



FACTORS AFFECTING KNOWLEDGE MANAGEMENT IN CENTENARY BANK UGANDA

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DECLARATION

I Ruth Karungi hereby declare that this work is my own and is original. No other work known to me has been submitted either in part or full to any academic institution known to me on this topic for an academic requirement

Signature.....

Date.....

APPROVAL

This research project was carried out under our supervision and it is submitted for examination with our authorization:

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Supervisor

DEDICATION

This research work is in a special way dedicated to my husband Mr. Henry Tukamuhirwa and my Aunt Mrs Lagara Alex. I will forever be indebted for you for the support rendered to me during this study.

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LIST OF ACRONYMS AND ABBREVIATIONS

CERUDEB	Centenary Rural Development Bank
CRDT	Centenary Rural Development Trust
CSFs	Critical Success Factors
CSPs	Critical Success Processes
CVI	Content Validity Index
ICTs	Information Communication Technologies
IDC	International Data Corporation
IT	Information Technology
KM	Knowledge Management
KMA	Knowledge Management
PMO	Project Management Office
SPSS	Statistical Package for Social Scientists

ABSTRACT

The study examined the factors affecting knowledge management and adoption in Centenary Bank. This research was prompted by the interest developed by the researcher on how CERUDEB adopts to new and ever emerging knowledge given its fastest growing rate across the country. The study was guided by the following objectives; examined the relationship between organizational culture and Knowledge Management at CERUDEB, Investigated the relationship between management support and KM at CERUDEB Uganda and lastly to assessed the effect of information technology on KM at CERUDEB Uganda. A cross sectional research design was employed because it enhanced data collection at a single point in time. The study findings indicated a positive and statistically significant relationship between organizational culture, management support and information technology. The CERUDEB had norms that supported KM for better service delivery and there was need to have common beliefs pointing to proper KM. Management was fully involved in planning for KM and that management had an upper hand to ensure innovations.

On IT, Centenary Bank had worked on ensuring technology oriented information and its related systems are in place and gets done and used to its best. The research recommended that CERUDEB should adopt and adapt to a strategy for upholding a supportive spirit, conducting trainings, seminars for excellence and exemplary performance, proper induction of new staff as a basis for improving and ensuring KM, examining organizational culture specifically on values, norms and beliefs whether they are pertinent, emphasizing integrity, professionalism, making inclusive decisions, grooming self-supervised staff, filling both electronically and manually and as well put in place personnel to ensure that more technological innovations are put in place.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Today, organizations have transformed from traditional competition to knowledge competition. Research has shown that knowledge become an important tool for strengthening an enterprise's competitive advantage as postulated by (Tim, 2007). However a critical key in whether an enterprise can succeed or not, is its ability to efficiently acquire and apply knowledge, transfer and preserve knowledge or furthermore, create knowledge (Drucker, 1986).

This study examined the factors affecting knowledge management and adoption using a case study of Centenary Bank in Uganda. In this study the different factors to be identified such as the organizational culture will be conceived as independent factors while knowledge management as the dependent variable. This chapter presents the background of the study, statement of the problem, the purpose or general objectives, the objectives of the research the research questions, the hypotheses, the scope of the study, the significance, justification and operational definition of terms and concepts.

1.2 Background to the study

An organization that would like to be a learning one needs to accept changes and learn to keep vital knowledge within its personnel as a living information network. Knowledge is identified as power and provides a competitive resource for any organization that wants to be successful in their goals and functions. Building a knowledge-driven organization is therefore a milestone of any organization (Buckman, 2004).

1.2.1 Historical background

Drucker was the first to coin the term knowledge worker in the early 1960s (Drucker, 1964; Senge, 1990) focused on the learning organization as one that can learn from past experiences stored in corporate memory systems. Dorothy, (1995) documented the case of Chaparral steel as a knowledge success story. Nonaka (1995) studied how knowledge is produced, used and diffused within organization and how this knowledge as a competitive asset was recognized by a number of people who saw the value in being able to measure intellectual assets (Kaplan and Norton; APQC 1996; Edvinsson and Malone, 1997).

The various eras we have lived through as documented by (Denning, 2002) offer another perspective in the history of KM. Starting with the industry era in the 1800s, focus was on transportation technologies in 1850s, communications in 1990s, computerization beginning in the 1950s, and virtualization in the early 1980s, and early effort at personalization and profiling technologies beginning in the year 2000 (Deloitte, Touche & Tohmatsu, 1999). The measure and understanding of intellectual property focused on the following KM needs;

Knowledge management as a business strategy, transfer of knowledge and best practice, customer- focused knowledge, personal responsibility for knowledge, intellectual asset management and innovation and knowledge creation (APQC, 1996). To critically meet the KM needs, there is need for a deeper understanding of the factors that may hit the adoption of KM like usability, knowledge sharing, knowledge storage, knowledge dissemination and application which has remained a challenge to many organizations due to failure in adopting to changing technological requirements.

1.2.2 Theoretical background

The study was underpinned on social learning theory propounded by (Bandura 1977) that states that for a people to engage successfully in a behavior they must perceive a link between the behavior and certain outcomes, must desire those outcomes (positive valence) and must believe they can do it (self-efficacy) since it stresses modeling training getting a group to identify the problem and develop and practice the skills required by looking or showing skills that are applicable.

The second theory is dynamic organizational theory postulated by Monaka (1994) concerning knowledge creation. The theory has for long been dominated by a pattern that conceptualizes an organization as a system that processes information or solves problems. Vital to this theory is the assumptions that, a fundamental task for the organization is how efficiently it can deal with information and decisions in an uncertain environment. This paradigm suggests that the solution lies in the input-process-output sequence of hierarchical information processing. The problem with the paradigm follows from its passive and static view of the organization without due consideration of what is created by it.

Innovation produced by one part of the organization in turn creates a stream of related information and knowledge which might then trigger changes in the organization's wider knowledge systems (Monak, 1994). Such a sequence of innovation suggests that the organization should be studied from the viewpoint of how it creates information and knowledge, rather than with regard to how processes these entities. Knowledge is created by individuals; an organization supports creative individuals and provides a context for such individuals to create new knowledge.

1.2.3 Conceptual Background

Knowledge management is the process of capturing developing, sharing and effectively using organizational knowledge (Davenport, 1994). It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. In the context of the study, knowledge management will be perceived as the ability of the organization to recruit the staff competent and resilient through the stress acquiring this knowledge, able to training and to benchmark similar institutions and pass on the knowledge to others staff within the organization. The research conceptualized how knowledge management can be adopted for better service provision. Knowledge management is concerned with innovation in the banking sector for better service delivery. It is also concerned with supervision of those work practices that aim at improving the generation of new and the sharing of existing knowledge.

The dimensions for this study included; organizational culture that means a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein 2004). Organization culture was studied through norms beliefs and values. Management support is described as support at a high level management that seeks to help lower level employees to develop or meet a given strategic plan or set goals. As per this study management support will be looked at in terms of planning, controlling and coordinating. And lastly is management information system which will be studied in terms of technology oriented information management and content oriented information management. This is because; organisations have values and systems that drive their operations and adoption of specific processes.

1.2.4 Contextual background

Centenary Bank is a commercial bank in Uganda. It is one of the commercial banks licensed by Bank of Uganda, the central bank and national banking regulator. The bank was found in 1983 as a credit trust, Centenary Rural Development Trust by six individual; Simeon Lutaakome, Hugh Francis Pulle (RIP), Paul Kateregga, Vincent Kirabo Kya Maria, Emmanuel Mpande and John Ogutu (RIP). In 1985, CRDT began to provide financial services to the public. Centenary Bank became a fully licensed commercial bank in 1993, after receiving a banking license from the Bank of Uganda, Uganda's central bank. Centenary Bank is the second-largest indigenous Ugandan bank, behind Crane Bank (Edgar, 2012).

For the past 20 over years banks have been actively automating manual process. This has resulted in the creation of many information systems even within one bank (Mohamed et al, 2006). While these information systems were able to help banks to better manage their processes and resources, they also have created a number of setbacks. One major setback of past information system is that it has resulted in the creation of huge volumes of data and information, resulting in a phenomena like information explosion or information overload. This phenomenon occurs when we are faced with over whelming amount of information, and we have to take time to go through the bulk of information and select the best one to use. When there are the loads of information it could result in less reactive responses and decline of capacity. With huge amount of information being created consistently, inefficiency occurs. Consequently, effective and efficient recovery of resources and knowledge has increasingly become an imminent research issue in recent times.

Without proper management information system, plans, procedures and tools, information become a very serious and annoying problem in many banks to the extent that most of the time

information is regarded as noise. Nonetheless, realizing the important roles they play in the economy, banks are trying to make it a priority to capture and manage their data and turn it into organizational knowledge or business intelligence. However, the lack of process definition, classification, a comprehensive knowledge management model, and suitable knowledge based business model among other factors made the effort futile in the last decade.

This scenario, however, has changed. More effort and resources are employed to make it successful since in today's modern banking, information and knowledge are treasured assets. The application of knowledge management in the banking industry does not really differ from other industries but the increasing complexity of bank's environment makes its implementation more difficult. Banks have realized the crucial role of knowledge management in gaining an edge in competitive field, but there have been laggard in the adoption of knowledge management usually due to wait and see attitude of what will be the true benefits and pit falls from early adopters. According to an International Data Corporation's (IDC) Survey conducted across more than 600 banks in western Europe, only 20% of banks currently apply a knowledge management principles (Blesio and Molignani, 2000) leaving the 80% non-adoptive.

Centenary Bank is committed and continues to work consistently to empower its staff to become more productive and customer oriented, in a safe and diverse workplace. Centenary Bank is intent on creating an atmosphere in which employees can grow, be more innovative through creation and knowledge management, and add value. Centenary Bank aims at attracting, recruiting, developing and retaining talented people, providing skills and resources that make the bank more competitive. Employees are offered opportunities to better their managerial skills through coaching, mentoring, in house training programs and customer service training through benchmarking and a proposal for the new salary structure 2014 was presented for consideration

for efficient delivery of service through adaptation to new knowledge among many others.
(Annual report, 2013)

1.3 Problem Statement

With increase in the number of market players in Ugandan banking sector, banks are looking to be the best and since the products are like duplicated, most banks have focused on human resources and innovativeness through adaptation to new innovations through information technology. However, with all such activities in place, some employees have kept turning-over to the tune of 7.0% between 2011/2012 (Annual report, 2013). Since most of the organizational knowledge at Centenary Bank is controlled at an individual level, it is incumbent upon the Bank to facilitate the transfer of this knowledge to others and as well ensure its retention since this is crucial for achieving competitive advantage manifested through improved morale, increased organizational commitment, and job satisfaction among others. If the status quo remain as above, Centenary Bank Uganda will taint its corporate image, face precipitous competitors due to loss of secrets through employees leaving. It is upon the above situation that prompted the study on factors affecting knowledge management and adoption in Centenary Bank Uganda.

1.4 Purpose of the study

The purpose of this study was to examine the factors that influence Knowledge management at Centenary Bank Uganda.

1.5 Objectives of the study

This study:

- 1) Examined the relationship between organizational culture and Knowledge Management at Centenary Bank

- 2) Investigated the relationship between management support and Knowledge Management at Centenary Bank Uganda.
- 3) Assessed the effect of information technology on Knowledge Management at Centenary Bank Uganda.

