

Knowledge Management as a Tool for Improving Work Performance in selected law firms in Nairobi County, Kenya

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Abstract

Rationale of Study – This paper investigates how knowledge management practices can improve work performance in selected law firms in Nairobi County. It also proposes strategies for improving knowledge management practices toward enhanced work performance in the selected law firms.

Methodology – This study used a descriptive case study of 22 purposively selected law firms in Nairobi County, Kenya. 222 out of 524 staff of the selected firms participated in the study.

Findings – The results revealed that most of the respondents, 86.5%, were aware of knowledge management practices and indicated they applied them in their law firms. The inferential statistical analysis showed a significant agreement ($p < 0.05$) across different attributes that knowledge management is a tool for improving work performance.

Implications – Law firms need well-developed knowledge management strategies and policies to guide knowledge management. The firms should also formulate knowledge retention strategies to ensure important knowledge held by advocates and other staff does not get lost as they leave through retirement, dismissals, death, or any other way.

Originality – There is a shortage of literature on this subject in Kenya. This study contributes to the discourse on how to apply knowledge management practices in legal practice in Kenya. It is an original study.

Keywords

Knowledge, knowledge management, Nairobi County, law firms, Kenya

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1 Introduction

The worldwide economy has advanced from the agricultural civilization through the industrial revolution to the information society and is transiting to a knowledge-based economy. Much knowledge is available as the information age approaches, though its management could be better. Lack of knowledge within law firms inhibits them from achieving monetarily or socially. According to analysts of the knowledge economy, the rules and practices that determine success in the industrial economy need to be rephrased at the level of firms and industries, in terms of knowledge management and at the level of public policy, as knowledge policy (Gorman & Pauleen, 2016).

Knowledge is the facts, feelings, or experiences known by people. It is characterized as "a fluid mix of framed experiences, values, contextual information and expert insight that provides a basis for evaluating and integrating new experiences and information." (Davenport & Cronin, 2000; Kumar et al., 2015). Kabita et al. (2021, p. 157) explain that knowledge is "information possessed in the mind of individuals; the skills and expertise acquired by a person through education or experience." According to Davenport and Prusak (1998), knowledge includes acquaintance, awareness, and understanding of ideas gained through experience or study, which results from making comparisons, identifying consequences, and making connections.

Knowledge management is concerned with the exploitation and development of knowledge assets of an organization to further the organization's objectives. Obwaka et al. (2019) argued that one of the vital purposes of knowledge management is to retain knowledge its members have if they leave. They further argue that most firms in Nairobi, being a dynamic city, experiences rapid staff turnover. Tuitoek et al. (2019) averred that the bulk of knowledge firms lose due to staff attrition is tacit. This is the most valuable and competitive knowledge any organization should preserve. However, Murumba et al. (2020) pointed out that tacit knowledge is more difficult to manage and retain than explicit knowledge. Progressive firms should, therefore, deploy appropriate strategies to harness and optimize both tacit and explicit knowledge (Ozor et al., 2020; Vat, 2003).

Literature on organizational management in Kenya is limited but growing. Nyamasege et al. (2019) investigated the production of knowledge management research in eastern and southern Africa. They concluded that the production of knowledge management research products in the regions was low. The situation in Kenya reflects this trend. Nonetheless, in a study of insurance companies in Kenya, Kamau and Kwanya (2019) found that knowledge management's impact on the firms' competitive advantage was high. This echoed an earlier study by Kwanya (2016) of

knowledge management practices in Kenya's development sector, which concluded that effective knowledge management contributed to organizational performance and sustainability. Moturi et al. (2020) argued that organizations must identify and package their knowledge in knowledge recipes to maximize their benefits in contributing to organizational success. This packaging of knowledge is achieved through appropriate knowledge management strategies. Therefore, there is a need for more studies on maximizing knowledge management in diverse organizational formations in Kenya.

2 Statement of the Problem

The challenge in many law firms in Nairobi County is the absence of suitable techniques for acquiring, encoding, and providing access to crucial knowledge in an individual's head. An organization that can codify experience, insight, or judgment into a form that others can reuse can position itself to provide effective and efficient service, which most law firms do not have this capacity. Looking at law firms in Nairobi County, there is a lack of strategic policy to tap staff knowledge, especially those leaving the organization, as part of the coherent strategy for knowledge management.

