

**INFLUENCE OF KNOWLEDGE CENTERED CULTURE ON
ORGANIZATIONAL AGILITY: THE MEDIATING ROLE OF TACIT
KNOWLEDGE SHARING**

Members of National Hospital Insurance Fund


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**Thesis Submitted in Partial Fulfillment of the Requirement for the Conferment
of Doctor of Philosophy in Degree in Business Administration and Management
(Strategic Management) of Kenya Methodist University**

SEPTEMBER, 2020

DECLARATION

This thesis is submitted to the School of Business in fulfillment for requirement for award of Doctor of Philosophy in Strategic Management in Kenya Methodist University. I declare that this thesis is my original work and has not been presented for a degree or any other award in any other university.

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DEDICATION

I dedicate this work to my four children: - Dancy, Teddy, Maryanne and Fiona for their love, support, patience, encouragement and understanding during the entire period.

ACKNOWLEDGEMENT

This thesis would not have been possible without the assistance, support, and guidance and encouragement from a couple of special persons. I wish to extend my gratitude to Dr. (Eng) Thomas A. Senaji and Dr. Tabitha Murerwa for their patience yet firm guidance towards development of this thesis. The wise counsel, constructive and innumerable suggestions from Dr. Senaji made this work come to completion. Dr. Senaji; you are a true mentor.

I express my unending appreciation to my family for continued source of moral and spiritual support. I acknowledge other writers who has undertaken similar research and from whose work I generated material that has contributed to the development of this thesis. I thank all the respondents who participated in this study and made my dream come true. Lastly, and most importantly all glory goes to my God for giving me the strength to push this far.

ABSTRACT

Dynamics as well as uncertainty in operation of organizations for future success requires strategy formulation and implementation of organizational objectives which brings about the understanding of the organizational processes, brings new perspectives, provide solutions, ease of making decisions, strategic priorities, attain sustainable value while upholding a culture of knowledge, control systems and trust. It is noted that the demand for quality service delivery requires a culture that shares tacit knowledge as a norm. Provision for services takes a foremost prominence in consideration of transforming organizations and reforms of public sector in the government of Kenya. Organizations are realizing the importance of knowledge centered culture in remaining agile. The critical focus of carrying out the study aimed at establishing the influence of knowledge centered culture on organizational agility while considering mediating role of tacit knowledge sharing. Study adopted a positivism approach as it allowed collection of information from a huge population. Quantitative correlational research design was adopted as it helped to explain patterns of relationship between the variables. Total population was 8.4 million NHIF contributors and a convenient sample of 385 respondents was selected using Cochran's sample size formula. Structured questionnaires were used as they guaranteed high level of anonymity and first-hand information. A two-stage cluster sampling method was adopted where selected population was first divided into sections or clusters called counties. From those two counties, Kajiado and Nairobi counties were randomly selected and out of these the researcher selected 385 active NHIF members randomly as a sample. 371 questionnaires were appropriately filled and returned signifying a 96.4% response rate. Data was examined using both descriptive and inferential statistics. Descriptive statistics were presented as means, frequencies, percentages and standard deviations. The inferential statistics were established through Pearson's correlation and regression analysis. Results from the hypothesis testing established a positive substantial effect between knowledge centered culture and organizational agility. Where participation, knowledge *ba*, motivation, and trust were found to significantly influence organizational agility at NHIF. Time however did not significantly affect organization agility. The results proved a strong mediating effect of tacit knowledge sharing amid knowledge centered culture and organizational agility. The study contributed greatly towards the prevailing body of knowledge management by giving a new dimension of viewing knowledge centered culture using new parameters like knowledge *ba* and participation which has not been widely studied. This examination established the relevance of tacit knowledge sharing and knowledge culture in an effort of an organization achieving organizational agility. The study findings also established the need for NHIF to establish a knowledge *ba* to enable members to share. The study recommended NHIF to develop a strategy on how to cultivate a conducive culture which brings about cohesiveness through participation, motivation, trust, and time and provision knowledge *ba*. Secondly, NHIF to come up with knowledge sharing strategies which are well anchored in her vision. Major limitations was that organizational agility and tacit knowledge sharing were new concepts to majority of the respondents. Gaining access to some employers was a problem. The size of the sample selected was moderately small thus in view of this, the study results cannot be generalized to other bigger organizations based on this study alone.