1.6 Research questions

This study was guided by the following research questions:

- 1) What is the relationship between organizational culture and knowledge management adoption at Centenary Bank?
- 2) What is the relationship between management support and Knowledge Management adoption at Centenary Bank?
- 3) What is the effect of Information technology on Knowledge Management at Centenary Bank?

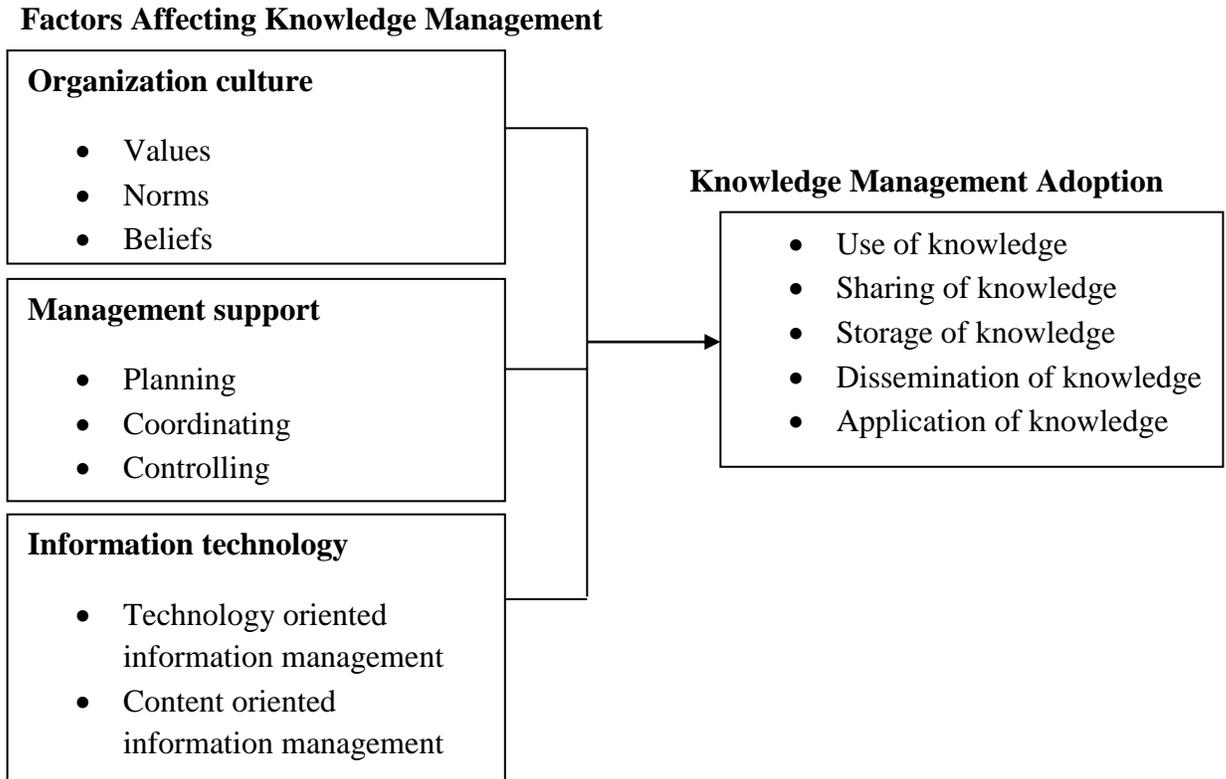
1.7 Hypotheses of the study

- 1) H1: There was a positive relationship between organization culture and KM in centenary bank.
- 2) H1: There was a positive relationship between management support and knowledge management.
- 3) H0: There was no effect of information technology on KM at centenary bank.

1.8 The Conceptual framework

This research was conceptualized on the factors affecting knowledge management and adoption. The study looked at issues such as organizational culture towards new innovation vis-à-vis it

adaptation, management support to adoption of the new era of information technology that has remained challenging as expounded diagrammatically as below with the concomitant relationship arrows.



Source: Adapted from Wong and Aspin wall (2005)

It was hypothesized that, there was a positive relationship between organization culture and KM adoption in Centenary Bank and it was conceptualized through organizational culture, management support and information technology. The conceptual frame work guided the research on the following; study variables and their linkages to objectives, research questions, findings and recommendations. The study sought to assess the factors that affect knowledge management in Centenary Bank Uganda.

1.9 Scope of the study

The research investigated on dimensions of the independent variable vis-à-vis knowledge management adoption that is organizational culture, management support and information technology.

Geographical scope

The study was limited to Centenary Bank main branch at Mapeera House and it targeted branch managers, operational manager's section heads and Banking officers.

Time scope

The research investigation covered two years of 2012/2013 and 2013/2014. This was considered manageable for the researcher. It was restrained to only staff from Mapeera House main branch.

Content scope

The study adopted Wong and Aspinwall (2005) who identified the top three factors affecting the adoption of KM: senior management support, a knowledge friendly culture, and a clear strategy for managing knowledge through ICTs.

1.10 Significance of the study

To the academia, this study contributes to the existing body of knowledge in the field of knowledge management adoption factors. It may also enable the researcher to attain a Master Degree in Management's Studies as it is a key requirement. To Centenary Bank, the findings of this study can help to redesign the Knowledge Management function in order to improve adoption.

1.11 Justification of the study

Knowledge management adoption is a contentious issue in banks due to the adaptability of and to match with demands by the clients that require immediate intervention. Consequently this study intends to provide information regarding whether factors affecting knowledge management have any significant effect on the knowledge management adoption. The study may bring an in-depth understanding of factors affecting knowledge management and its effect on knowledge management adoption.

1.12 Operational Definitions

Knowledge: This is the fact of condition of knowing something with familiarity gained through experience or association.

Management: This is the organization and coordination of the activities of a business in order to achieve defined objectives.

Knowledge Management: This is the name of a concept in which an enterprise consciously and comprehensively gathers, organizes, shares, and analyses its knowledge in terms of resources, documents and people skills.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a literature review on the key theory essential for understanding the factors affecting knowledge management in organizations. This chapter covered the conceptual review which explained the concepts on which the study was based. The literature provided was both primary and secondary guided by the objectives of the study.

2.1 Theoretical review

Scholars like Ellis (2001) propounded that social learning ideas are valuable to understand, predict and influence individual behaviors, and as underpinning in a unified practice theory. It is through the contingencies of social learning cues, cognitions, and consequences that we can best understand behavior. Self and personality are defined in social learning history. The self, in a reciprocal relationship with the environment can launch counter controlling initiatives than offset external relationships. A new behavior is learned mostly by the operation of contingencies in the observation of models. Whether modeling is planned or inadvertent, it is a pervasive influence in practice.

The peculiarity of social learning theory is for understanding what individuals do, a pre-occupation with verifiable acts. The theory does not deny psychological or bio-logical processes, but it does reject unobserved, unverifiable mental states, while environmental forces are powerful in learning and emotions are equally important.

Harzing (2008) shows that the social learning view of behavior is that people are neither impelled to act by inner nor buffeted helplessly by the environment but instead there is

reciprocity between human behavior and the external conditions that influence it. This is an image of the environment as a behavioral creation that acts back on the behavior of the actor(s) who created it. To understand individual action social learning looks to cues that occurs prior in time, mental processes (cognitions) that mediate the cues, and rewarding or punishing consequences that follow. Social learning theory also identified feedback from consequences to cueing and thinking for future behavior.

According to the social learning perspective, learning cannot be isolated from social practice and contexts. Inkpen (2005) says that learning cannot be designed, “learning happens, design or no design” but we can design for learning. Learning can be facilitated and enabled. Similarly, a context and condition for learning could be designed. It can be assumed that learning happens consciously and/or unconsciously, in formal and/or informal context (for example education, work, friend and society). It happens through life. Learning can be as a social act, as a process of practice.

The second theory is dynamic organizational theory postulated by Monaka (1994) on knowledge creation. The dynamic organizational theory has for long been dominated by a model that conceptualizes an organization as coordinated processes for information or for solving problems.

Vital to this theory was the assumptions that a fundamental task for the organization is how efficiently it can deal with information and decisions in an uncertain environment. This paradigm suggests that the solution lies in the input-process-output sequence of hierarchical information processing. The problem with the paradigm follows from its passive and static view of the organization without due consideration of what is created by it. Any organization that

dynamically deals with a changing environment ought not only to process information efficiently but also create information and knowledge.

Nonaka's theory espoused Polanyi's (1996) characterization of explicit knowledge that is transmittable in formal and systematic language and tacit knowledge as knowledge that is action rooted, that requires commitment and vision for the future. Innovation can be better understood as a process in which the organization creates and defines problems and then actively develops new knowledge to solve them.

Also innovation produced by one part of the organization in turn creates a stream of related information and knowledge which might then trigger changes in the organization's wider knowledge systems. Such a sequence of innovation suggests that the organization should be studied from the viewpoint of how it creates information and knowledge, rather than with regard to how it processes these entities. Knowledge is created by individuals; an organization supports creative individuals and provides a context for such individuals to create new knowledge. This new knowledge is meant to solve problems within the organization as postulated by Nickerson and Zenger (2004). As per the research endeavor concerning knowledge management and adoption in Centenary Bank, it is equally a fundamental requirement for the organization to manage, adopt and implement efficiently the knowledge and information generated and decisions basing on the knowledge generated for a continued improved working environment.

2.2. Factors Affecting Knowledge Management

2.2.1 Organizational culture and knowledge management

According to De Lond and Fahey (2000) organizational culture is increasingly being recognized as a major barrier to effective knowledge management. Organizations are essentially cultural

entities and therefore, regardless of what organizations do to manage knowledge, the influences of the organization's culture are much stronger. When these assumptions work well enough to be considered valid, they are taught to new members as the appropriate way to approach these problems.

Hofstede (1980) brings that society's expectations of individualism/ collectivism will be reflected by the employee inside the organization. Collectivist organizations will have more emotional dependence of members on their organizations, when in equilibrium – organizations are expected to show responsibility on members. Extreme individualism is seen as bad.

Culture is therefore reflected in the values, norms and practices of the organization, where values are manifested in norms that in turn shape specific practices. Staples and Jarvenpaa (2001) support that assertion stating that certain aspects of organizational culture influence knowledge management, culture shapes assumptions about which knowledge is important, it controls the relationships between the different levels of knowledge (organizational, group and individual), and it creates the context for social interaction and it is also culture that determines the norms regarding the distribution of knowledge between an organization and individuals in it.

Norms and practices that advocate for individual ownership knowledge severely impede the process of knowledge creation, transfer and retention within the organization, as the organizational culture orients the mindset and action of every employee (Gold, Molhotra and Segars, 2001). An important component of culture in organizations is corporate vision. Culture is reflected in the visible aspects of the organization, such as its mission. It is embedded in the way people act, what they expect of each other, and how they make sense of each other's actions. And it is rooted in the core values of the organization. The greater the mix of generations in an

organization's work force the more imperative knowledge transfer becomes and the more powerful intergenerational synergy can be.

