Impact of Knowledge Management Strategies on the Performance of Staff of Superior Courts of Ghana

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Abstract: Society is becoming more and more knowledge-based, and organizations that can identify, value, create and evolve their knowledge assets are likely to be more successful than those that do not. The argument is that knowledge management and its survival principles and tools may help the judicial service in Ghana to improve their performance. However, there is uncertainty about whether the use of knowledge management principles and tools could impact the judicial service approach to improving the quality of justice they provide. The study there seeks to assess the impact of knowledge management on performance.   A quantitative research approach was used in conducting the study. A selected sample of 100 respondents from the superior courts was given questionnaires to solicit information for the study. Results of correlation analysis show significant relationship between knowledge management elements (Technology, Culture, Structure, Human Resource, Acquisitions, Conversions, Applications, Protection and Storing) and performance improvement measures, which in turn represented the quality of organizational knowledge that was utilized in a wide variety of decision-makings in the judicial service. Besides providing empirical evidence to the correlation between knowledge management and organizational performance, this study shows high positive correlation between the elements and measures. There is therefore a need for regular training sessions on knowledge management. Future research is needed to further investigate the relationship between degrees of knowledge management implementation within the judicial service.
Keywords: Knowledge Management, Strategies, Organizational performance
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I. Introduction

Individuals have dependably passed their gathered information and business trend looking into the future generations by eventually perusing letting stories over their thoughts and work experiences. Now, Similarly as in the past, individuals utilization vis-�-vis What's more ''hands-on'' methods to pass on their ''know how'' alternately implied information on others (Hansen, Nohria & Tierney, 1999). All around recorded history, exactly structure about composed dialect need been used to record their ''know-what'' or unequivocal information. Pursuits of tacit, express What's more self-knowledge, self-renewal Furthermore advancement would timeless, perpetual What's more tenacious.Those twenty first century will be those time of learning economy, done which the vast majority associations have learning that empowers them should move forward their execution. The distinguishment of that knowledge, instead of labor, land or capital, may be the magic asset about processing (Chang & Chuang, 2011). Knowledge management has been defined in different ways in scientific literature. Knowledge Management has been characterized in distinctive routes done exploratory writing. as stated by Suzana and Kasim (2010), Knowledge management will be an assembly of unmistakably characterized methodology or systems utilized will look essential information "around separate learning administration operations. Chang and Chuang (2011) characterized Knowledge management as a process that serves associations to find, select, organize, disseminate, and exchange paramount data and adroitness essential to exercises.

Purpose of the Study

The main purpose of the study is to examine the impact of knowledge management (independent variable) of organizational performance (dependent variable). It is thus aimed at finding answers to such questions as how management and employee perceive knowledge and knowledge management, the role of knowledge management in organizational performance, and the challenges of knowledge management in organizations. The study also seeks to test the hypotheses that organizational performance is positively related to the systems knowledge management strategy and that organizational performance is independent of Knowledge management.

Research Objectives
        The main objective of the present study is to investigate the influence of knowledge management on performance of staff of the superior courts of Ghana. Specifically, the study sought to:
1.   To find out the understanding and awareness of management and staff of the superior courts of Ghana on knowledge management.
2.   To explore the importance of institutional knowledge management in the superior courts of Ghana.
3.   To find out the knowledge management tools or policies and strategies at the superior courts of Ghana.
4.   To evaluate the impact of institutional knowledge management on the performance of staff of the superior courts of Ghana.

Research Questions
In order to meet the purpose of the study, the study will try to find answers to the following objectives:
•   How do management and staff of the superior courts of Ghana perceive institutional knowledge management?
•   How important is institutional knowledge management to the performance of staff of the superior courts of Ghana?
•   What knowledge management tools or policies are being used at the superior courts of Ghana?
•   To what extent does institutional knowledge management affect the performance of staff of the superior courts of Ghana?

Research Hypothesis
The study also seeks to test the following hypothesis:
• H_0: Knowledge management strategy positively affects organizational performance

III.   Methodology

Sample:
        The study intends to provide empirical data for judicial service which would be helpful in making informed decisions and policies, to increase productivity. All the justice outlets thus constitute the study population. However, the target population will be the superior courts in Accra, High Court, Appeals Court and the Supreme Court. the superior courts are targeted since many of the policies trickle down from the superior courts to the other courts The target population has a staff population of about 1500.