A further challenge for the law firms in Nairobi County is that they lack the necessary techniques and skills to acquire, code, and even provide the crucial knowledge available within the organization. There is no defined infrastructure; for example, the law firms in Kenya are not prepared to tap, organize, preserve, and disseminate knowledge resources. Knowledge management requires appropriate management competencies, without which the organization is unlikely to be competitive (Kwanya et al., 2015). However, studies have yet to be undertaken on knowledge management as a tool for improving work performance in law firms in Nairobi County. This creates a knowledge gap that the proposed study intends to fill. It is this knowledge gap that constitutes a research problem.

3 Research Methodology

The research was carried out in selected law firms in Nairobi County. All staff from the selected law firms were targeted in the study, as shown in Table 1. The staff were directly involved in the law firms and possessed the information required for this study. The law firms in Nairobi County were selected using a convenience sampling technique based on their size and their ability to represent fairly the law firms in Kenya. These law firms were viewed as well-established, with the appropriate infrastructure and an edge over the recently established smaller ones. Of the 115 total numbers of law firms in Nairobi County, twenty-two were conveniently selected. The firms have 524 employees, of whom 383 were advocates, and 141 were

librarians/records management officers. Fisher et al. (1998) formula was used to determine the sample. The sample size determination aimed to produce a representative sample of participants involved in the study to reduce bias. A simple random sampling technique was used to select the right sample from the 524 employees from the twenty-two firms. Simple random sampling helps to avoid bias as units of the population are given an equal chance of being selected (Kerlinger et al., 2000).

Table 1: Target population and sample

Category	Population	Sample
Advocates	383	162
Records/Library Staff	141	60
Total	524	222

5 Presentation and Discussion of Findings

The findings are presented here according to the major themes and objectives.

4.1 The knowledge management practices in selected law firms in Nairobi County

The findings indicated that 86.5% of the respondents knew about knowledge management as an organizational function. Most (78.4%) respondents did not answer the question about having a knowledge management program in their law firms. Most (17.8%) of those who responded said yes, while 3.8% said no.

As shown in Table 2, meeting clients' needs was the most important factor influencing knowledge management practices in law firms in Nairobi. It had the highest level of agreement at 27%. It was followed by flexibility and responsiveness to client's needs by assigning the right resources at 26.6%. Cost-effectiveness with various services being provided was at 15.8%; standard and consistent forms at 19.4%, while efficient due processes and procedures were at 3.7%

Table 2: Rating of factors influencing knowledge management practices

	Strongly disagree		Disagree		Neither		Strongly agree	
	n	%	n	%	n	%	n	%
Meeting client needs	36	16.2%	47	21.2%	13	5.9%	60	27.0%
Cost-effective with various services being provided	0	0.0%	0	0.0%	96	43.2%	35	15.8%

Standard and consistent forms	30	13.5%	16	7.2%	2	0.9%	43	19.4%
Efficient due processes and procedures	0	0.0%	0	0.0%	81	37.2%	8	3.7%
Flexibility and responsiveness to client needs by assigning the right resources	2	0.9%	3	1.4%	7	3.2%	59	26.6%

Factors associated with knowledge management practices that were significantly associated with knowledge management as a tool for improving work performance were meeting client needs $p < 0.05$, cost-effective with various services being provided $p < 0.05$, efficient processes and procedures $p < 0.01$ and flexibility and responsiveness to client needs by assigning the right resources $p < 0.01$ as illustrated in Table 3.

Table 3: Relationship of Knowledge Management as a Tool for Improving work performance with factors influencing knowledge management practices

Attributes		Knowledge Management as a Tool for Improving work performance						Statistics
		Agree		Disagree		No Answer		
		n	%	n	%	n	%	
Meeting client needs	Strongly disagree	25	13.0%	11	36.7%	0	0.0%	$\chi^2 = 13.23$ 29, df = 4, $p = 0.010^*$
	Disagree	39	20.3%	8	26.7%	0	0.0%	
	Neither	12	6.3%	1	3.3%	0	0.0%	
	Agree	60	31.3%	6	20.0%	0	0.0%	
	Strongly agree	56	29.2%	4	13.3%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	
Cost-effective with various services being provided	Strongly disagree	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 7.729$, df = 2, $p = 0.021^*$
	Disagree	0	0.0%	0	0.0%	0	0.0%	
	Neither	78	40.6%	18	60.0%	0	0.0%	
	Agree	79	41.1%	12	40.0%	0	0.0%	
	Strongly agree	35	18.2%	0	0.0%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	
Standard and consistent	Strongly disagree	28	14.6%	2	6.7%	0	0.0%	$\chi^2 = 4.723$ df = 4 $p = 0.317$
	Disagree	15	7.8%	1	3.3%	0	0.0%	