2.2.1.1 Sharing culture

Knowledge sharing culture is one of the most important elements that need to be understood before implementing any new strategies in organizations. Stoddard (2001) argues that proper knowledge management can only work if the culture of the organization promotes it. Any changes need to be developed in line with the existing organizational culture. Liebowitz and Chen (2003) found that knowledge management in organizations possesses some unique challenges. It involves developing a motive and reward system for encouraging knowledge sharing as it can only provide limited financial rewards/incentives. There is a knowledge hoarding culture. Liebowitz and Chen (2003) argue that most people seem reluctant to share knowledge because they keep knowledge close to heart as they move through ranks by the knowledge is power paradigm.

However, Ahmed et al (2002) show that knowledge management can be promoted in the organization depending on the right norms that are widely held by the organization; they further argue if the wrong cultural norms exist, regardless of the effort and good intention or individuals trying to promote knowledge, poor knowledge management is likely to be forthcoming as a result. A sharing culture consists of closely linked individuals who sees themselves as belonging to one or more collectives for example family, organizations and who are motivated by the norms, duties and obligations thus imposed. By way of a gross generalization, it could be said that people in a sharing culture are more sensitive to relatively tacit knowledge, such as organizational history and norms, and systematic or embedded knowledge. In other words, they

are used to high context communication, where information must be interpreted through the cultural context.

2.2.1.2 Individualism

Attitudes /behaviors affect the creation, transfer and retention of knowledge in an organization. Nonaka (2000) argues that there are not many individuals who can share their knowledge freely. Two main potential problems pertaining to attitude/behavior are how ready employees are to share their knowledge in the organization. McDermott and O'Dell (2001) argue that in an organization with a knowledge sharing culture, people would share ideas and insights because they see it as natural, rather than something they are forced to do. However, in a big organization there is a tendency for individuals to use knowledge as their source of power for personal advantage rather than as an organizational resource. According to Goh (2002) and Bogdanowicz and Bailey (2002) most managers see critical knowledge as a source of power, as leverage, or a guarantee of continued employment, and are reluctant to share it. Lim and Klobas (2000) argue that most knowledge is not shared and is held by individuals. People do not share knowledge without a strong personal motivation, and they would certainly not give it away without concern for what they may gain or lose by doing so (Stenmark, 2000 – 2001). As per the study, organizational culture was studied in terms of values, norms and belief.

2.2.2 Management support and knowledge management

Top management support is considered to be an area that has high impact on any business or project success. Previous studies however have stated that effective top management support practices may vary across industries. According to the variable of study it will be measured in through planning controlling and coordinating among others. The studies have been carried out

with the main purpose of identifying those top management support processes that have the greatest impact on development of success of any project and to compare these critical processes with the actual type of support provided by organization.

Project managers who are at strategic, management and operational levels are accountable at different levels for delivering project outputs. However, as a project is complex endeavor, project managers can expect support from others in the organization. Particularly, the active involvement of senior managers of the performing organization can help managers to successfully complete the project. Consistently, the managers have been found by various others to positively impact to project success as postulated by (Besner and Hobbs, 2008; Lester, 1998; Whittaker, 1999; Zwikael and Globerson, 2004; Johnson et al, 2001; McManus, 2004). These studies show that top management support is considered to be among project management critical success factors (CSFs). This means that the more top management processes are practiced in organizations, the higher the level of project success is. However, with executive limited time and resources, it is also important to identify the most effective support processes for different project scenarios.

A paper published by (Zwikael, 2008) also supports the high importance of top management involvement in projects. Yet, this paper concludes with the following statement: “different top management support processes should be implemented in any industry and culture”. This statement is aligned with a project management belief that there is no “one size” for managing projects (Dvir et al, 2006). Another support for this approach is the different extent of use of various project management processes across different industries (Pennypacker and Grant, 2003; Ibbs and Kwak, 2000). According to this approach, various project scenarios (for example,

different industries, cultures and level of project complexity) have dissimilar needs. As a result, different management styles may be applicable for each project scenario. With relation to top management support, this means that unique top management support processes may be best used in different project scenarios.

According to Whittaker (1990) found out that three most common reasons for projects executed in the software industry to fail due to poor planning and budgeting, weak business case and most of all lack of top management involvement and support. MacInnis (2003) has added poor project manager competency as another major reason for project failures. Many other scholars have turned these failing causes into a list of CSFs.

The majority of executives in organizational issues are more important than technical ones (Doherty and King, 2001; Luna-Reyes et al., 2005; Doherty and King, 1998). These findings imply that organizational involvement is important for project success. Top management support has become a specifically important factor in most of the organizations. While there are many ways in which an organization can support its project managers, it is important to focus on the most effective processes. These are called critical success processes – CSPs (Zwikael and Globerson, 2006).

A critical success process is one that most significantly improves project success. Critical top management support processes that an organization may consider to plan, implement, coordinate, include develop project procedures, involve the project manager during initiation stage, support ongoing project management training programs, establish a Project Management Office (PMO), develop a supportive project organizational structure, define clear project success measures and support projects in quality management (Zwikael, 2008).

Top management support processes mostly contribute to project successes as a result of the high impact top management support that translates into project success. These processes may support senior managers with limited time and resources in decision making, by choosing to focus on the most effective processes as for example salient marketing programs that may better business in the banking sector as per the case of Centenary Bank. Management support was looked at in terms of planning, coordinating and controlling.

2.2.3 Information technology and knowledge management

The role of IT in KMS and processes continues to increase in importance. McFarlan (1983) warned that IT, such as computers, was not just a support that provided an enterprise with information in different areas from behind the scenes. It was becoming a necessity in enterprise management. Almost 15 years later, Evan and Whomas (1997) agree that IT has come continuously to be a revolutionary transition. Rockart and Short (1989) suggested that the development of IT has allowed enterprises to connect with consumers and suppliers. Flows of different organizations can now be closely combined together, which largely increases the circulation of information and blurs the boundaries of organizations. Instead of considering how to finish the job faster, better and cheaper, an organization's consideration for IT now shall focus on how products and services move on the value-added chain.

According to Davenport and Prusak (1999) research underlying successful cases of Knowledge Management; the Knowledge Management System constructed by enterprises includes: a specialty knowledge base, an online assistant inquiring system, a knowledge database, an expert network, an online technological document inquiry and a case-by-case experience database. To achieve success of KM, humans and technology must cooperate with each other. Humans need to

comprehend and interpret knowledge, then integrate various forms of non-structural knowledge, while the effective preservation, transform, and sharing of knowledge need to be processed by computers and communication systems.

Authors in content oriented information management usually have a background in information science and records management. Contrary to technology oriented information management, these approaches focus on information content with classifications like records management, human centered information management and information resources management. According to Savic (1992) and Trauth (1989), records management is one of the oldest information management disciplines. The main goals of records management are to furnish accurate, timely, and complete information in order to enable efficient decision making processes, to process recorded information as efficiently as possible, to provide information and documents at the lowest cost, to render the maximum utility to the users of documents and to dispose of records which are no longer need as postulated by (Roberk et al, 1996). Records management consists of production, dissemination and use, storage and provision for current access, decisions on the retention/destruction and archiving of documents.

Content-oriented information management has a much stronger focus on the provision of external information (Huebner, 1996). In some publications only the provision of external information (from databases) (Kind, 1986; Meik, 1997) or information and documentation (Kroll, 1990) are related to information management. For other authors, the provision of external information is an important part of information management.

Kuhlen and Finke (1988) claims that external information concerning changes in relevant segments of the environment is much more important for the success of an organization than the management of information technology. Choo (1998) has similar arguments. According to him (Choo), the survival of a company depends on how well it processes information about its environment and, as a result, succeeds in adapting efficiently to environmental changes. This also shows the importance of external information for strategic planning (Anthony, 1988).

Humans play a much more important role in content-oriented management approaches (Grudowski, 1995; Taylor, 1986; Wang, 1998; Wersig, 1989; Zijlker, 1988). For instance, Wersig's approach to information management does not centre on information technology or formal theories but on how humans handle information in reality (Grudowski, 1995). While it is typical for technology-oriented information management approaches to model information systems in a very formal way, content-oriented concepts use much less formalistic methods as propounded by Cronin & Davenport (1991) and Wersig (1989). This has also to do with the fact that the term information system has a much wider meaning, which is not only restricted to computers (Bergeron 1996). For this reason, it is not the goal to thoroughly automate and completely formalize information processes (Cronin & Davenport, 1991). According to Wersig (1989), order should only be established for circumstances where it is essential; allowing creative solutions with their inherent qualities to unfold from what may appear to be chaos. Some approaches do not only consider information handling and/or information behavior of individuals but of the organization as a whole. They also include an information culture that according to Davenport (1997) results from the total information behavior of the organization's staff. Schneider (1990) even calls the approach developed by her 'culture-conscious information management'. It takes into consideration that information management is embedded into a certain

organization with a specific history and based on general assumptions that influence the behavior of its staff.

Since the mid-nineties the label knowledge management has attracted much attention (Disterer et al, 2002; Ponzi & Koenig, 2002) while information management has been used less. As with information management, there is no agreement on what constitutes knowledge management (Corrall, 1998; Morrow, 2001; Wilson, 2002). According to Wilson (2002), knowledge management is either used as a synonym for information management or for the 'management of work practices' which are to improve the sharing of knowledge in an organization.

The first perspective includes both content and technology-oriented information management. In the case of IT driven approaches there is a stronger focus on unstructured data (Davenport & Prusak, 1998; Hoven, 2001) and on different application areas of technology. They typically fall into the categories of knowledge databases and repositories (e.g., expertise of the after-sales staff), knowledge route maps and directories (e.g. yellow pages), and knowledge networks and communication tools (e.g., chat facilities, groupware) (Corrall, 1998). Furthermore there is a shift in the underlying technology. Maurer (2003) distinguishes a knowledge management system from a conventional information system in that it has the following additional features: (i) it makes accessible private information that is of no use anymore to its creator but probably for others (e.g., former project documentation makes it possible to retrace decision processes), (ii) it learns from the users' use (e.g., many users who search x seek for y as well), (iii) it can initiate actions and provide information without any request by the user (e.g., if a user retrieves x, y is offered to him automatically), (iv) it can generate new information from existing (e.g., automatic classification). Though technology can play an important role, knowledge management is not

about technology (Al-Hawamdeh, 2002). This leads to the discussion of the innovative aspects of knowledge management. Information technology as a dimension as per the study was measured in terms of technology oriented information management and content oriented management. Therefore, with this study, attempts will be done to assess as to whether information technology has an effect on knowledge management and adoption at Centenary Bank.

2.3 Summary of Literature Review

Three major categories in the literature on information and knowledge management were identified. They were referred to as technology-oriented information management, content-oriented information management, and knowledge management concerning information technology. From a narrow point of view, data management is equated with information management. Even though information management is perceived as more comprehensive by nearly all authors, data management is one essential component of technology-oriented information management.

IT management comprises of the planning, organization, and control of those tasks that are necessary for the provision and use of the information infrastructure as well as the (computer-based) information systems that are the basis for the information exchange in an organization. Content-oriented approaches are primarily concerned with the management of (codified) information. This relates both to the management of the information life cycle of mainly internally produced information and the provision of external information. Usually, they consider the user much more than technology-oriented approach. Several authors who directed a particularly strong attention to humans were therefore attributed to their own sub-category. Strategic aspects are not dealt with as a central issue but are not of minor importance either.