 Sampling Technique
        The research was conducted on a selected sample basis of 100 respondents. Quota sampling was used to select 20 respondent from top management, 35 respondents from middle level staff and 45 respondents from low level staff. The selection of the sample points was by convenience sampling, primarily on the basis of their willingness to respond to the questionnaire.

Data Collection
        Primary data was collected for the study. The main instruments for the data collection were questionnaire. Questionnaire was considered most appropriate since all respondents can read and write. Also, it reduces chance of evaluator bias because the same questions are asked of all respondents. Many people are familiar with surveys, and feel more comfortable responding to a survey than participating in an interview or other methods of data collection. The response strategy was made up of both close-ended and open ended items.
        Instrument Validity*: This is the extent to which an instrument measures what the researcher actually wishes to measure. To ensure both content and construct validity of the instrument, each item of the instrument addressed a particular objective of the study. The items were then given to friends, lecturers and finally to the supervisor for their comments and inputs. On the bases of their suggestions, the necessary corrections were made before the instrument was administered.*Instrument reliability*: A measure is reliable to the degree that it supplies consistent results. Reliability is a necessary contributor to validity but is not a sufficient condition for validity. Reliability is concerned with estimates of the degree to which a measurement is free of random or unstable error. Reliable instruments can be used with confidence that transient and situational factors are not interfering. Reliable instruments are robust; they work well at different times under different conditions. To ensure the reliability of the instrument, the instrument was first piloted and the data analyzed using Cronbach's alpha, to determine the reliability coefficient which was 0.81. Test constructors have said that for a self-made test, a reliability coefficient of 0.75 or higher is satisfactory (Borg & Gall, 1986 cited in Gyenning, 1993).*Data Collection Procedure:* A letter of introduction was obtained from the school to the courts. The questionnaires were personally administered to the respondents at the various courts. This was to ensure a high return rate and

to ensure that the questionnaires got to the right people. One week was allowed for respondents to complete the questionnaire. The data collection was carried out during working hours. This was to ensure that respondents were available.

Method of Data Analysis

The data obtained from the questionnaire was analyzed using the Statistical Product and Service Solutions (SPSS). Both descriptive and inferential statistics were used to analyze the data. The descriptive statistics involved frequency and percentages, and the measures of central tendencies while the inferential statistics, involved regression analysis, used to test the hypothesis.

IV. Results And Discussions

Respondents Bio Data

These set of questions have to do with the Bio Data of the respondents which include questions on Age, Gender, Educational level, and period of work in the organization.
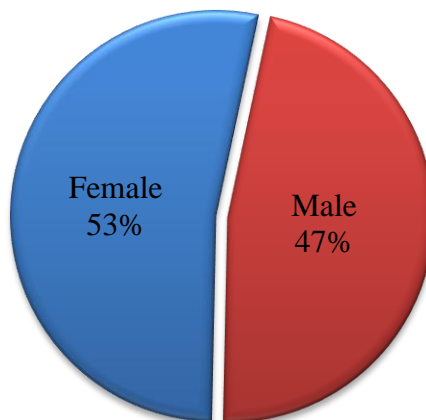

Figure 1: Gender of Respondents

Figure 1 shows the gender distribution of the respondents. It is a near $50 - 50$ representation with 43% (n = 43) male and 57% (n = 57) female. The age distribution showed a near normal distribution. Out of the 100 respondents, 10% (n = 10) aged between 15 and 24 just as those aged above 50 years, Thirty per cent (30%, n = 30) aged between $35 - 44$ years just as those aged between $25 - 34$ years as shown on Figure 2.
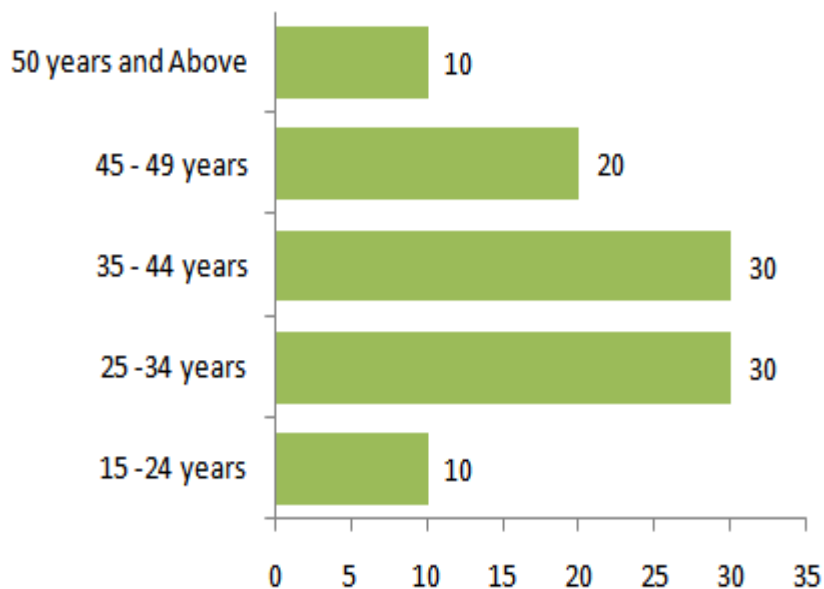
Figure 2: Age of Respondents