forms	Neither	2	1.0%	0	0.0%	0	0.0%	
	Agree	108	56.3%	23	76.7%	0	0.0%	
	Strongly agree	39	20.3%	4	13.3%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	
Efficient processes and procedures	Strongly disagree	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 9.848$ df = 2, p= 0.007**
	Disagree	0	0.0%	0	0.0%	0	0.0%	
	Neither	69	36.7%	12	40.0%	0	0.0%	
	Agree	115	61.2%	14	46.7%	0	0.0%	
	Strongly agree	4	2.1%	4	13.3%	0	0.0%	
	Total	188	100.0%	30	100.0%	0	0.0%	
Flexibility and responsiveness to client needs by assigning the right resources	Strongly disagree	1	0.5%	1	3.3%	0	0.0%	$\chi^2 = 13.502$ df = 4 p= 0.009**
	Disagree	1	0.5%	2	6.7%	0	0.0%	
	Neither	6	3.1%	1	3.3%	0	0.0%	
	Agree	128	66.7%	23	76.7%	0	0.0%	
	Strongly agree	56	29.2%	3	10.0%	0	0.0%	
	Total	192	100.0%	30	100.0%	0	0.0%	

Source: Primary data (2019).

n = 222

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

From Table 4, factors influencing knowledge management practices that were significantly associated with knowledge management as a tool for improving work performance were meeting client needs $\chi^2=13.329$, df = 4, p < 0.05, cost-effective with various services being provided $\chi^2=7.729$, df = 2, p < 0.05, Efficient processes and procedures $\chi^2=9.848$, df = 2, p < 0.01 and flexibility and responsiveness to client needs by assigning the right resources $\chi^2=13.502$, df = 4, p < 0.01

Table 4: Influence of Knowledge Management as a Tool for Improving work performance with factors influencing knowledge management practices

	B	SE.	Wald	df	Sig.	Exp(B)
Meeting client needs	-0.509	0.153	11.056	1	0.001**	0.601
Cost-effective with various services being	-2.130	0.584	13.295	1	0.000**	0.119

provided						
Standard and consistent forms	0.109	0.215	0.257	1	0.612	1.115
Efficient processes and procedures	1.655	0.497	11.096	1	0.001**	5.231
Flexibility and responsiveness to client needs by assigning the right resources	-0.879	0.314	7.839	1	0.005**	0.415
Constant	4.284	2.414	3.148	1	0.076	72.502

Source: Primary data (2019).

n = 222

Note: ** p<0.01

4.2 How knowledge management contributes to legal practice in selected law firms in Nairobi County

Most respondents, 64.9%, indicated that knowledge management contributes to their law firm's legal practice. Table 5 shows rating on the contribution of knowledge management in legal practice was not rated highly, whereby improved performance was rated at 3.6% others rated highly were improved support by fostering collaboration, sharing lessons learned, and continuous improvement of the organization, all rated at 1.8%.

Table 5: Rating of the contribution of knowledge management in legal practice

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

Table 6 shows factors contributing to knowledge management as a tool for improving work performance that was significantly associated with knowledge management contribution to law firm's practices were improved performance, $p < 0.05$; competitive advantage, $p < 0.01$; improved support by fostering collaboration $p < 0.01$, Sharing of lessons learned $p < 0.01$, Integration of law practice and the law of the business $p < 0.01$ and Continuous improvement of the organization $p < 0.01$.

Table 6: Relationship of Knowledge Management as a Tool for Improving work performance with factors contributing to knowledge management in legal practice