The emphasis is on external information and not on the competitive use of information technology. Information resources management has finally tried to integrate all the different aspects including the management of information technology creating a convergent view of information management. The literature also looked at the organizational culture and management support for the success of any project endeavor as we shall in the case of Centenary Bank.

However, it must be understood that there are a number of factors that affect knowledge management and adoption in an organization, which this research intends to examine. Authors have written about the usefulness of knowledge but one need to understand, what influences its management and adoption.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter described the procedures that were followed in conducting the study. It involved the research design, study population, sample size, determination and selection, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability, data collection procedures, data analysis and measurement to variables.

3.1 Research design

The research design used was cross sectional survey design. Cross sectional survey design was used in social research to determine aggregate change over time hence making it appropriate for this study (Sekaran, 1992). It was preferred for this study since it was cheap and allowed the researcher to enhance data collection at a single point in time. This allowed for collection of in-depth data about the issue in question; which Amin (2005) confirms that a case study provides an in-depth study on the problem when there is limited time scale.

3.2 Study population

The population of this research covered some branch managers, operational managers, sections heads and banking officers. The targeted population was 50 employees and the researcher's accessible population was 44 employees according to (Krejcie and Morgan, 1970).

3.3 Sample Size determination and Selection

The researcher used Krejcie and Morgan (1970) table to determine the sample size out of the target population of N= (50) which will give the sample size of 44. These were given questionnaires according to their categories as the researcher chose.

Table1: Sample size and selection

Category	Proposed Sample	Actual Sample size	Sampling techniques
Branch mangers	02	1	Purposive
Operation managers	04	3	Purposive
Banking assistants	04	3	Purposive
Banking officers	34	26	Simple random sampling
Total	44	44	

Source: Primary Data

3.4 Sampling techniques and procedures

The study used purposive and simple random sampling techniques. Purposive sampling was subjected to Branch managers, operation managers and Banking assistants. Selection after computation of the sample size was left to the discretion of the researcher to choose the respondents to give the questionnaire as indicated above. According to Saunder et al (2003), purposive or judgmental sampling enables a researcher to use judgment to select cases that best enable him answer the researcher questions. Sampling allows one have information about knowledge management considering their position in the bank. Purposive sampling targets a particular group of people (Amin, 2005) with information on the subject. The technique took precedence because the population of the employees in the above categories was relatively small. Therefore purposive sampling is easy and cheaper to implement compared to other sampling techniques.

Simple random sampling was administered to Banking officers. According to Sekaran (2003) simple random sampling techniques has got least bias and covers a larger number of individuals

as it is the case to Banking officers' category. According to Sekaran (2003); and Saunder et al (2003) simple random sampling is the type of sampling used when every element in the population has any equal chance of being selected as a subject. Sekaran (2003) asserts that simple random sampling has the least bias and offers the most for generalization thus informing the reasons for its use in this study.

3.5 Data Collection Methods

Both quantitative and qualitative techniques were used for this study. This is because results from one method help to inform the other while at the same time neutralizing any inherent bias (Amin, 2005). For this study, questionnaire and interview are the methods that will be used for data collection.

3.5.1 Questionnaire Survey Method

A questionnaire survey is defined as a pre-formulated written set of questions to which respondents record their answers usually with closely defined attitudes (Sekaran, 2003). While questionnaires can provide evidence of patterns among large population qualitative interview often gather more in-depth insights on respondents' attitudes, thoughts and actions. The questionnaire survey method was used to collect data from 26 respondents (Banking Officers). Mugenda and Mugenda (1999) contend that questionnaires enable respondents to answer without bias, are low cost and can conveniently reach many people in a short period of time.

3.5.2 Interview Method

An interview is where the researcher uses a face to face interaction to exchange views (Amin, 2005). This method was used to collect data from 7 respondents that is, the branch managers (1),

operational managers (3) and banking assistants (3). The interviews provided the researcher with the chance to probe the respondents in cases of ambiguous responses.

3.6 Data Collection Instruments

They included questionnaires and interview guide, primary and secondary data was collected so as to come up with a balanced point of view.

3.6.1 Questionnaire

Questionnaires were administered in order to collect quantitative data. This offered a greater assurance of anonymity and encouraged honesty (Amin, 2005). This method was adopted to allow collecting valuable data from respondents who could be gathered at one point in time. It also helped to avoid subjectivity caused by close contact between the researcher and respondents. Questionnaires acted as counter checks on information obtained through interviews. Only closed-ended questions were included in the questionnaires. Questionnaires were distributed to respondents. The respondents were asked to fill them in a period of two weeks. The questionnaires included close-ended structured questions designed to answer the research questions that addressed the objectives and hypothesis of the study.

3.6.2 Interview guide

For the researcher to obtain in-depth data which is not possible using questionnaires an interview guide was used to guide the process. Mugenda and Mugenda (1999) contended that an interview guide standardizes the interview structure so that questions can be asked in the same way. The interview was based on themes that were of a particular interest to the study. A list of themes based on the independent variables was used to guide the interview process. The guide was applied to policy makers in the bank who comprised of the branch managers, operation managers

and banking officers. The researcher used unstructured (open ended) interview guides because they gave liberty to discussions, reactions, openness and behaviors on issues regarding the subject of the research.

3.7 Quality control

3.7.1 Validity

Validity of data instruments referred to the appropriateness of the instrument to measure a variable or construct and come up with the intended results (Amin, 2005). Instruments validity was ascertained with the professional in the knowledge management field to assess what concepts to be measured and determined whether the set of items accurately represented the concept under the study. Amin's formula of establishing the Content Validity Index (CVI) was used. The construct of the questionnaire was assessed through reviewing of the literature (Lin, 2003). The items under contention were subjected to expert judgment to unearth their relevance. This was done by the supervisors and another expert in the field of management. The researcher proceeded to compute the content validity index of 0.7 above as per the study was considered valid for the study as postulated by (Amin, 2005). The formulae that was used is given as $CVI = \frac{\text{No of items declared valid}}{\text{Total No of items}}$.

Judge A $33/38 = 0.86$

Judge B $34/38 = 0.89$

Judge C $32/38 = 0.84$

Total $2.59/3 = 0.86$ therefore the content validity index was 0.86 which far above 0.70 that was postulated by (Amin, 2005).

3.7.2 Reliability

It is the extent to which the instrument consistently measures whatever it is measuring. A pilot study of randomly selected respondents will be done. Reliability of the instruments was ensured using internal consistence. The instrument was pretested on 10 people deemed highly knowledgeable about the status quo of the organization and later run a Cronbach alpha for reliability analysis. The result of each variable was expected to be above .70 which is 70% according to (Amin 2005) which is accepted for social sciences research. Black (1993) further states that the authenticity of results and the soundness of the research conclusions are based on the appropriateness of the methodology and quality of data upon which conclusion was drawn

Table 2: Showing Cronbach Alpha figures after pretesting

Variable	Cronbach Alpha figure	Number of Items
Organization culture	.819	6
Management support	.905	6
Information technology	.897	12
Knowledge management adoption	.784	9

Source: Primary data

3.8 Measurement of variables

All the variables under study were measured using a likert scale that had five categories to respond to 5 = strongly agree, 4= agree 3=undecided, 2= disagree and 1=strongly disagree. According to Mugenda and Mugenda (1999) this scale is suitable for measuring perceptions, attitudes, values and behaviors that relate to knowledge management.

The independent variable that is organizational culture was measured using the following units of measurement; values, norms and beliefs. Management support was measured using planning,

coordinating and controlling. Information technology was measured in terms of technology oriented information management and content oriented management. The knowledge management adoption was measured through use of knowledge, sharing, storage, dissemination and application of the knowledge.

The data collected from interview was cleaned, sorted and grouped into themes in order to support the hypothesis tested. The researcher then evaluated and analyzed the competence of information in answering the research question through coding of data, identifying categories and parameters that emerged in the responses (Mugenda and Mugenda, 1999), while analyzing qualitative data, summaries were made on how different variables are related and how they affect knowledge management.

3.9 Procedure of data collection

On being granted permission the researcher accessed various officers to collect the required data for the purpose of this study. A meeting with key informants was arranged a week before meeting and modalities that are to be followed agreed upon. The questionnaires were administered by the researcher. The processes involved moving to the field to look for respondents. The responses were coded and organized at the end of each day while the whole data was analyzed after all questionnaires had been returned.

3.10 Data management and Analysis

The researcher gathered raw data from questionnaires and organized, edited and coded to enable the researcher deal with errors, omissions and correct them where necessary. Numbers were assigned to the questionnaires in the process of entering data. Both quantitative and qualitative data analysis was conducted. The relevant data was then entered in a computer using Statistical

Package for Social Scientists (SPSS) for analysis. Methods of analyzing quantitative data included correlation coefficient which indicated the degree of relationship between two variables and regression analysis which predicted unknown variable using a known variable. Quantitative data was presented in form of tables, frequencies, and pie charts. Quantitative data was analyzed using some measures of central tendency and measures of dispersion like (mean and standard deviation), correlation (Pearson product Moment-Correlation Coefficient) and regression analysis.

Qualitatively data was analyzed using content analysis where the researcher coded and wrote descriptive summaries of what participants said, and discourse analysis where the researcher was keen on the patterns of speech taking note on what people say about a given issue. This basically depended on intuition, imagination and interpretive viewpoint of the researcher. The researcher then presented a detailed literal description of the findings for the reader.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presented data presentation, analysis and interpretation and was set out to examine the influence knowledge management and knowledge management adoption at Centenary Bank Uganda. The specific objectives were to: a) examine the relationship between organizational culture and knowledge and knowledge management at centenary b) To investigate the relationship between management support and knowledge management at Centenary Bank Uganda. c) To assess the effect of information technology on knowledge management at Centenary Bank Uganda. However to achieve this endeavor, data was collected from scientifically selected employees of Centenary Bank Uganda.

4.1 Response rate

A total of forty four questionnaires were given out, and thirty three were returned and out of the 10 staff members who were to be interviewed only 7 were successfully interviewed which reflected a response rate of 75%. Given the busy schedule of most staff in the Bank it was quite expected not to receive all the questionnaires.

Table 3: Response rate of respondents

Category of respondents	Actual sample	Actual returned	Response rate
Branch managers	2	1	3%
Operation Managers	4	3	7%
Banking Assistants	4	3	7%
Banking Officers	34	26	58
Total	44	33	75%

Source: Primary Data

The researcher considered these as enough because according to Amin (2005) responses beyond 70% are considered as a high turn up of respondents.

4.2 Back ground information

4.2.1 Demographic characteristics of the respondent

The respondents were requested to provide their personal information such as gender, age, highest level of education, designation and tenure of service with Centenary Bank.

4.2.1.1 Gender distribution of respondents

Respondents were asked to indicate their gender and the results are shown in table 4 below. Gender is a critical issue that has impacted a number of controversies that came up with new developments like emancipation, equality to name but a few. A good number of people have attributed better decision to gender and claim that once gender is respected in an organization, company or institution better decision are expected to be reached. It is upon that background that the researcher was prompted to find out how gender distribution was among the respondents who participated to the above study.