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LIST OF ACRONYMS

- NHIF** - National Hospital Insurance Fund
- SECI** - Socialization, Externalization, Combination and Internalization
- OA** - Organizational agility
- KM** - Knowledge management
- KCC** - Knowledge-centered culture
- TKS** - Tacit knowledge sharing

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Breakdown of the section below offers study background. It also brings about the justification as to why this research must be carried out. It discusses the concept of knowledge centered culture in its relevance in strategic management as well as its applicability in an organization achieving organizational agility. The research objectives and research hypothesis are also established.

1.1 Background of the study

Dynamics and uncertainty in operation of organizations especially in service delivery focuses with a keen eye how future success can be attained through formulation of strategies and implementation of the same. Strategy formulation must look at the current needs of the organization, understand the organization processes, bring new perspectives, and see into it that the interests of the stakeholders are met through critical thinking. Every single organization has her identifiable distinctive identify and culture. Even though not often voiced, it is recognized as unrecorded contract but universally understood, between employer and her personnel. Different from non-agile corporations, the culture of an agile enterprise is vibrant, and founded on trust and confidence in leadership besides honour for her workforce (Mehrabi et al., 2013).

The originality of agility is derived from agile production and has been acknowledged as a successful strategy by manufacturers as it prepares them for an extensive performance with a capability to adjusting organizational internal structures (Mehrabi et al., 2013).

Critical analysis of the strategy formulation must facilitate an effective and adaptive decision making at all levels in the organization. Formulation must enable members to clearly understand organizational objectives that brings about strategic priorities whose aim is to bring ease of cascading those objectives. As the organization sets to implement her set objectives, there is a realization of sustainable value, thus impacting organization with success. Poor implementation on the other hand leads to waste of time and energy as well as organizational resources. Any success of strategy implementation is achieved through conducive organizational culture, mutual trust, cooperation and leadership skills and technical expertise which are uncompromised (Gross & Kluge, 2014).

This study gives cognizance to knowledge-centered culture as a strategy if well formulated and implemented can bring an appropriate solution in integrating processes and procedures which enable members of the organization to be up-to-date in providing solutions to her members and at the same time with the know how to remain successful. This study recognizes that many organizations struggle to establish and implement methods for managing their level of technical and organizational knowledge especially tacit knowledge in order to remain agile.

Swiftness institutes consumer-relationship management strategy, certifies alignment of client service with industry processes, yielding to new customer inducements and less costly networks a case in point are online systems. Business nimbleness is a positive managing approach whose intents are upholding the organization's assets plus attaining the requests of clientele in an appropriate way. Agility entails a number of crucial features. These consist of an entity's speed and flexibility. How a corporate reacts to changes

surrounding surroundings and produce products of high quality as well as services of truthful statistics. Subsequently, the industry power of interrelating with social concerns and the environs, ownership of diverse technologies, and lastly cohesiveness of internal unification within the institutions (Sherehiy, 2008).

Management of knowledge remains conjointly a goal and a process where knowledge is created, accumulated, organized and utilized to support in attaining objectives and enhancing business agility. Performance of an industry is attributed to knowledge and information. Intellectual assets are cogitated to be the greatest key assets. Institutions in every field are endeavouring for renewed processes, approaches, frameworks, as well as superlative practices to enhance understanding and leveraging their most vital asset which turns to be knowledge. Knowledge centered culture is one such strategy which permits organizations to successfully leverage organizational nimbleness (Hamel, 2012).

Knowledge sharing remains central in the context of advancement among entities in evolving nations because formulation of policies and delivery of vital services deeply influence quality of life throughout such countries. Industries such agriculture and health care have accrued affluence of experiences but unfortunately they have not managed to preserve their experiences in methods that permit it to be collectively circulated and built upon. As a result, key lessons learned are never documented leading to untold loss of silent assets. However, successful corporations ponder prudently about exactly how knowledge can be made to flow more successfully between workers and their external stakeholders. This is achieved by applying targeted methodologies suitable for each level (Glezer et al., 2012).