Attribute	categories	Knowledge Management as a Tool for Improving work performance						Statistics
		Agree		Disagree		No Answer		
		n	%	n	%	n	%	
Improved performance	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 4.495$, df = 1 , p= 0.034*
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	0	0.0%	0	0.0%	0	0.0%	
	Highly	136	94.4%	0	0.0%	78	100.0%	
	Very highly	8	5.6%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
Competitive advantage	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 10.591$, df = 1 , p= 0.001**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	17	12.5%	0	0.0%	0	0.0%	
	Highly	119	87.5%	0	0.0%	78	100.0%	
	Very highly	0	0.0%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	136	100.0%	0	0.0%	78	100.0%	
Improves	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 =$

support by fostering collaboration	Low	0	0.0%	0	0.0%	0	0.0%	104.437, df = 2, p= 0.000**
	Neither	102	70.8%	0	0.0%	0	0.0%	
	Highly	42	29.2%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
	Total	144	100.0%	0	0.0%	78	100.0%	
Sharing of lessons learned	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 91.073$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	94	65.3%	0	0.0%	0	0.0%	
	Highly	50	34.7%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
Total	144	100.0%	0	0.0%	78	100.0%		
Integration of law practice and the law of business	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 113.619$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	29	20.1%	0	0.0%	74	94.9%	
	Highly	115	79.9%	0	0.0%	4	5.1%	
	Very highly	0	0.0%	0	0.0%	0	0.0%	
	No Answer	0	0.0%	0	0.0%	0	0.0%	
Total	144	100.0%	0	0.0%	78	100.0%		
Continuous improvement of the organization	very low	0	0.0%	0	0.0%	0	0.0%	$\chi^2 = 91.073$, df = 2, p= 0.000**
	Low	0	0.0%	0	0.0%	0	0.0%	
	Neither	90	62.5%	0	0.0%	0	0.0%	
	Highly	50	34.7%	0	0.0%	74	94.9%	
	Very highly	0	0.0%	0	0.0%	4	5.1%	

No Answer	4	2.8%	0	0.0%	0	0.0%
Total	144	100.0%	0	0.0%	78	100.0%

Source: Primary data (2019).

n = 222

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

Table 7 shows all factors influencing the contribution of knowledge management in legal practices with factors that influence knowledge management as a tool for improving work performance with improved performance $p=0.003$ with OR of 7.668, competitive advantage $p = 0.009$ with OR of 2.959 an indication of 2.959 level of influence in the contribution of knowledge management in legal practice, Improves support by fostering collaboration $p = 0.034$ with OR of 0.924, Sharing of lessons learned $p = 0.001$ with OR of 15.581 an indication of 15.581 level of influence in the contribution of knowledge management in legal practice, Integration of law practice and the law of the business $p = 0.140$ with OR of 1.002 and Continuous improvement of the organization $p = 0.003$ with OR of 2.743.

Table 7: Influencing factors for the contribution of knowledge management in legal practices with factors that influence Knowledge management as a Tool for Improving work performance

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

Source: Primary data (2019).

n = 222

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

4.3 The knowledge and information requirements in the selected law firm in Nairobi County

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

Table 8 shows that most qualities for good legal research were rated highly, over 50%, as always, with both knowing how to find appropriate information and providing timely/accurate information to relevant people recording 93.7%. Computer competency (information searching skills) recording 91%.

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

Table 8: Knowledge and information requirement qualities of a good legal researcher

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

Table 9 shows factors associated with knowledge and information requirement qualities with Knowledge management as a Tool for Improving work performance were written communication skills $p < 0.01$, keeping up with new information $p < 0.05$, computer competency (e.g., information searching skills) $p < 0.05$, knowing where to find

appropriate information $p < 0.05$, providing timely, accurate information to relevant people $p < 0.01$, problem-solving skills $p < 0.01$, presentation or public speaking skills $p < 0.01$, creative thinking $p < 0.01$, building working a relationship $p < 0.05$, organizing and managing information resources $p < 0.05$ and oral communication skills $p < 0.05$.

Table 9: Relationship of knowledge and information requirement qualities with knowledge management as a tool for improving work performance