Table 4: Sex of respondents

Category	Frequency	Percentage
Male	15	45.5
Female	18	54.5
Total	33	100.0

Source: Primary data

From table 4 above, it can be observed that, most of the respondents to the tune of 54.5% were female and 45.5% were male. This meant that most of the respondents were female hence pointing to the interpretation that this study favored mostly the women.

4.2.1.2 Age

Age plays a critical role in a person's life aspirations. This is associated with attainment of a specific reasonable age that compels people to focus on their duties without compromise and hence its relevance to the study and below is the emerging results shown in the table 5 below.

Table 5: Distribution of respondent's age

Category	Frequency	Percentage
20-30	15	45.5
31-40	15	45.5
41-50	2	6.1
51 and above	1	3.0
Total	33	100.0

Source: Primary Data

The plots in table 5 above clearly show that majority of the respondents (45.5%) were between 20-30 years and 31-40 years respectively. These are people in the midpoint of their careers, this signified that the respondents were youthful hence expected to be very ambitious, and zealous for their work assignment. The implication was that the researcher was working in the defined ethics of research where by all respondents were adults.

4.2.1.3 Highest level of Education

The researcher requested the respondents to indicate their highest level of their education; the reason for this request was to help the researcher understand the different level of comprehension about the factors affecting knowledge management and knowledge adoption in Centenary Bank Uganda. This was intended to impel the various stakeholders in the fight against these factors so as to enhance knowledge management and its consequent adoption in Centenary Bank. Upon this background the researcher set different levels of education and all the respondents were obliged to indicate where they belonged and the results are presented below;

Table 6: Levels of education

Category	Frequency	Percentage
Bachelors	20	60.6
Postgraduate	11	33.3
Masters	2	6.1
Total	33	100.0

Source: Primary Data

According to the layout of the responses in table 6 above, it became clear that most of the respondents were Bachelors holders with 61%. This was followed by postgraduate diplomas with a 33% and lastly masters holders with 6%. This meant that all the respondents that got involved in the study were literate and therefore were able to understand the gist of the study underlying factors that affect knowledge management and knowledge management adoption in Centenary Bank.

4.2.1.4 Designation of the respondents

The respondent were asked to indicate there levels of operation in Centenary Bank and the emerging results were obtained as portrayed in table 7 below.

Table 7: Designation of respondents

Category	Frequency	Percentage
Manager	2	6.1
Program Officer	12	36.4
Teller	13	39.4
Others	6	18.2
Total	33	100.0

Source: Primary Data

Table 7 above shows that most of the respondents were tellers with the highest percentage of 39%. This was followed by Program officers with 36% and others with 18% and lastly 6% who were managers. This meant that all the respondents that involved in the study has a perception on what was being investigated because it was found out that they work very critical areas. This confirmed to the researcher that they even seemed to know the importance of knowledge management.

4.2.1.5 Tenure of service in Centenary Bank

The tenure of service in Centenary Bank contributes to better understanding of knowledge management and knowledge adaptation.

Table 8: Tenure of service for respondents

Category	Frequency	Percentage
Less than a year	6	18.2
1-2 years	13	39.4
3-5 years	9	27.3
6 years and above	5	15.2
Total	33	100.0

Source: Primary Data

From table 8 above, it can be observed that most of the respondents had spent between 1-2 years at 39%; this was followed by those who had spent 3-5 years with a percentage of 27%, it was followed by 18% of those who had spent less than a year and lastly 15% of those who had spent over 6 years and above. This implied that majority of the respondents had reasonable experience in as far as working in Centenary Bank indicated their ability to respond to a set of questions concerning factors affecting knowledge management and knowledge adoption in the Bank.

4.3 Findings based on specific objectives

The purpose of the study was aimed at examining the factors that influence knowledge management and knowledge management adoption at Centenary Bank Uganda. The analysis was done in a way that followed systematically objective by objective following a chronological order. Descriptive statistics were used to determine respondents opinion on a particular statement, percentages, mean, standard deviation showing degree of divergence of opinions among respondents and inferential statistics; specifically Pearson correlation to determine the relationship between two variables and regression analysis to determine percentage effect of a given dimension with its sub dimensions on the dependent variable.

The qualitative results as were reaped from the interviews conducted with key informants and the results were additionally quoted. They substantiated and gave more credibility to results obtained quantitatively. This study followed three objectives; Objective one was to examine the relationship between organizational culture and knowledge management at Centenary Bank, the second objective was to investigate the relationship between management support and

knowledge management at Centenary Bank Uganda and finally to assess the effect of information technology on knowledge management at Centenary Bank Uganda.

4.3.1. The relationship between organizational culture and knowledge management at Centenary Bank

The respondents were requested to rate various give their opinion on organizational culture and knowledge management at Centenary Bank. The results that become known are shown in the Table 9 below.

Table 9: Descriptive statements on Organizational Culture

Statements on Organizational Culture	Percentage Response (%)					Mean	Std Dev
	SA	A	N	D	SD		
Centenary Bank has specific practices geared towards knowledge management.	12	61	6	15	6	3.58	1.091
The management minds about knowledge management	6	27	15	45	6	2.82	1.103
The culture of centenary bank is supportive of knowledge management.	9	49	24	9	9	3.39	1.088
The organizational vision is supportive of knowledge management and adoption.	9	42	33	9	9	3.39	.998
I am motivated to share knowledge with my collogues	6	39	33	18	3	3.27	.944
Centenary bank staff/employees are bound by beliefs that enhance knowledge management.	18	9	33	33	6	3.00	1.199

Source: Primary Data

Key: SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly

Disagreed

Table 9 shows questions posed on organizational culture and it further reveals attitude of respondents in terms of percentage responses, mean and standard deviation. Five categories of responses were divided into three; agreement was combined with strongly agree to come up with agreement side, disagree with strongly disagree to come up with disagreement side and then neutral remained.

The mean values above 3.00 reveal most respondents being in agreement with the items posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 show difference of opinion or diversity in respondents' views, while values below 1.00 indicate communality of opinions or attitude. This was the case for all variables including both dependent and independent variables.

On organizational culture the unit of measurement included; values, norms and beliefs. Respondents were posed with a statement on values on whether Centenary Bank has specific practices geared towards knowledge management; 73% were in agreement, 21% disagreed and 6% were neutral. Further still on whether the management minds about knowledge management; 51% disagreed with the statement, 33% agreed and only 15% were neutral.

This meant that in Centenary Bank among the values; the bank executes specific practices geared towards knowledge management much as it was further disagreed that the management does not mind about knowledge management. This implied that as part of the organizational culture, the issue of values underlying knowledge management was contentious and clearly did not come out. In an interview with one of the Senior Banking Officers, it was revealed that;

Frequent training of staff online, seminars, training sessions, internships in other organizations, benchmarking, Tuesday briefs where they get to know all necessary knowledge to cover up the gaps for example cheques and overdrafts, workshops among other banks for example, Citi bank, Stanbic where they share and integrate the knowledge, e-learning platform, proper induction of new staff which always points to a practice geared towards knowledge management. It was further informed that knowledge management was done through mentoring, coaching and on job training.

The above practices should be emphasized more as a basis for improving and ensuring knowledge management in the bank.

On norms respondents were posed with a statement on whether the culture of Centenary Bank is supportive of knowledge management; and as a result, 58% were in agreement, 24% were neutral and 18% disagreed. Further still on whether the organizational vision is supportive of knowledge management; 51% were in agreement, 33% were neutral and 18% were in disagreement. There was a commonality of opinion by all the respondents which confirmed that to a great extent the organizational vision was supportive of knowledge management and adoption.

This meant that Centenary Bank was supportive of knowledge and their organizational vision was supportive to the knowledge management. This implied that Centenary Bank had norms that supported knowledge management for better service delivery.

In an interview with a Senior Banking Officer it was revealed that;

Trainings in Centenary Bank points to knowledge management through trainings through Bank production like Cente Mobile, cheque handling, customer services to name but a few. Seminars provided by the Instituted of financial services that points to knowledge management and adoption. There is encouragement of individual participation and contribution from different staff that have more knowledge in financial services, use of social media networks like radios, face book and others to put up public awareness hence pointing out to knowledge management.

The training strategy should be encouraged and more benchmarking should be done for excellence and exemplary performance if competition is to be upheld above other banking institutions.

Lastly on beliefs respondents were posed with a statement that staff are motivated to share knowledge with fellow colleagues; 45% were in agreement, 33% were neutral and 21% were in disagreement, also on whether Centenary Bank staff are bound by beliefs that enhance knowledge management; 39% were in disagreement, 33% were neutral and 27% were in agreement.

This meant that most of the staff members are not motivated to share knowledge with colleagues and staff is not bound by beliefs that enhance knowledge management. This implied that beliefs in line with knowledge management adoption in Centenary Bank is quite complex and as a researcher there's need to emphasize the need for having common beliefs that points to proper knowledge management and adoption. In an interview it was revealed that,

There are management strategies being implemented by the Bank to enhance the organizational culture that included; controlling and monitoring tasks, giving feedback to management in order for remedial actions where necessary, coaching of staff especially old staff, monitoring of staff especially new or recruited staff, extensive planning is also a recognizable strategy implemented by the institution and lastly institution of disciplinary measures which may create coherence in the performance, integrity of the institute.

This therefore implies that the bank is conscious of its operation procedures, which also signifies the need for successful operation and management of all the bank's activities. As a result, there is need to really examine whether such implementation or endeavors underlying organizational culture specifically on norms and belief are pertinent or very central in enhancing knowledge management adoption. There is also need for the Bank Management to emphasize integrity,

professionalism through retaining those who do internship within Centenary Bank, loyalty and tolerance.

4.3.1.2 Correlation results for organizational culture and knowledge management

A Pearson correlation output was run and the emerging results were used to find out whether a relationship existed between organizational culture and knowledge management in Centenary Bank.

Table 10: Correlation results for organizational culture and knowledge management

		Organizational	Adoption
Organizational	Pearson Correlation	1	.633**
	Sig. (2-tailed)		.000
	N	33	33
Adoption	Pearson Correlation	.633**	1
	Sig. (2-tailed)	.000	
	N	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

Results from the correlation analysis presented in Table 10 above revealed; Pearson correlation ($r = .663^{**}$), sig value $p > 0.05$, (.000) at 95% confidence level, **N=33**.

Results show a positive significant relationship between organizational culture and knowledge management in Centenary Bank. This meant that the relationship was positive between the two variables implying as organizational culture is respected and done objectively passed on to others, it has a positive effect on knowledge management adoption in Centenary Bank. This implied that once organizational culture is compromised, it is very clear that even knowledge management to some extent will be at stake.

4.3.1.3 Regression results for organizational culture and knowledge management

A regression summary model was run to find out how independent variable under investigation impacted on the dependent variable as portrayed on table 11 below;

Table 11: Regression results on organizational Culture and KMA

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.401	.381	.48976

a. Predictors: (Constant), Organizational culture.

The Model Summary table 11 above, reveals a correlation coefficient (R), using the predictor; organizational culture at .633^a, adjusted R squared of .381 and Standard error of estimate value of .48976, Organizational culture had a 38.1% effect (.381*100%) on knowledge management adoption, while the remaining percentage of (61.9%) explained by other factors; which indicates a relatively low relationship.

