Solomon (2014) studied the use of knowledge management to gain competitive advantage in the textile and apparel value chain. The study was a comparison of small and large firms. The results show that large firms differ significantly from small firms in how they manage knowledge both internally and externally. Larger firms have significantly more developed organizational memory systems. However, small firms are just as good as their larger counterparts at dispersing organizational memory or sharing information with employees across the firm. Survey results indicate that smaller firms may not require formal knowledge structures to preserve knowledge. Tubigi and Alshawi (2012) investigated the impact of knowledge management processes on organizational performance. The study found a positive relationship between knowledge acquisition and organizational performance.

Agbim, Zever and Triarewo (2014) assessed the effect of knowledge acquisition on competitive advantage. It was found that knowledge acquisition is significantly related to competitive advantage. Pai and Chang (2013) studied the effects of knowledge acquisition and absorption on organizational innovation performance. The results showed the positive effects of knowledge absorptive capabilities on dynamic capability and then on organizational

innovation performance. In addition, the effects varied for companies with high and low innovation investment.

### **Knowledge Storage**

Omerzel (2010) studied the impact of knowledge management on SME growth and profitability. The purpose of the study was to clarify the importance of different determinants of knowledge management with the aim to investigate its influence for the firm performance. These determinants are knowledge storage, knowledge acquisition and knowledge transfer. The findings indicate that all dimensions are interrelated and important for the firm performance. Daud and Yusoff (2010) studied knowledge management and firm performance in SMEs. The study examined knowledge management, social capital and firm performance through the use of a questionnaire directed to small- and medium-sized enterprises, all of them situated within the Multimedia Super Corridor in the Klang Valley of Malaysia. The results showed that knowledge management processes influence social capital positively, social capital enhances firm performance and social capital is a mediator between knowledge management processes and firm performance.

## **RESEARCH METHODOLOGY**

This study employed a descriptive design. Descriptive study is concerned with finding out the what, where and how of a phenomenon (Creswell, 2008). The population of this study was employees of Anti-Counterfeit Agency. This study collected both primary data. Data were collected using self-completion questionnaires. The study used census. According to Mugenda and Mugenda (2008), a census survey collects complete information from all participants in the population. This means that all the 71 employees were interviewed. Pilot test was carried out on 8 ACA employees, 2 randomly selected from each department, who did not



participate in the main study. The questionnaire was used in data collection and its validity was done by including objective questions.

### DATA ANALYSIS AND PRESENTATION

The study targeted 71 respondents in collecting data with regard to influence of knowledge management on service delivery at the Anti-Counterfeit Agency. Of the 71, 54 filled and returned their questionnaires. This gave a response rate of 76%. The study sought to find out the gender of the respondents. From the findings, the majority of the respondents were male at 59% while women make up 41%. This means there were more men than women in the Kenyan public service. The study sought to find out from which department/category each respondent came from. From the findings, 7% of the respondents were from Top Management, 19% were from Research

and Awareness, 22% came from Finance and Administration while the majority, 52%, was from Enforcement. The study sought to find out the highest qualification attained by the respondents. From the findings, 2(4%) of the respondents had a PhD, 8(15%) had a master's degree, 13 (24%) while the majority 31 (57%) had a bachelor's degree. This means that all the respondents had acquired substantial education and were knowledgeable enough to fill the questionnaires. The study sought to find out the number of years the respondents worked in the Agency. From the findings, 33% of the respondents worked for five years and below while the majority, 67%, worked for between 6 to 10 years. This means that the majority of the respondents had worked for long enough to understand the operations of the Agency and thus the response they gave could be relied on.

