

NUTURING TACIT KNOWLEDGE THROUGH A KNOWLEDGE CENTERED CULTURE FOR ORGANIZATIONAL AGILITY

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Abstract - Organizations are battling with unending demand for improved and quality service delivery from her customers. This requires new approaches a knowledge culture that facilitates sharing of tacit knowledge among all the stakeholders. Service delivery has been one of the major focus areas of organizational transformation and public sector reforms in Kenyan Government. Service delivery has been one of the major focus areas of organizational transformation and public sector reforms in Kenyan Government. Competition among the players pushes the organizations to come up with strategies of becoming and remaining agile. Organizations are realizing the importance of knowledge centered culture to enable them share knowledge efficiently and effectively as knowledge that is not well managed and shared corrodes easily. The concern of this paper is that existing tacit knowledge may be lost if not tapped. Failure of tapping into tacit knowledge affects organizational agility negatively. How to retain or tap tacit knowledge remains an area of interest to researchers. This paper foresees an urgent need of coming up with the most effective mechanisms for tapping tacit knowledge within the organization.

Keywords - Knowledge Centered Culture, Tacit Knowledge Sharing, Organizational Agility

PURPOSE

The purpose of this paper is to point out the importance of an organizational culture that embraces tacit knowledge sharing and its critical role to making an organization remain agile according to recent studies done.

DESIGN/METHODOLOGY/APPROACH

The revelation of the value of a knowledge centered culture, the role of tacit knowledge sharing and the end result of an agile organization is as a result of review of extant empirical literature.

FINDINGS

There is need for organizations to establish an environment where tacit knowledge can be shared freely. There is need also to establish a knowledge *ba* which is anchored on the organization vision as this will ensure that the overall objective of agility is achieved.

Type: Conceptual/Theoretical paper reviewed journals.

INTRODUCTION

Environment for tacit knowledge sharing

Voluntary knowledge sharing behaviour at organizational level has become essential for knowledge management and considered. This is being considered crucial for organizational effectiveness while viewing individual, organizational and technological factors that facilitate successful flow of knowledge (Aris, 2013).

Ekta (2013) reported that knowledge sharing success is dependent on several factors such as organizational culture, environment which involves a high level of employee participation, understanding and measuring employee perceptions. Knowledge centered culture has been defined as a set of organizational values, norms, and beliefs on the basis of which the employees create, share, and apply knowledge in the organization. This has been identified as an important antecedent to knowledge sharing in individuals with high levels of trust propensity (Ferreira & Francisca 2014).

LITERATURE REVIEW

Knowledge centered culture is termed as a rigid tacit infrastructure of ideas that shape our thinking, our behaviour and perception of our business environment. It is an environment that makes knowledge sharing a norm with a crucial objective of attaining agility (Gurteen, 2017)

Maria (2014) acknowledged processes that facilitate knowledge sharing and studied the impact of those processes on organizational performance. His main forms for knowledge sharing were suggestion boxes, workshops and transversal projects for improvement. He highlighted people as the sources of knowledge. He saw knowledge sharing as a building block for the success of any organization. To date, this is being adopted as a survival strategy by successful organizations.

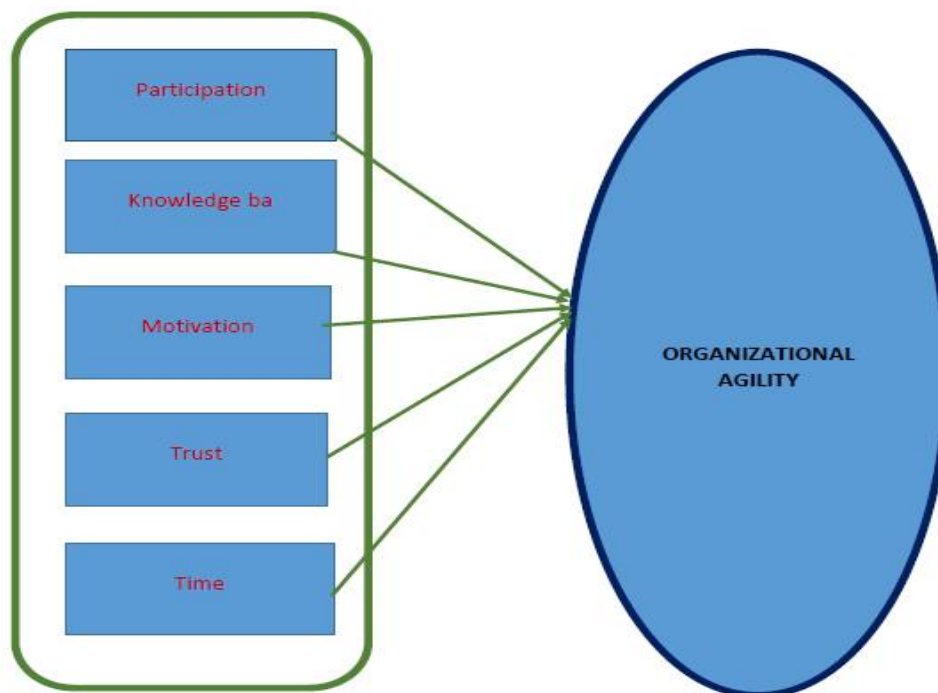
A study by Peralta and Saldanha, (2014) on knowledge centered culture and knowledge sharing with moderator role of trust established that knowledge centered culture is a solid platform to salvage organizational tacit knowledge which contributes significantly to an agile organization

Knowledge centered culture is being viewed as a critical success factor of knowledge management practices by the organizations in pursuit of organizational agility(Ajmal, Helo, &Kekale, 2010).While tacit knowledge sharing may be of great benefits to both the employees and the organization, there seems to be problems within the organizations in coming up with strategies of tapping it, exploiting it, making it sustainable and using it as competitive advantage.

An agile organization is associated with a culture that enables the creation of a knowledge *ba* which is the place or context for the creation of both individual and collective knowledge.Tacit knowledge sharing can be made possible if commitment to share knowledge is part of the business strategy of any organization. Managing organizational knowledge needs an appropriate strategy(Witherspoon, Bergner, Cockrell, & Stone 2013).

CONCEPTUALISATION

KNOWLEDGE CENTERED CULTURE



CONCLUSION/IMPLICATIONS

Organizations should come up with a culture which embraces strategies of how to tap and reserve the tacit knowledge. The strategy of tacit knowledge sharing should be anchored on the vision of the organization. Tacit knowledge sharing in an organizational setup should be an organizational norm. There is need for organizations to evaluate their culture as a culture that embraces tacit knowledge sharing has higher chances of remaining competitive.

Though little literature exists on knowledge centered culture in Kenya, there is an urgent need for organization to re-look at their indicators of both culture and tacit knowledge sharing to avoid pitfalls on their endeavour to achieving agility.

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