There seems to be serious drawbacks once knowledge residing inside the heads of individuals is certainly not captured and pooled across organization. This is a capability whose role may escalate effectiveness in service delivery. What businesses need to do is cultivate a knowledge sharing culture and in addition to better co-operation across silos. When crucial workforce exit the employment, organization faces danger of losing essential know-how which ought to intensify sustainability. Thus, a need for building institutional memory to guarantee continuousness of high-quality services therefore necessitating dire necessity for documentation and reproducing successful resolutions or learning from failures (Glezer et al., 2012)

Binti Zin (2013) recognized that the behavior of how people give out their knowledge to others is critical for management of knowledge thus viewed free knowledge sharing activities in the workplace vital. He stressed that employees, institutional as well as modern technical facets can enable effective strategies of how knowledge may be shared within the organization therefore realizing organizational effectiveness. Obtaining effective knowledge-sharing-culture, requires adoption of open-door-policy that supports in breaking barriers among insiders and external clients by bringing them intellectually and emotionally closer.

Sharma (2013) stated that knowledge sharing accomplishment is dependent on numerous aspects such as organizational culture, environment which includes a high level of employee participation, understanding and gauging employee awareness. Knowledge management is mutually a goal and a continuous process which is achieved by: one, generating new knowledge in an organization two, coming up with various ways of how

to accumulate knowledge three, bringing together this new knowledge and four, applying this knowledge which is acquired to support in the achievement of organizational objectives and enhance organizational agility. The organizational output is attributed to knowledge and information. Knowledge management is a tactical drive, which focus on proper planning, right designing, in addition to proper implementation by use of a lifecycle methodology that ultimately marks a process which is wide raged for transforming organization way of doing things.

The purpose of culture and values is building an atmosphere that fuels transformation, by looking past immediate requirements and capitalize on invention programs, and further drive a nous of team-working all over the organization. How we manage culture is often determined by the developments of the standards we share amongst ourselves and acquisition of obligation to them. These standards are based on the sort of behavior the management values/inculcates and which goes along with the interests of the organization. The intention is to make sure that these beliefs are also upheld and acted upon by employees (Hailey, 1999).

A culture where knowledge sharing is the central focus has been associated with the significance precursor to how different persons share what they know best. This is also attributed to high echelons of trust predisposition (Peralta & Saldanha, 2014). Knowledge centered culture may be said to consist a number of institutional standards, rules, as well as principles being the foundation which the employees can use to generate, give out, and use knowledge in the organization. Ajmal et al. (2010) acknowledge that critical

accomplishment of knowledge management practices are attained through culture of knowledge sharing.

Knowledge centered culture emphasizes on making known the existence of tacit knowledge among the persons who are possessing such knowledge. Building sound channels of sharing that knowledge in an operational and well-organized manner is a valued added advantage to both the organization and the members. Consequently, coming up with mechanisms of how to store that knowledge in pursuit of organizational agility is utmost goal. A knowledge centered culture accelerates how an organization communicates, and how the right information is exchanged. The same aids in problem solving mechanisms, how teams relate and finally how decisions are made. Such a culture averts the loss of experimental knowledge held by crucial employees. This culture is seen to cause an increase in swiftness and excellence of decisions, particularly by looking for ways of preventing the recurrence of errors. Knowledge centered culture helps to build exceptional resources and both coming up with workforce training strategies and materials for members within the organization and those from outside aimed at mutual gains (Rowley, 2000).

Organizations all over the world are endeavoring to embrace new processes, new approaches, and new structures. They are also developing improved ways of doing things to enhance a better cognize and thereafter leverage their greatest essential asset which is knowledge. A culture that embraces knowledge sharing is many miles ahead towards competitive advantage. While tacit knowledge advantage may be valuable to both the employees and the organization, looking for ways to exploit it, make it sustainable and

build a defensive competitive knowledge position within an organization is still a mystery and this calls for a long-term foresight and planning (Jackson et al., 2006).

For a number of organizations, the period of evolutionary changes brought about by the technology seems to be also the phase of never-ending tussle for upholding an upper edge against their rivals. Nimbleness according to this study is the capacity to react and respond to the changes attributed to the area where the organization is operating in a speedy and proper approach. For a business to be effectual in day to day operations and based on world competition, there is a demand for institutions to mount up strategies and lay down steps of how to move in the direction of attaining swiftness (Abbasi et al., 2013).