### Knowledge Acquisition

**Table 1: Knowledge Acquisition**

Statement	Mean	Std. Dev
My organization frequently sponsors conferences for employees to acquire knowledge	3.756	0.726
At ACA, employees freely hold dialogues in order to acquire knowledge	3.621	1.075
My organizations has subscribed to various publications which employees study to acquire knowledge	3.354	1.118
My organization publishes a magazine which employees study to acquire knowledge	4.222	0.833
My organization has a research department	4.956	0.726

From the findings, whether the organization had subscribed to various publications which employees study to acquire knowledge had a mean of 3.354 and a standard deviation of 1.118, whether at ACA, employees freely hold dialogues in order to acquire knowledge had a mean of 3.621 and a standard deviation of 1.075, whether the organization frequently sponsors conferenced for employees to acquire knowledge had a mean of 3.756 and a standard deviation of 0.726. Whether

the organization published a magazine which employees studied to acquire knowledge had a mean of 4.222 and a standard deviation of 0.833 while whether the organization had a research department had the highest mean of 4.956 and a standard deviation of 0.726. This meat most of the employees at the Agency acquired knowledge generated from the Research Department and from its own magazine. The findings were in agreement with Wagner (2006) who argued that knowledge

acquisition involves processes for acquiring knowledge from external sources such as on the Internet, sourcing (selecting the source to use) and

grafting (adding an individual who possesses desired knowledge to the organization).

**Table 2: Influence of Knowledge Acquisition**

Extent of Influence	Frequency	Percent
Very great extent	7	13
Great extent	23	42
Moderate extent	16	30
Little extent	7	13
No extent	1	2
<b>Total</b>	<b>54</b>	<b>100</b>

From the findings, 2% of the respondents thought that knowledge acquisition had no influence on service delivery, 13% thought that knowledge acquisition influenced service deliver to a very great

extent, 13% thought that the influence was to a little extent, 30% said that acquisition influenced service deliver to a moderate extent while the majority, 42%, thought that acquisition influenced service deliver to a great extent.

### Knowledge Storage

**Table 3: Influence of Knowledge Storage**

	Mean	Std. Dev
ACA has various methods of storing knowledge	3.612	0.6436
In my organization, there are professionals tasked with knowledge storage	3.410	0.6373
At ACA, all important documents are filed well	3.761	0.6823
In my organization, information is constantly updated	2.956	0.6773
ACA stores information in digital form	3.771	0.4090

From the findings, whether in the organization information was constantly updated had a mean of 2.956 and a standard deviation of 0.677, whether in the organization there were professionals tasked with knowledge storage in the organization had a mean of 3.410 and a standard deviation of 0.637. Whether ACA had various methods of storing knowledge had a mean of 3.612 and a standard deviation of 0.643, whether at ACA all important documents were filed well had a mean of 3.761 and a standard deviation of 0.6823 while

whether the Agency stored information in digital form copy had the highest mean of 3.771 and a standard deviation of 0.409. This meant that although the Agency had modernized its storage of information, the information was not being updated as often as it should be. The findings were in agreement with Gholami et al (2013) who opined that knowledge storage involved both the soft or hard style recording and retention of both individual and organizational knowledge in a way so as to be easily retrieved. Knowledge storage utilized

technical systems such as modern informational hardware and software and human processes to

identify the knowledge in an organization, then to code and index the knowledge for later retrieval.

**Table 4: Influence of Knowledge Storage on Service Delivery**

Extent of Influence	Frequency	Percent
Very great extent	12	22
Great extent	21	39
Moderate extent	15	28
Little extent	6	11
<b>Total</b>	<b>54</b>	<b>100</b>

From the findings, 11% thought that knowledge storage influences service delivery to a little extent, 22% of the respondents thought that knowledge storage influenced service delivery to a very great

extent, 28% thought knowledge storage influenced service delivery to a moderate extent, while the majority, 39%, thought that knowledge storage influenced service delivery to a great extent.