4.3.1.4 Hypothesis for objective one

The null hypothesis was that, “there is no positive relationship between organizational culture and knowledge management in Centenary Bank.” But after testing and analysis of the variable, the researcher found out that organizational culture indeed impacted on knowledge management in Centenary Bank. The null hypothesis therefore was rejected and an alternative hypothesis was that there was a positive relationship between organizational culture and knowledge management in Centenary Bank was opted for.

4.3.2 To investigate the relationship between Management Support And Knowledge

Management at Centenary Bank

Respondents rated various parameters on management support and knowledge management and the results emerged are shown in the table 12 below;

Table 12: Descriptive statements on management support

Statements on management support	Percentage Response (%)					Mean	Std Dev
	SA	A	N	D	SD		
All staff receive training to enable proper knowledge management.	39	24	24	-	12	3.79	1.317
The senior managers are involved in all planning processes	18	36	24	15	6	3.45	1.148
There is a coordinating department for issues related to knowledge management	12	24	27	36	-	3.12	1.053
There is an existing supportive organizational structure at Centenary Bank for knowledge management	9	39	33	9	9	3.30	1.075
Centenary bank promotes individual innovation in ensuring knowledge management. (Control)	-	56	9	33	6	3.06	1.059
Management promotes individual liberty/autonomy to innovations that support knowledge management.	6	42	15	30	6	3.12	1.111

Source: Primary data

Management support was measured in terms of planning, coordinating and controlling. On planning statements posed to the respondents (as seen in table 12 above) were; that all staff receive training to enable proper knowledge management, 63% were in agreement, 24% were neutral and 12% disagreed. Again on whether senior staff managers are involved in all planning processes; 54% were in agreement, 24% were neutral and 21% were in disagreement. This meant that staff receives training as a prelude for knowledge management and senior staff is involved in

the planning process. This implied that management is fully involved in planning for knowledge management. In an interview, it was confirmed that;

As a way of ensuring knowledge management, Centenary Bank as an organization assesses the current employees through performance appraisals by the management to determine whether they meet the expected performance as rated below; those at 45% are poor performers, 50% are average and above 60% are good performers and it is rewarded by top management through trips annual rewards and end of year parties.

The management in addition to what is stated above should also consider looking at other monetary and non-monetary measures and make decisions whose deliberations should be inclusive to all stakeholders. These decisions should be bottom up not top bottom.

Regarding coordinating, the staff was asked whether there is a coordinating department for issues related to knowledge management; 36% were in disagreement, 36% also agreed and 27% were neutral. Also on whether there is an existing supportive organizational structure at Centenary Bank for knowledge management; 48% were in agreement, 33% were neutral and 18% were in disagreement.

This meant that coordinating department on issues concerning knowledge management seemed not to be properly initiated in Centenary Bank and existing supportive organizational structure to some extent seemed not to be empowered. This implied that; coordinating department in line with knowledge management adaptation was not vibrant. In an interview it was further clarified that,

Planning was done by setting up targets to meet for example loan officer have to meet their targets at the end of the month following their loan portfolios through disbursement of their loan cases. On coordinating from top management through middle management, and to lower level managers, this alone brings quality and consistent performance and lastly controlling, through the branch managers to staffs to meet the expected results through customer care, integrity and discipline.

On controlling it was found that 56% of the respondents agreed with the statement that Centenary Bank promotes individual innovation in ensuring knowledge management, 39% were in disagreement and only 9% were neutral. Further still 48% agreed with the statement that management promotes individual liberty/autonomy to innovations that support knowledge management, 15% were neutral and 36% disagreed.

This meant that Centenary Bank promotes individual innovation in ensuring knowledge management and there is to some extent individual liberty to innovations that support knowledge management. This implied that management support has a hand in ensuring control over innovations by staff in line with knowledge management. In an interview it was revealed that,

Centenary Bank go about with motivating her employees to be innovative by rewarding top performers when they have mobilized accounts and big cash deposits, this also through giving bonuses to all employees at the end of the year even if one has not performed to his/her best, hence motivating others to perform better next time, recognition through promotions from one level to another which increases his/her performance and lastly through internal publication magazines of the Bank and showing how he/she has performed.

The above practice should be upheld while doing more benchmarking with other agencies and Banks both within and outside Uganda and through research.

4.3.2.1 Correlation Results for management support and knowledge management

A Pearson correlation technique was run and results got were used by the researcher to analyze the relationship between management support and knowledge management adoption.

Table 13: Correlation results for Management Support and Knowledge Management Adoption

		Management	Adoption
Management	Pearson Correlation	1	.688**
	Sig. (2-tailed)		.000
	N	33	33
Adoption	Pearson Correlation	.688**	1
	Sig. (2-tailed)	.000	
	N	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

Results from the correlation Table 13 reveal the Pearson correlation $r = (.688^{**})$, sig value $p > 0.05$, (.000), at 95% confidence level (n=33). Finding show a positive relationship between management support and knowledge management adoption. This implied that management support if objectively done can have has a strong influence on the knowledge management and adoption.

4.3.2.2 Regression results for Management Support and Knowledge Management

A regression technique (Model Summary) was run to analyze the percentage effect exerted on Management support and knowledge management adoption and the results that emerged are presented in Table 14 below.

Table 14: Model Summary results for Training and development and JMC performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.457	.45899

a. Predictors: (Constant), Management Support.

Source: Primary data

The model summary Table 14 above, reveals a correlation coefficient (R), using the predictor; Management support, was .688^a, adjusted R squared of .457 and Standard error of estimate value of .45899. This implied that 45.7% (.457*100%) effect on Knowledge management was explained by management support, while the remaining percentage variations of (54.3%) were explained by other factors.

4.3.2.3 Hypothesis for Objective Two

The Null hypothesis was that “There is no relationship between management support and knowledge management”; but after testing the two variables, the researchers found out that There was a relationship between management support and knowledge management adoption.” the null was therefore rejected and Alternate Hypothesis that “There is a relationship between Management support and knowledge management adoption.” was opted for.

4.3.3 Assess the effect of information technology on Knowledge Management at Centenary Bank Uganda

Respondents gave opinions on statements posed on information technology and the results that emerged are shown in the table 15 below.

Table 15: Descriptive statements on information technology

Statements on information technology.	Percentage Response (%)					Mean	Std Dev
	SA	A	N	D	SD		
The Bank has enough technology for storing information	6	52	6	27	9	3.18	1.185
There is an existing system to enable transfer of knowledge to new employees	12	33	18	36	-	3.21	1.083
There has never been any challenge in line with loss of information due to poor technology	6	61	9	18	6	3.42	1.062
Centenary bank has specific section response for records management	3	39	42	15	-	3.30	.770
Records management is majorly done manually	9	64	18	9	-	3.73	.761
Records management is done electronically	3	24	46	27	-	3.03	.810
Centenary Bank has a technology oriented information management system	30	49	15	3	3	4.00	.935
Centenary Bank has a specialty knowledge base	27	56	12	6	3	3.94	.966
The bank has an online assistant inquiry system	27	51	12	6	3	3.94	.966
The bank has an existing knowledge data base	21	42	21	12	3	3.67	1.051
The bank has an online technological document inquiry and a case by case experience data base	6	24	33	30	6	2.94	1.029

Source: Primary Data

The third dimension was information technology that was broken down into technology oriented information management and content oriented information management.

On technology oriented information respondents were posed with the statement (as seen in table 15 above) that the Bank has enough technology for storing information; 58% were in agreement, 36% disagreed and 6% were neutral. Again whether there is an existing system to enable transfer of knowledge to new employees; 45% were in agreement, 36% were in disagreement and 18%

were neutral. Further still, whether there has never been any challenge in line with loss of information due to poor technology; 67% agreed, 24% disagreed and 9% were neutral. On whether Centenary Bank had specific section responsible for records management; 42% agreed, 42% were neutral and 15% disagreed. Also records management being done majorly manually; 73% agreed, 18% were neutral and 9% disagreed and lastly that records management is done electronically; 27% were in agreement, 46% were neutral and 27% disagreed. This meant that Centenary Bank has technology to store information. It was further revealed that, *“it is stored through files by keeping loan files in the store/filing by records assistants.”* There was an existing system to enable knowledge transfer to new members that was also done as revealed through one staff that, *“it was done by signing for items for example; keys, files and other related materials necessary for his/her day to day work.”* Centenary Bank has never experienced any challenges with loss of information. This was revealed through an interview with a manager who said that, *“the best recording system used by Centenary Bank was through the network server system which is only accessed by only Bank staff, here every branch accesses information from one point which is the server.”* Section for records management was disputed by respondents and records management was done manually and electronically.

This implied that Centenary Bank has to a greater extent work on ensuring that technology oriented information is done to its best. In an interview further it was informed that, *“Centenary Bank does technological information through data banks, through RAM (Random Access Memory), by putting information on the server which can be viewed only by staff.”*

Filing both electronic and manual should be upheld by Centenary Bank since both electronic and manual run concurrently saves time and provides more employment opportunity.

On content oriented information management; statements were posed on whether Centenary Bank has a technology oriented information management system; 79% were in agreement, 15% were neutral and 6% disagreed. Again on whether the bank has a specialty knowledge base; an overwhelming 83% were in agreement, 12% were neutral and 9% disagreed. Further still that the bank has an online assistant inquiry system; 78% were in agreement, 12% were neutral and 9% disagreed. On the bank having an existing knowledge data base; 63% were in agreement, 21% was neutral and 15% was in disagreement and lastly that the bank has an online technological document inquiry; 30% were in agreement, 34% were neutral and 36% disagreed.

This meant that Centenary Bank has a technological oriented information management system; the bank has a specialty knowledge base. There is an online assistant inquiry system, and the bank has an existing knowledge data base with an online technological document inquiry.

This implied that technological oriented information management system was in place. In an interview, it was revealed that;

There are latest information technological systems used in Centenary Bank like NAC information systems, credit cards, ATM cards, Inter switch systems for accessing money from various Banks, Cente Mobile system, Mobile Money Wallet System etc. It was further noted that such services reliable in line with information provided, consistency of their information, convenience of information at any time, accuracy to the clients and speed in getting services to clients.

Such innovations should be encouraged and Centenary Bank should put in place personnel for ensuring that more technological innovations are put in place for better competitions and capturing more customers due to convenience, consistency and accuracy of information given and open up more branches country wide and even outside the horizons of Uganda.

4.3.3.1 Correlation Results for Information Technology and Knowledge Management

A Pearson correlation technique was run and results got were used by the researcher to analyze the relationship between information technology and knowledge management adoption as shown in table 16 below.

Table 16: Correlation results for Information Technology and Knowledge Management

		Information technology	Knowledge Management
Information	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	33	33
Adoption	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

Table 16 above, shows correlations results between information technology and Knowledge Management Adoption. Findings reveal the Pearson correlation ($r = .874^{**}$), sig value $p < 0.05$, at 95% confidence level (.000), sample size (n=33). Information technology indicated a positive and statistically significant correlation with knowledge management. This implied that the more information technology facilities and endeavors in place positively impacts on knowledge management.

4.3.3.2 Regression results for Information Technology and Knowledge Management

A regression technique (Model Summary) was run to examine the percentage effect information technology had on Knowledge management adoption and the results that emerged are presented in Table 17 below.