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

Knowing where to find appropriate information	Never	0	0.0%	0	0.0%	$\chi^2 = 20.968$ df = 1, p = 0.000**
	Sometimes	55	30.6%	26	61.9%	
	Always	125	69.4%	16	38.1%	
	Total	180	100.0%	42	100.0%	
Providing timely, accurate information to relevant people	Never	1	0.6%	3	7.1%	$\chi^2 = 14.442$ df = 1, p = 0.000**
	Sometimes	9	5.0%	1	2.4%	
	Always	170	94.4%	38	90.5%	
	Total	180	100.0%	42	100.0%	
Problem-solving skills	Never	0	0.0%	0	0.0%	$\chi^2 = 8.772$ df = 2, p = 0.000**
	Sometimes	102	56.7%	10	23.8%	
	Always	78	43.3%	32	76.2%	
	Total	180	100.0%	42	100.0%	
Presentation or public speaking skills	Never	8	4.4%	2	4.8%	$\chi^2 = 14.707$ df = 1, p = 0.000**
	Sometimes	165	91.7%	34	81.0%	
	Always	7	3.9%	6	14.3%	
	Total	180	100.0%	42	100.0%	
Creative thinking	Never	2	1.1%	2	4.8%	$\chi^2 = 12.025$ df = 2, p = 0.002**
	Sometimes	52	28.9%	22	52.4%	
	Always	126	70.0%	18	42.9%	
	Total	180	100.0%	42	100.0%	
Building working relationship	Never	25	13.9%	0	0.0%	$\chi^2 = 6.581$ df = 2, p = 0.037*
	Sometimes	130	72.2%	35	83.3%	
	Always	25	13.9%	7	16.7%	
	Total	180	100.0%	42	100.0%	
Organizing and managing information resources	Never	0	0.0%	0	0.0%	$\chi^2 = 4.639$ df = 1, p = 0.031*
	Sometimes	26	14.4%	1	2.4%	

	Always	154	85.6%	41	97.6%	
	Total	180	100.0%	42	100.0%	
Oral communication skills	Never	6	3.3%	6	14.3%	$\chi^2 = 8.244$ df = 2, p = 0.041*
	Sometimes	136	75.6%	29	69.0%	
	Always	38	20.6%	7	16.7%	
	Total	180	100.0%	42	100.0%	
Developing a personal system for finding information	Never	0	0.0%	0	0.0%	$\chi^2 = 0.026$ df = 1, p = 0.871
	Sometimes	156	86.7%	36	85.7%	
	Always	24	13.3%	6	14.3%	
	Total	180	100.0%	42	100.0%	

Source: Primary data (2019).

n = 222

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

Table 10 shows factors that influenced the contribution of knowledge and information requirement qualities with Knowledge management as a Tool for Improving work performance were written communication skills p = 0.002 with OR of 19.956, an indication that written communication influences knowledge management in legal practices knowledge and information requirement qualities by 19.956, keeping up with new information p = 0.001 with OR of 34.536, computer competency (e.g., information searching skills) p = 0.037 with OR of 6.910, knowing where to find appropriate information p = 0.048 with OR of 2.630, providing timely, accurate information to relevant people p = 0.028 with OR of 5.789, problem-solving skills p = 0.047 with OR of 3.789, creative thinking p = 0.032 with OR of 2.713, organizing and managing information resources p = 0.029 with OR of 13.609 and developing a personal system for finding information p = 0.025 with OR of 15.456.

Table 10: Influence of Knowledge and information requirement qualities with Knowledge Management as a Tool for Improving work performance

Attribute	B	SE.	Wald	df	Sig.	Exp(B)
Written communication skills	2.978	0.981	9.211	1	0.002**	19.656
Keeping up with new information	3.542	0.442	9.549	1	0.001**	34.536

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

Source: Primary data (2019).

n = 222

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

4.4 Strategies and methods required for knowledge identification, documentation, organization, utilization, and preservation in the selected law firms in Nairobi County

Most of the respondents, 88.1%, indicated they have strategies and methods required for knowledge management adopted by their law firms. Table 11 below shows that most of the strategy aspects recorded very low levels of agreement. The only strategy that recorded an agreement over 50% was knowledge sharing 50.2%. Networking between people was recorded at 34.7%. The rest of the other strategies recorded less than 5% level of agreement.

Table 11: Agree with strategies for effective knowledge management in a law firm

Strategies for effective knowledge management in a law firm	Strongly disagree		Disagree		Neither		Strongly agree	
	n	%	n	%	n	%	n	%
Staff Motivation	0	0.0%	0	0.0%	4	1.9%	0	0.0%
Networking between people	0	0.0%	0	0.0%	4	1.9%	74	34.7%
Supply of knowledge	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Analyse knowledge	8	3.8%	0	0.0%	95	44.6%	0	0.0%

Codifying knowledge	8	3.8%	0	0.0%	9	4.2%	0	0.0%
Dissemination	0	0.0%	0	0.0%	21	9.9%	0	0.0%
Demand-driven knowledge management	0	0.0%	0	0.0%	104	48.8%	8	3.8%
Knowledge acquisition	0	0.0%	0	0.0%	0	0.0%	8	3.8%
Invention	0	0.0%	0	0.0%	89	41.8%	0	0.0%
Augment	0	0.0%	0	0.0%	131	61.5%	0	0.0%
Knowledge sharing	0	0.0%	0	0.0%	98	46.0%	107	50.2%

Table 12 shows factors that contributed to strategies and methods required for knowledge management as a Tool for Improving work performance and staff motivation $p < 0.05$, networking between people $p < 0.05$, supply of knowledge $p < 0.01$, dissemination $p < 0.05$, augment $p < 0.05$ and knowledge sharing $p < 0.05$.