Figure 3 presents the distribution of the length of time respondent has been working at the judicial service.

	< 1 year	1 - 4 years	5 - 8 years	> 8 years
■ Series1	5	27	49	19
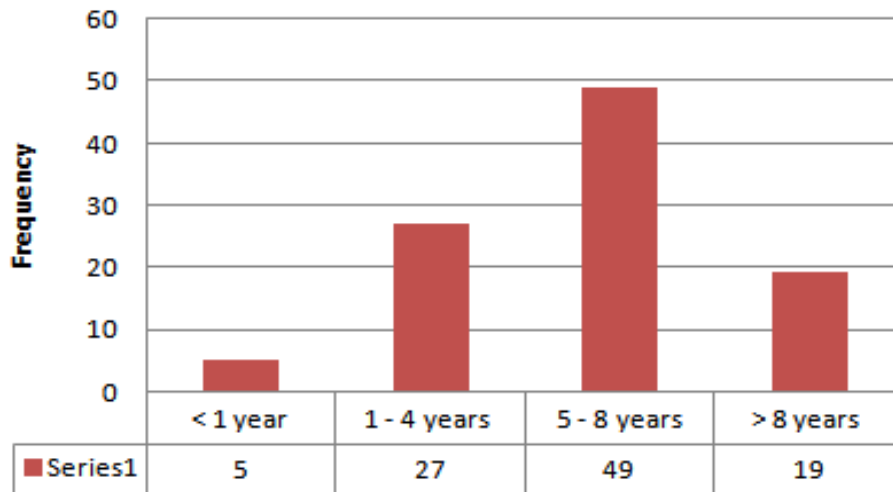
Figure 3: Work Experience

From Figure 3 it can deduce that very few of the workers have worked in the organization for less than 1year (5%), with. 27% of them have worked in the organization for between 1 – 4 years, and 49% been at the hospital for between 5 – 8 years. Nineteen percent (19%) have worked in the hospital for over 8 years.

Knowledge Management Infrastructure and Processes in the Judicial Service

Respondents were then asked to rate their levels of agreement with some items relating to knowledge management infrastructure and process in the Judicial Service. The following questions have to do with the knowledge Management infrastructure present in the organization, and the processes used with respect to sharing of knowledge and passing on information as well as how information is stored.   he results indicate that the views of the respondents were very mixed since there was no majority either on the negative or affirmative.50% of them were unsurprisingly undecided about this particular statement. Ten percent (10%) of the respondents also agreed that yes, truly managers withhold some relevant information from employees, with 30% and 10% of them disagreeing and strongly disagreeing respectively that managers withhold information from employees.

Table 3:KM Infrastructure and Processes in the Judicial Service
(N = 100)

Item	1	2	3	4	5
No one withholds information	_	10	40	30	20
Management encourages sharing of knowledge	_	_	10	70	20
Seeks help from colleagues	_	_	_	80	20
Fellow employees willing to assist and share new knowledge	10	50	10	20	10
Is the speed of communication between manager and employees good enough?	20	30	40	10	_
Is information stored using current information technology trends?	20	60	10	10	_
Are files and documents always up to date?	30	50	20	_	_
Is job rotation done regularly?	20	60	10	10	_
Regular Training on KM	_	60	10	20	10
Initiatives encouraged	20	70	10	_	_
Information flow helpful	20	60	20	_	_
Total	**140**	**450**	**180**	**250**	**80**
Percentage (%)	**11.3**	**36.4**	**19.1**	**26**	**7.2**

Also, the respondents were of the view that most of their colleague employees actually withhold relevant information from them. 50% of them agreed; 30% merely agreed with 20% strongly agreeing, that their fellow employees withhold information from them at the workplace. 40% of them were undecided about this question with only 10% disagreeing with the statement that fellow employees withhold information from them.