This study undertook to discuss five variables namely participation, knowledge *ba*, motivation, trust and time as a representative of knowledge centered culture. These variables are assumed to have a critical effect on organizational agility with a consideration of tacit knowledge sharing as a mediation role.

1.1.1 Knowledge centred culture, knowledge sharing and organizational agility

Knowledge centered culture

This study views knowledge centered culture as a picture of a complex web that puts together components of individual traits, group and teams members with a broader aim of knowledge gain. This web should be flexible to create room for discovering new avenues of achieving organizational agility (Bob, 2013). Knowledge centered culture is further regarded as a stiff tacit frame full of philosophies that shape how people think. It also guides how people conduct and how they perceive their business environment both

internally and externally. These two environments should make knowledge sharing a standard with an ultimate objective of attaining agility (Gurteen, 1999). Organizations are required to cultivate their positive and favorable ethos that generate the psychological, communicative and attitudinal conditions which go far beyond actual staff performance to organizational competitiveness. Organizational appropriateness ought to be tested, which calls for polished leadership skills whose focus is achieving and sustaining organizational agility. (Cooper-Thomas et al., 2014).

A robust culture of any enterprise is favorable and is influenced by how information is dispensed and the mode that information is turned into knowledge to bring gained which is needed. Without a proper incentive arrangement and a robust sharing culture, organizational learning will be impossible and this will not contribute to organizational agility (Durmusoglu et al., 2014). Culture according to Sathe and Ku (2008) is an agreed consideration (which are not written down) that persons living in one community share mutually and can be seen in form of standards, morals, attitudes, opinions and patterns. This pattern is the way of viewing the world, worldview or a mindset which is usually hidden. Knowledge centered culture therefore reflects a comparatively tacit structure of concepts that form an organization.

Gurteen (1999) one of the knowledge gurus regards organizational culture as a firm tacit set-up of philosophies that form how members of an organization think, how they behave, their perception and surroundings where the business is operating. He acknowledges that implicit knowledge is considered to be crucial to the existence of any business. By creating a knowledge culture, this implies that knowledge sharing is part and parcel of the

organization. This however demands for team work across the units where knowledge is shared freely, and where mutual understanding with bottom line managers, employees and top management is key in realizing organizational objectives.

Organizational knowledge centered culture which is also called knowledge-friendly ethos is viewed to be the central focus by what means employees tacit knowledge is effectively managed. In stressing the value of tacit knowledge, such a culture administers how work is done, selects the kind of knowledge the members consider valuable to the institution and likewise which knowledge is needed while making decisions and actions on daily basis. This also dictates the way how members conduct themselves as regards knowledge sharing endeavors (David, 2017).

Organizational culture and structure

A number of aspects are considered and involved while attempting to improve the level of innovativeness among the team members. Employees are considered to the beneficiary when certain amount of autonomy is granted to them to enable them to take calculated risks, while putting in mind that the culture they are operating in endures some levels of failure. Research has confirmed that when employees are not subjected to an open working environment this does give provision for them to innovate. It is advisable to give the workers the liberty to undertake risky tasks and be ready to become better by learning from mistakes they make, rather than being subjected to sanctions. Additionally, cooperation amongst team members by embracing an resourceful relations can be attained through the formation of multidisciplinary groups that appreciate a sure degree of independence and obligation (McLaughlin et al., 2008).

Management also takes an essential part in boosting the level of innovation in an organization. When an enthusiastic still competent and skillful task manager who is capable to generate a work environs that is in support of modernization and creativeness the organization will be in the path of success. This success is coupled with one: inclusion of liberty of experimentation as an important aspect in the generation of innovation. Two, the provision of assured safety to all workers in the workstation and three, lessening the possibility of interruptions which results into boosting business performance (Lemon & Sahota, 2004).

This traditional positioning in the direction of knowledge embraces a system of official and informal relations which encourages the comparability of societal creation of knowledge. The ultimate goal of such a social creation is to create value of knowledge, thus nurturing inferred and clear knowledge distribution activities (Cardoso & Peralta, 2010; Cardoso et al., 2012). Existence of good communication channels alongside a climate of trust, high levels of honesty, is seen to aid on how conception of a vibrant atmosphere which enables implicit knowledge partaking (Nakano et al., 2013).