Table 17: Model Summary results for Information Technology and Knowledge Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.764	.756	.30749

a. Predictors: (Constant), information technology

Source: Field Data

The model summary Table 17 above reveals a correlation coefficient (R), using the predictor; information technology that was at .874^a, adjusted R squared of .756 and Standard error of estimate value of .30749. This implied that 75.6% (.756*100%) effect on knowledge management adoption was explained by information technology and remaining percentage variations of (24.4%) by other factors.

4.3.3.3 Hypothesis for Objective Three

The Null hypothesis was that “There is no effect of information technology on Knowledge management Adoption.” but after testing, the researchers found out that there was an effect between information technology on knowledge management at Centenary Bank.” the null Hypothesis was therefore rejected and Alternative Hypothesis that there was an effect between information technology on knowledge management adoption at Centenary Bank.” was opted for.

4.4 Knowledge Management

The unit of measurement for the dependent variable above was in terms of use, sharing, storage, dissemination and application. Respondents gave their opinion on the various parameters on the subject matter under study as portrayed below in table 18

Table 18: Descriptive statistics on Knowledge Management

Statements on knowledge management adoption	Percentage Response (%)					Mean	Std Dev
	SA	A	N	D	SD		
Top staff of Centenary Bank make use of the knowledge gathered	27	52	12	6	3	3.94	.966
The knowledge gathered is used by top management to come up with vital decisions	12	27	27	27	6	3.12	1.139
As a practice in Centenary bank, knowledge/innovative information got is shared across all branches	15	24	33	21	6	3.21	1.139
There is an efficient system of sharing information within Centenary Bank	9	18	52	21	-	3.15	.870
Centenary Bank has an effective means of storing important information	36	46	12	6	-	4.12	.857
There is an efficient system to disseminate relevant information to the public and within staff members.	9	64	18	9	-	3.73	.761
In the process of disseminating information the Bank takes precautions not to leak its vital information	6	52	6	27	9	3.18	1.185
The knowledge is zealous kept up its useful applicability in within the Bank	6	52	6	27	9	3.18	1.185
As the end user, the bank has made notable improvement with the application of the innovative knowledge acquired.	18	36	9	27	9	3.27	1.306

Source: Primary data

From table 18, it can be seen that top staff at Centenary Bank makes use of the knowledge gathered; an overwhelming 79% was in agreement, 12% were neutral and 9% disagreed. In the

same vein respondents were posed with a statement that the knowledge gathered is used by top management to come up with vital decisions; 39% were in agreement, 27% were neutral and 34% were in disagreement. This meant knowledge got is put to use much as it was on the contrary denounced to be used by top management in coming up with decision. This implied that top managers use the knowledge gathered but it's rarely relied on to come up with constructive decision which indicates doubt by the top managers to be trusted knowledge.

On sharing of the knowledge; as a practice in Centenary bank, knowledge/innovative information got is shared a cross all branches; 39% agreed, 33% were neutral and 27% were in disagreement. Further still; that there is an effective system of sharing information within Centenary Bank; 27% agreed, 52% were neutral and 21% disagreed.

This meant that there is poor sharing of innovative information and the system of sharing information within Centenary bank was not efficient. This implied that sharing of knowledge in Centenary Bank is poorly done. In an interview it was revealed that;

The adaption of knowledge management is categorized in three; management of market knowledge, management of technology knowledge and management of relational knowledge. The department of business development is in charge of managing marketing knowledge, operations department in charge of technological knowledge and lastly management of relational knowledge is under the Human resources department. The three departments are in charge of ensuring adaption through work teams, intranet, newsletter; data mining and document management systems.

On storage; respondents were posed with a statement that Centenary Bank has an effective means of storing important information; 82% overwhelming majority was in agreement, 12% were neutral and 6% disagreed with the statement. This meant that Centenary Bank properly stores vital information. This implied that storage of information or knowledge acquired was a

required standard. In an interview, it was revealed that, *“data base are user friendly to staff and the IT structure are powerful stored data base.”*

On whether there is an efficient system to disseminate relevant information to the public and within staff members; 73% were in agreement, 18% were neutral and 9% disagreed. Further still that there is an efficient system to disseminate relevant information to the public and within staff members; 73% agreed, 18% were neutral and 9% disagreed. In the same unit of measurement under dissemination, respondents were posed yet with another statement that in the process of disseminating information, the Bank takes precautions not to leak its vital information; 58% were in agreement, 6% were neutral and 36% were in disagreement. This meant that dissemination of information was done efficiently and information is kept with maximum confidentiality from the outsiders. The implication is that dissemination of information was done as expected.

Lastly on application' that knowledge is zealously kept up to its useful applicability within the Bank, 58% were in agreement, 36% were in disagreement and 6% were neutral and on whether the end user the bank makes notable improvement with the application of the innovative knowledge acquired; 54% were in agreement, 36% were in disagreement and 9% were neutral. This meant that knowledge acquired is properly applied and the Bank makes notable improvement with the application of the innovative knowledge acquired. This implied that knowledge management adoption and application was properly done. In an interview, it was revealed that,

Knowledge acquired is implemented in regards to the mission, vision of the Bank, emails are main form of knowledge sharing, no external storage device are allowed and knowledge is disseminated through training and intranet and knowledge is freely sought on identifying the source.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of the study was to examine the factors that influence Knowledge Management and Knowledge Management Adoption at Centenary Bank Uganda. The chapter presents a summary of key findings; discussions, conclusions and makes pertinent recommendations, highlights the limitation and areas of further study areas.

5.1 Summary of the study

The study aimed at examining the relationship between organizational culture and Knowledge Management at Centenary Bank and organizational culture was measured in terms of values, norms and beliefs. Secondly, the study investigated the relationship between management support and Knowledge Management at Centenary Bank Uganda. The units of measurements for management support were; planning, controlling and coordinating and lastly assessing the effect of information technology on Knowledge Management at Centenary Bank Uganda and measured in terms of Content oriented information management technology oriented information.

5.1.1 Organizational culture and Knowledge management

The study found out that organizational culture had a positive and statistically significant relationship with Knowledge Management Adoption in Centenary Bank with a coefficient of .663** at a significance level of 0.05.

Other major findings were that Centenary Bank among the values; it executed specific practices geared towards Knowledge Management Adaptation much as values for knowledge management adaptation were not clearly exhibited.

Underlying norms; it was found that Centenary Bank was supportive of Knowledge and their Organizational vision was supportive to the knowledge management adoption. On beliefs; most of the staff were not motivated to share knowledge with colleagues and staff was not bound by beliefs that enhanced knowledge management.

5.1.2 Management support and knowledge management

The relational statistics indicated that management support had a positive significant relationship between management support and knowledge management adoption in Centenary Bank with a Pearson Coefficient of .688** at 95% confidence level.

Concerning the units of measurement; on planning it was found that; staff received training as a prelude for knowledge management and senior staff was involved in the planning processes.

Underlying Coordinating; the coordinating department on issues concerning knowledge management seemed not to be properly initiated in Centenary Bank and existing supportive organizational structure to some extent seemed not to be empowered.

Centenary Bank on controlling promotes individual innovation in ensuring knowledge management and knowledge adaptation and there is to some extent individual liberty to innovations that support knowledge management adaptation.

5.1.3 Information technology and knowledge management

It was found out that information technology indicated a positive and statistically significant correlation with knowledge management adaptation with a coefficient of .874** at a confidence level of 95%.

On technology oriented information it was found that Centenary Bank has technology to store information, there was an existing system to enable knowledge transfer to new members that was also done, Centenary Bank has never experienced any challenges with loss of information,

On technological oriented information management system; the bank had a specialty knowledge base, there is an online assistant inquiry system, and the bank has an existing knowledge data base with an online technological document inquiry.

5.2 Discussion of findings

5.2.1 Organizational culture and Knowledge management

According to De Lond & Fahey (2000) organizational culture was a major barrier to effective knowledge management. It is no wonder the study found out that organizational culture at Centenary Bank had a correlation with knowledge management adoption. Centenary Bank among the values; it executed specific practices geared towards Knowledge Management Adaptation much as values for knowledge management adaptation were not clearly exhibited. Such values are supposed to be exhibited by the individuals or staff as postulated by (Hofstede, 1980). That employee inside the organization must reflect such practices. Collectivist organizations depend entirely on all the employees not particular since extreme individualism in such practices is ideally seen as extremely bad.

Culture is therefore reflected in a number of aspects one of them being norms, values and practices of the organization, where values are manifested in norms that in turn shape specific practices. The above statement was supported by scholars like (Staples and Jaryenpaa, 2001) that certain aspects of organizational culture influence knowledge management. Culture as a broad aspects molds hypotheses about which knowledge is vital. Since culture of the organization matters on what transpires in an organization, there was a linkage between Centenary Bank being

supportive of knowledge and their organization vision too being supportive to knowledge management adoption. The above finding was supported in the literature since the organizational vision was very supportive for all staff.

According to (Gold and Segars, 2001) norms and practices advocate individual ownership because it prevents process of knowledge creation, transfer and retention within the organization as the organizational culture even of Centenary Bank was inclusive. The above postulations were contradicted by the findings on beliefs that staff was not motivated to share knowledge with the colleagues and staff was not bound by belief that enhanced knowledge management. It should be noted with great concern that Culture is reflected in the visible aspects of the organization, such as its mission. It is embedded in the way people act, what they expect of each other, and how they make sense of each other's actions. And it is rooted in the core values of the organization. The greater the mix of generations in an organization's work force the more imperative knowledge transfer becomes and the more powerful intergenerational synergy can be.

5.2.2 Management support and knowledge management

The relational statistics indicated that management support had a positive significant relationship between management support and knowledge management adoption in Centenary Bank. Besner and Hobbs (2008); Lester (1998); Whittaker (1999); Zwikael and Globerson (2004); Johnson et al (2001) and MacManus (2004), assert that managers positively impact to project success. Various studies show that top management support is considered to be among project management critical success factors.

On planning it was found that; staff received training as a prelude for knowledge management and senior staff was involved in the planning processes. This was in agreement with a paper

published by (Zwikael, 2008) who advanced that support by the top management involvement in a project is very central. This support could be through planning as the unit of measurement on management support or through other roles played by top management.

Another support for top management support approach is the different extent of use of various project management processes across different industries (Penny packer and Grant, 2003; Ibbs and Kwak, 2000). According to this approach, various project scenarios (for example, different industries, cultures and level of project complexity) have dissimilar needs. As a result, different management styles may be applicable for each project scenario. With relation to top management support, this means that unique top management support processes may be best used in different project scenarios.

McInnis (2003) said poor project manager competency was another major reason for project failures. Many other scholars have turned these failing causes into a list of Critical Success Factors (CSFs). Among the CSFs; management roles like failure in coordinating and controlling or even budgeting could be part of the reason. It is no wonder coordinating department on issues concerning knowledge management seemed not to be properly initiated in Centenary Bank and existing supportive organizational structure to some extent seemed not to be empowered.