Furthermore, most of the respondents were actually disagreeing on the notion that management encourages employees to share knowledge amongst themselves. 70% and 10% of the respondents disagreed and strongly disagreed respectively that management encourages them to share information with one another at the workplace. This means that management is causing a severe blunder when it comes to encouraging knowledge sharing in the organization. The remaining 10% of them were undecided on the statement. he next question was about whether or not employees seek help from other colleagues, when they find it difficult performing some tasks that have been assigned to them. The response was just as expected; all the employees were on the affirmative that they do seek the help of colleague workers when they are faced with difficulties with performing some tasks at the workplace. 80% of them agreed, whiles the remaining 20% of the respondents strongly agreed with the statement.The results also showed that the respondents are of the view that their fellow employees are not willing to assist them when they are facing some challenges in performing the tasks that are assigned to them. 50% disagreed with the question with a further 10% strongly disagreeing with the question. 20% and 10% of them agreed and strongly agreed with the question respectively, that they actually receive help from other colleagues. The 10% left were undecided about the question. Are employees educated and trained on how to go about managing the knowledge available to them. This was the next question on the questionnaire for the respondents to answer. Most of the employees actually disagreed with the statement meaning that they are not educated and trained enough to be able to manage the information that is available to them at the workplace. Only 10% agreed with the statement. 20% each were undecided and strongly disagreed to the statement, whiles 50% also disagreed that in fact they do not receive any kind of training on how to manage the information available to them at the workplace. The next question was about the speed of communication between the manager and the employees. The respondents were largely of the view that information flow between manager and employee is nothing to write home about. They stated that it is quite appalling, which is to say that most managers do not communicate or pass on information well and on time to the employees. 30% of the respondents disagreed with the statement, with 20% strongly disagreeing with the statement. 40% of them were rather undecided about the statement with the remaining 10% merely agreeing with the statement. Most of the respondents as is clearly shown in Table 3 stated that most of the information in the judicial service is still being stored using archaic ways of storing information. 80%of them disagreed with the statement, with 60% merely disagreeing and 20% strongly disagreeing. 10% each were undecided about the statement and also agreed with statement that the information is stored via current technology trends.The next question was about whether or not the files and documents at the judicial service are always up to date. Most of the respondents disagreed with the statement that files and documents are always up to date in the organization. 50% of them disagreed that they are not always up to date, which is the case most of the times. A further 30% of them also strongly disagreed with the question. 20% of them also were undecided on the question.The results also show that most of the respondents said that there are indeed restrictions on the amount of data available to everyone since not every notebook can accessed by just anyone at all. 50% of them agreed, with 24% of them strongly agreeing to the question. 6% disagreed with the statement with a further 20% remaining undecided on the question.

From Table 3, it is clear that job rotation is not a regular thing at the Judicial Service, with only a few people saying that they are undergo job rotation uring their course of work either annually or twice in a year. 60% of the respondents disagreed 20% of them also strongly disagreed with the statement. 10% of them were also undecided on the statement whiles the remaining 10% of the respondents actually agreed that they were rotated through the various job activities in the workplace at the judicial service. Again it can clearly be seen that, most of the tasks in the organization are done by more than one person hence most of the respondents choosing that yes, they usually work in groups, in fact almost all the time. Ten percent (70%) of them agreed that yes they do work in groups regularly, with a further 4% strongly agreeing, with only 10% disagreeing. The remaining 16% were undecided about this question. As to whether workshops were organized for employees regularly, most of them said that workshops are not organized for them regularly. Sixty percent (60%) of the respondents disagreed that workshops are organized for them regularly. Twenty percent (20%) agreed, with a further 10% strongly agreeing that indeed they attend workshops organized by the organization or third parties in the name of the organization. Only 10% of them remained undecided on the question.It was also clear from the results that conditions present at the work place do not encourage employees to take initiative. Seventy percent (70%) of the respondents said that they disagreed with the question with a further 20% of them also strongly agreeing with the question. No one agreed or even strongly agreed with the question, with the remaining 10% merely being undecided about the question. Lastly, the question asked the respondents was about whether or not, the information or knowledge flow in the organization helped them to give out their best. Unsurprisingly, most of them said that the conditions at the workplace did not help or encourage them to give

out their best at all. Sixty percent (60%) of the respondents disagreed with the question with a further 20% strongly disagreeing; the remaining 20% were undecided about the question.