Table 12: Relationship of strategies and methods required for knowledge management with Knowledge management as a Tool for Improving work performance

Attribute	Statistics
Staff Motivation	$\chi^2 = 4.479$, df= 1, p= 0.034*
Networking between people	$\chi^2 = 4.766$, df= 1, p= 0.026*
Supply of knowledge	$\chi^2 = 9.077$, df= 1, p= 0.008**
Analyse knowledge	$\chi^2 = 2.122$, df= 1, p= 0.145
Codifying knowledge	$\chi^2 = 0.006$, df= 1, p= 0.937
Dissemination	$\chi^2 = 5.891$, df= 1, p= 0.024*
Demand-driven knowledge management	$\chi^2 = 2.214$, df= 1, p= 0.137
Knowledge acquisition	$\chi^2 = 0.001$, df= 1, p= 0.981
Invention	$\chi^2 = 2.182$, df= 1, p= 0.140
Augment	$\chi^2 = 3.993$, df= 1, p= 0.044*
Knowledge sharing	$\chi^2 = 8.017$, df= 2, p= 0.017**

Table 13 shows factors that influenced strategies and methods required for knowledge management with Knowledge management as a Tool for Improving work performance were staff motivation $p = 0.004$ with OR of 14.211, an indication of staff motivation influencing strategies and methods required for knowledge management by 14.211 times, networking between people $p = 0.033$ with OR of 5.551, supply of knowledge $p = 0.000$ with OR of 22.376, codifying knowledge $p = 0.046$ with OR of 10.903, knowledge acquisition $p = 0.041$ with OR of 12.790 and knowledge sharing $p = 0.030$ with OR of 18.047.

Table 13: Influence of strategies and methods required for knowledge management with Knowledge Management as a Tool for Improving work performance

	B	Sig.	Exp(B)
Staff Motivation	2.654	0.004**	14.211
Networking between people	1.714	0.033*	5.551
Supply of knowledge	3.108	0.000**	22.376
Analyze knowledge	-1.353	0.351	0.258
Codifying knowledge	2.389	0.046*	10.903
Dissemination	1.670	0.313	5.315
Knowledge acquisition	2.549	0.041*	12.790
Augment	1.855	0.999	6.586
Knowledge sharing	2.893	0.030*	18.047
Constant	92.155	0.998	1.053×10^4

Source: Primary data (2019).

$n = 222$

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

It was established that among the knowledge management practices, meeting clients' needs and assigning the right resources were major factors, whereas efficiency due to processes and procedures was the least. The contribution of knowledge management in legal practice was rated low though these are important factors in accelerating knowledge management in legal practice. According to Shin et al. (2001), the basic idea is that the person contributing to the knowledge management system receives an acknowledgment from peers and superiors for his or her contribution to knowledge management. Lawyers may also be encouraged to share knowledge by changing the performance objectives and appraisal systems to recognize knowledge sharing formally. Knowledge and information

requirements are important in law firms. Thus, the most important factor is providing timely/accurate information to relevant people and computer competency (information searching skills).

5 Conclusion

Knowledge management is a tool for improving work performance and contributes to legal practice. There was an association between knowledge management as a tool for improving work performance and knowledge and information requirements. It was noted that there was a dependence between knowledge management as a tool for improving work performance and the strategies and methods required for knowledge management.

6 Recommendations

This study recommends that:

1. Law firms in Kenya should invest in information and communication technologies that support their knowledge management goals. It is, however, important to pay particular attention to the people, structure, processes, leadership, and techniques before selecting a technological solution.
2. Law firms should provide opportunities for professional development and encourage life-long continuing education and training of staff in the firms.
3. Law firms should formulate retention strategies to ensure important knowledge held by advocates and other staff does not get lost as staff leaves through retirement, dismissals, and death or through any other way.

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