And for Centenary Bank on controlling; it promoted individual innovation in ensuring knowledge management and knowledge adaptation and there is to some extent individual liberty to innovations that support knowledge management adaptation. The majority of executives in organizational issues are more important than technical ones (Doherty and King, 2001; Luna-Reyes et al., 2005; Doherty and King, 1998). These findings imply that organizational involvement is important for project success. Top management support has become a specifically

important factor in most of the organizations. While there are many ways in which an organization can support its project managers, it is important to focus on the most effective processes. These are called Critical Success Processes – CSPs (Zwikael and Globerson, 2006). In a nutshell management is advised to be very vigilant and technical in strategizing and taking the lead in management issues.

5.2.3 Information technology and knowledge management

The role of IT in KMS and processes continues to increase in importance. McFarlan (1983) warned that IT, such as computers, was not just a support that provided an enterprise with information in different areas from behind the scenes. It was becoming a necessity in enterprise management. Almost 15 years later, Evan and Whomas (1997) agree that IT has come continuously to be a revolutionary transition. Rockart and Short (1989) suggested that the development of IT has allowed enterprises to connect with consumers and suppliers. This had a parallelism with information technology indicating a positive and statistically significant correlation with knowledge management adaptation.

On technology oriented information it was found that Centenary Bank had technology to store information and there was an existing system to enable knowledge transfer to new members that was also done. Further still it was discovered that Centenary Bank had never experienced any challenges with loss of information. This was supported by Savic (1992) and Trauth (1989) who said that records management is one of the oldest information management disciplines. This meant that Centenary Bank had furnished, accurate, timely and complete information in order to enable efficient decision making processes to process recorded information as efficiently as possible to provide information and documents at the lowest cost to render the maximum utility

to the users of documents and to dispose of records which are no longer needed as propounded by (Roberk et al, 1996).

On Content oriented information management system; focuses on how the organization interfaces with the external information whether through reception or disseminating it as advanced by (Huebner, 1996). It was found that Centenary Bank had a specialty knowledge base; a provision for external information database as postulated by (Kind, 1986; and Meik, 1997) since it very central part of information management.

Centenary Bank was found to have an online assistant inquiry system and the Bank had an existing knowledge data base with an online technological document inquiry. This was supported by a good number of authors like Kuhlen & Finkle (1998) and Choo (1998) with similar suppositions that survival and success of any Company depends on how well it processes information about its environment and as a result, succeeds in adapting efficiently to environment changes and gives a headway for strategic planning as propounded by (Anthony, 1998).

5.3 Conclusions of the study

5.3.1 Organizational culture and Knowledge management adoption

Values; as part of the organizational culture, the issue of values underlying knowledge management was contentious and clearly did not come out.

Norms; Centenary Bank had norms that supported knowledge management and its use for better service delivery.

Beliefs in line with knowledge management adaption in Centenary Bank was quite complex and as a researcher there was need to emphasize the need for having common beliefs that points to proper knowledge management.

5.3.2 Management support and knowledge management

On planning; management was fully involved in planning for knowledge management within the Bank. Coordinating department in line with knowledge management adaptation was not vibrant and lastly on controlling Management support had an upper hand in ensuring control over innovations by staff in line with knowledge management and knowledge management adaptation.

5.3.3 Information technology and knowledge management

On technological oriented information, it was concluded that Centenary Bank had to a greater extent worked on ensuring that technology oriented information gets done to its best.

Technological oriented information management system was in place that was exhibited through having a general server from which every branch has access to information required by the client

5.4 Recommendations

5.4.1 Organizational culture and Knowledge Management

The above strategy of conducting trainings seminars and benchmarking should be encouraged and be done for excellence and exemplary performance if competition is to be upheld above other banking institutions.

Concerning values; such as e-learning platform, proper induction of new staff in turn should be emphasized more as a basis for improving and ensuring knowledge management in the bank.

On norms the researcher recommends that Centenary Bank should uphold that supportive spirit in ensuring knowledge management and the organizational vision supportive to knowledge management adaptation.

On beliefs the researcher recommended that there is need to really examine whether implementation or endeavors underlying organizational culture specifically on values, norms and beliefs whether they are pertinent or very central in enhancing knowledge management adoption.

There is also need for the Bank Management to emphasize integrity, professionalism through retaining those who do internship within Centenary Bank, loyalty and tolerance.

5.4.2 Management support and knowledge management

The researcher recommended that there should be other considerations looking at other monetary and none monetary measures and make decisions whose deliberations should be inclusive to all stakeholders. These decisions should be bottom up not top bottom. In other words the decisions should be inclusive.

The researcher recommended that much as planning, controlling and coordinating are good, Centenary Bank should groom self-supervised staff through result oriented management strategy not through a chain of supervision and reporting systems on everything without autonomy.

The researcher recommends further that good practice should be upheld while doing more benchmarking with other agencies and Banks both within and outside Uganda. Encouraged more research endeavors concerning the same cause on how best knowledge management and knowledge management adaptation can be handled.

5.4.3 Information technology and knowledge management

Filling both electronic and manual should be upheld by Centenary Bank since both electronic and manual run concurrently saves time and provides more employment opportunity. Such innovations should be encouraged and Centenary Bank should put in place personnel for ensuring that more technological innovations are put in place for better competitions and capturing more customers due to convenience, consistency and accuracy of information given and open up more branches country wide and even outside the horizons of Uganda.

5.5 Limitations of the study

There was a limitation of finances since some respondents were asking for money before they volunteer information. This was solved by getting some extra money from the sponsor to cater for the extra uncalled for expenditures.

Other respondents perpetually failed to keep time especially at the time of face to face interface with the interviewees. The participant had to compromise by being patient since the information that was to be given was to supplement on the quantitative information processed through analysis section.

Theft since the student's laptop was stolen towards the end of the study. It was a very big setback though the researcher had to device means of acquiring another laptop and retrieved some scanty

information on the topic of study that was saved on the memory stick before embarking on the real research.

5.6 Area of further study

The researcher recommends studies on knowledge management and how it could be efficiently and effectively handed over to new employees in any given organization.

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APPENDICES

Appendix I

Questionnaire for Banking Assistants - Centenary Bank

Dear respondent,

I am **Ruth Karungi**, a student at Uganda Management Institute pursuing a master's degree in Management Studies and carrying out a research on **factors affecting knowledge management; in Centenary Bank**. I kindly request you to participate in this research project by giving the necessary information. It is purely academic much as it can be used by the management to review the above organizational factors in case they are deemed vital for the organization. Maximum confidentiality or classification of this information is a must. Thanks in advance for your kindness.

SECTION A: BACKGROUND INFORMATION

(Tick what is appropriate)

1) What is your gender?

a) Male b) Female

2) What is your age?

a) 20-30 (b) 31-40 (c) 41-50 (d) 51 above

3) What is your education level?

a) Bachelor's degree (b) Postgraduate (c) Master's degree (d) PhD

4) What is your designation in Centenary Bank?

a) Manager b) Program officer c) Teller d) Others

5) How long have you worked with Centenary Bank?

a) Less than a year (b) 1-2years (c) 3-5years (d) 6 above

Using a scale of 5 to 1 where 5 = strongly Agree, 4= Agree 3= Neutral, 2= Disagree and 1= strongly Disagree; indicate by (a tick) to what extent you agree or disagree with the statements below:

Section B: Organizational Culture

No	Question	5	4	3	2	1
1	Centenary Bank has specific practices geared towards knowledge management.					
2	The management minds about knowledge management					
3	The culture of centenary bank is supportive of knowledge management.					
4	The organizational vision is supportive of knowledge management and adoption.					
5	I am motivated to share knowledge with my colleagues.					
6	Centenary bank staff/employees are bound by beliefs that enhance knowledge management.					

Section C: Management support

	Planning coordinating and controlling	5	4	3	2	1
7	All staff receives training to enable proper knowledge management.					
8	The senior managers are involved in all planning processes					
9	There is a coordinating department for issues related to knowledge management					
10	There is an existing supportive organizational structure at Centenary Bank for knowledge management					
11	Centenary Bank promotes individual innovation in ensuring knowledge management. (Control)					
12	Management promotes individual liberty/autonomy to innovations that support knowledge management.					

Section D: Information technology

		5	4	3	2	1
13	The Bank has enough technology for storing information					
14	There is an existing system to enable transfer of knowledge to new employees					
15	There has never been any challenge in line with loss of information due to poor technology					
16	Centenary Bank has specific section response for records management					
17	Records management is majorly done manually					
18	Records management is done electronically					
19	Records management is done both manually and electronically.					
20	Centenary Bank has a technology oriented information management system					
21	Centenary Bank has a specialty knowledge base					
22	The bank has an online assistant inquiry system					
23	The bank has an existing knowledge data base					
24	The bank has an online technological document inquiry and a case by case experience data base					

Section E: Knowledge management adoption

25	Top staff of Centenary Bank make use of the knowledge gathered					
26	The knowledge gathered is used by top management to come up with vital decisions					
27	As a practice in Centenary Bank, knowledge/innovative information got is shared across all branches					
28	There is an efficient system of sharing information within Centenary Bank					
29	Centenary Bank has an effective means of storing important					

	information					
30	There is an efficient system to disseminate relevant information to the public and within staff members.					
32	In the process of disseminating information the Bank takes precautions not to leak its vital information					
33	The knowledge is zealous kept up its useful applicability in within the Bank					
34	As the end user, the bank has made notable improvement with the application of the innovative knowledge acquired.					

******Thanks for your cooperation******

Appendix II

Interview guide for Senior Bank officers (Branch Manager, Operations Manager and Banking Officers)

I am **Ruth Karungi** a student of Uganda Management Institute (UMI) pursuing a Masters in Management Studies. I am carrying out a study on *factors affecting Knowledge management in Centenary Bank*. You have been selected to answer the questions that will be asked. The study is purely academic and all the information you will provide will be kept with utmost confidentiality.

Organizational culture

1. Mention the practices encouraged by Centenary Bank towards knowledge management?
2. Describe the culture of centenary bank that points to knowledge management
3. Mention any recognizable management strategies being implemented by your institution?
Please name them in line with values, norms and beliefs that constitute the Centenary Bank's organizational culture.
4. Is there anything you wish you had known during your first days in this organization that has affected your performance?

Management support

1. Does your organization evaluate and assess its current employees to determine how they match up to organizational needs?
2. How does your organization go about planning, coordinating and controlling in line with knowledge management?
 - a) Planning
 - b) Coordinating

c) Controlling

3. How does Centenary Bank go about with motivating her employees to be innovative?
4. Which measures have been put in place to arouse innovation especially in knowledge management creation and adaptation?

Information technology

1. How does Centenary Bank store its information?
2. How does Centenary Bank hand over information to new employees?
3. Describe the record systems used by Centenary Bank
4. What are the latest information technological systems used in Centenary Bank
5. How does it better the services rendered to its clients.
6. How does your organization identify its existing competencies related to both its technological advancements, leadership needs and the industry it competes in?

Knowledge management adaptation

1. What factors affect knowledge management system in Centenary Bank?
2. Describe the knowledge management adaptation in Centenary Bank
3. Describe the ideal knowledge management system for you
4. Mention initiatives that have been introduced by the bank in order to strengthen its knowledge management systems?
5. Describe how knowledge management adaptation is handled through the following;
 - a) Knowledge use?
 - b) Knowledge sharing?
 - c) Knowledge storage
 - d) Knowledge dissemination?
 - e) Knowledge application?