Hypothesis Testing

To explore the impact of knowledge management in enhancing the performance of an organization and to identify the best predictor of the organizational performance, multiple regression analysis was used to analyze the results. The results show that knowledge management capabilities (infrastructure and process) explained 48 percent ($R2=0.48$) of the variance in the organizational performance. This confirms the effect of knowledge management capabilities elements in the organizational performance. The results also show positive relationship between knowledge management and organization performance ($R=0.69$) as shown in Table 4.

Table 4: Regression Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8749.154	9	972.12	29.414	.000
Residual	9650.462	91	33.050		
Total	18399.616	100			
R = 69%	R^2= 0.48				

Storing element shows high significant influence on organization performance (β= 0.686, t=5.080, p < 0.01), followed by Human Resource (β= 0.268, t=2.048, p < 0.05), whereas the other elements are not significant as shown in Table 14. In addition, these results are confirmed with the results of (t-test) whereas the two elements of knowledge management capabilities have statistical significant effect on organization performance. To find out the correlation between elements of knowledge management capabilities and organization performance, Pearson correlation was used. Pearson's correlation is the most familiar measure of dependence between two quantities. It is obtained by dividing the covariance of the two variables by the product of their standard deviations.

Table 5: Statistical significant for independent variables (t-test**)**

Elements of knowledge management (independent variable)	β	T	Sig.
Storing	.686	5.080	.000
Human Resource	.268	2.048	.041
Conversions	.237	1.934	.054
Culture	.141	1.189	.235
Applications	.134	1.026	.306
Technology	.132	1.491	.137
Protection	.129	.964	.336
Structure	-.058	-.638	.524
Acquisitions	.010	.080	.936

It also came to light that all elements of knowledge management capabilities have a positive significant relationship with all measures of performance at 1% level of significant.

Table 6: Correlation Coefficients between Knowledge Management
Capabilities and Performance

Performance KM	A	B	C	D	E	F	G
Technology	.378	.390	.403	.386	.386	.255	.240
Culture	.382	.430	.438	.399	.413	.345	.378
Structure	.222	.289	.330	.256	.277	.218	.259

(Table 6 continued)

Performance KM	A	B	C	D	E	F	G
Acquisitions	.372	.398	.384	.392	.372	.349	.330
Conversions	.369	.433	.422	.481	.473	.459	.410
Applications	.343	.425	.398	.430	.480	.440	.417
Protections	.412	.465	.407	.463	.514	.440	.436
Storing	.436	.518	.533	.559	.527	.509	.446

Correlation is significant at the 0.01 level (2-tailed)
A = Productivity; B = Profitability; C = Market share; D = Sales growth
E = Innovativeness; F = Cost performance; G = Competitiveness

V. Conclusion

Results of correlation analysis show significant relationship between knowledge management elements and performance improvement measures, which in turn represented the quality of organizational knowledge that was utilized in a wide variety of decision-makings in the service. Besides providing empirical evidence to the correlation between knowledge management and organizational performance, this study shows high positive correlation between the elements and measures.Many organizations still view knowledge management as launching some software programs without adequate consideration of their organizational characteristics, this study brings to attention the importance of focusing on creating a knowledge environment that is made up of appropriate technology; cultural; structural and human resources.

VI. Recommendations

- The researcher suggests that management enforces some rules and regulations at the workplace which will encourage the employees to help each other in times of difficulties.
- There is a need for regular seminars, workshops and training sessions on knowledge management. Factors like organization type and size affect level of adopting knowledge management; whereas factor like sector type affects the role of knowledge management in enhancing the organizational performance can be addressed.
- Employees should be encouraged to take initiative which builds upon their self-confidence and makes them more bold and which goes a long way to develop them
- Future research is needed to further investigate the relationship between degrees of knowledge management implementation within the judicial service and corresponding increases in performance.

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