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**The Impact of Knowledge Management
Strategy, Knowledge Management Enablers,
and Knowledge Management Processes
Capability on Knowledge Management
Performance in U.S. Architecture /
Engineering Design Companies**



Abstract

Many companies fail to implement knowledge management (KM) projects successfully because they are unfamiliar with the factors that could ensure their success. These companies do not identify the actual relationship between the success factors and the KM performance appropriately. This situation results in wasting companies' resources and missing the benefits that could be attained by KM implementation. This quantitative correlational study suggested a number of factors for investigating their impact on the KM performance: KM strategy (human-oriented strategy and system-oriented strategy), KM enablers (information technology, organizational structure and culture), and KM process capability (knowledge acquisition, conversion, protection and application). For this purpose, an online survey was conducted by sending email invitations to a sample of architecture/engineering firms in the United States. The results of the statistical analyses revealed that the relationship between the suggested factors and the performance of KM was significant. These factors had a significant impact on the success or failure of the KM projects. Based on these findings, the study proposed several recommendations to enhance the KM initiatives. Companies can enhance the performance of their KM projects if they improve the following factors, system orientation strategy, human orientation strategy, information technology, centralization, formalization, organizational culture, knowledge acquisition, knowledge protection, and knowledge application.