**Service Delivery**

**Table 5: Statements on Service Delivery**

	Mean	Std. Dev
Our customers (manufacturers and importers of genuine products) are satisfied with our work	2.21	1.11
The number of counterfeiting incidences have reduced in the last 3 years	2.78	0.45
We have helped successfully prosecute most of the individuals/companies suspected of counterfeiting	2.01	1.36
The cost incurred as a result of counterfeiting in the country has reduced significantly in the last 3 years	2.97	0.97

From the findings, whether the Agency had helped successfully prosecute most of the individuals/companies suspected of counterfeiting had a mean of 2.01 and a standard deviation of 1.36. Whether the Agency's customers (manufacturers and importers of genuine products) were satisfied with their work had a mean of 2.21 and a standard deviation of 1.11, whether the number of counterfeiting incidences had reduced in the last 3 years had a mean of 2.78 and a standard deviation of 0.45 while whether the cost incurred as a result of counterfeiting in the country

had reduced in the last 3 years had the highest mean of 2.97 and a standard deviation of 0.97. As seen, most of the respondents thought that the Agency had done poorly in almost all the attributes of service delivery and especially in helping prosecute counterfeiters. This meant that the Agency had not done well in service delivery and so the parent ministry ought to take a greater interest in the performance of the agency mandated to look into the issue of counterfeiting, which had cost millions of shillings to manufacturers and importers of genuine products. The findings were in agreement with West (2004) who argued that the

fact that the government was a monopolist in products that were often either not or hardly wanted, gave the government's relationship with its clients a double loading, and in fact mandates extra effort.

## **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

From the findings, the Agency mostly acquired knowledge from the research department (in-house research) and depended on the least on publications which employees studied to acquire knowledge. On the extent of influence knowledge acquisition on service delivery, knowledge acquisition was found to influence service delivery to a great extent.

On knowledge storage, it was found that the Agency mostly stored information in digital form and that this information was not constantly updated. On the influence of knowledge storage on service delivery, knowledge storage was found to influence service delivery to a great extent.

From the findings, it was found that the Agency had generally performed below average in all the measures of service delivery namely; successful prosecution of the individuals/companies suspected of counterfeiting, customer satisfaction and the reduction of number of counterfeiting incidences.

### **Conclusions**

On knowledge acquisition, it was concluded that most government agencies/departments had in-house research units from where they obtained most of their knowledge. It was also concluded that most employees in these organizations did not read publications to acquire knowledge. On the influence of knowledge acquisition on service delivery, it was concluded that the influence of knowledge acquisition on service delivery was big.

It was concluded that most government agencies had gone digital and that in their efforts on knowledge management; information was stored in digital form, a move from the past when information was stored in physical files. It was also concluded that the influence of knowledge storage on service delivery was to a great extent.

As seen, most of the respondents thought that the Agency had done poorly in almost all the attributes of service delivery and especially in helping prosecute counterfeiters. This meant that the Agency had not done well in service delivery and so the parent ministry ought to take a greater interest in the performance of the agency mandated to look into the issue of counterfeiting, which had cost millions of shillings to manufacturers and importers of genuine products.

### **Recommendations**

The study found a positive and significant relationship between knowledge acquisition and service delivery from the regression analysis. However, it was found that the Agency mostly acquired knowledge from the research department (in-house research) and depended on the less on publications which employees study to acquire knowledge. In order to acquire more useful knowledge; this study recommended that the organization encourage its employees to read more publications.

The study further found that knowledge storage had a positive and significant relationship between knowledge storage and service delivery. However, it was found that the Agency did not constantly update its information. This means that the information mostly available was old and most of the time not important. This study recommended that the organization comes up with a strategy of updating its information to bring it up to date.

Most of the respondents thought that the Agency had done poorly in almost all the attributes of service delivery and especially in helping prosecute counterfeiters. This means that the Agency had not done well in service delivery and so the parent ministry ought to take a greater interest in the performance of the agency mandated to look into the issue of counterfeiting, which had cost millions of shillings to manufacturers and importers of genuine products.

### **Suggestions for Further Research**

This study aimed to investigate the influence of knowledge management on service delivery at the Anti-Counterfeit Agency. It is recommended that

other studies be done to find out other factors affecting service delivery within the Agency. This will give results on which factors, knowledge management included, affects service delivery the most so that the organization can concentrate on the factors with the most impact. It is also suggested that similar studies be done to investigate the influence of knowledge management on other public entities in order to make a generalized finding on the influence of knowledge management on Kenya's public sector.

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