Greenberg (2011) saw culture as a medium of a number of significant roles in an organizational setup. According to him, culture brings about commitment to the mission of the organization. He stressed that by embracing a strong culture people cultivate the nous where they feel they are in the right place, where everything is anchored on a distinct organizational configuration. Furthermore, he described culture as the pillar where provision of rationality of distinctiveness; meaning; and how well an institution outlines her acumens and also the laid down standards. This further shows how powerfully the

individuals would be able to associate with the institutional mission and embrace it. Consequently, he saw a state of morals as a way of giving a clarity and strengthening principles of conduct by means of giving guidance to the employees' arguments and actions. This simply implies that the organizational culture is a base for behavioral stability (Greenberg, 2011).

Organizational culture empowers the formation of a knowledge *ba* which is defined as the habitation or framework where effective formation of personal and corporate knowledge is made possible. This culture encompasses of diverse arrangements of knowledge that can contribute to upsurge of implied knowledge and plain knowledge (Creplet, 2000). Other vital organizational culture factors that enable knowledge *ba* are the level of trust between the knowledge giver and the receiver, the organizational atmosphere of sharing the knowledge, and the available period for formless intellectual progressions. How an organization makes usage of symbolic linguistic, and numerous tutoring technicalities also contribute to the strength of the knowledge *ba*. Organizational knowledge culture offers a justifiable vision for knowledge sharing.

Enhancing organizational performance by knowledge sharing

According to Dasi et al. (2017), both organizational and individual knowledge ought to be shared and a shared framework must be created because it is the essential element to the knowledge management development. There is an argument which views the ultimate objective of management of knowledge exists to create a mutual context in establishments. Arising from the above argument, such aspects which influence interactive knowledge sharing and in what manner this in return affect organizational performance are critical and

worth noting. An endeavor for noble knowledge management practices would bring about some major benefits such as enhancing employees' competencies, generating innovative mind sets which results to innovativeness, reduces costs and brings about business transformation which is a big mark for an agile organization.

Lin et al. (2012) postulated that organizational knowledge possibly will only grow when individuals within organizations are prepared to share their acumens, long time occurrences, together with wisdom with others in their teams, departments and across organizations. It is argued that an organization with knowledge sharing culture can secure dissemination of best practices and evade redundancy in knowledge production and usage by systematically sharing both unspoken and explicit know-how among its workforces. This can also contribute to problematic way of giving a solution as a means of availing pertinent individual knowledge accessible to the process of solving problem.

Among the tests of managing knowledge is to see how persons can give out the knowledge they possess because people wonder the reason they ought to surrender what they know considering they have worked hard to own it. Notwithstanding, such persons consider that such worth is one of their crucial bases of individual benefit. Among many such establishments, distribution of knowledge is normal while to some it is the ancient saying 'knowledge is power' rules. In this study, we discuss notable obstacles to sharing knowledge by employees and offer credible indicators of how to get rid of them (Lin et al., 2012).

Reasons why employees refuse to share their knowledge

Some of the employees believe that they possess superior powers when they have peculiar knowledge. Business world today appeals for collaboration and communal knowledge. Interestingly to note, not many of the persons who have such knowledge. This may arise from the business owner who is also the manager of a medium business unwilling to let his competitors know his business secrets. Likewise, certain expert who has served in the organization for numerous years and has assembled his or her identifiable distinctive method of attaining achievement minus possibly even understanding the profound tacit knowledge of how they attain such (Garfields, 2006).

Some organizations are faced with the condition which denotes innovation is not meant for this institution or if must be done, not at this time. Such a belief is mostly regular amongst many organizations especially service delivery. Employees have the egotism of not wanting to look for guidance from their colleagues and similarly unwilling to come up with fresh techniques of their own. This mentality makes them fail to recognize in what manner such specific knowledge is advantageous to other persons. At the same time such a knowledgeable person possibly will have expertise made useful in one circumstance nevertheless be unconscious that other individuals possibly will come across related circumstances that could be saved by that knowledge they possess at one time. Moreover, knowledge intended for a precise requirement possibly will be of great importance in completely diverse settings. This knowledge can exist as a promoter for innovativeness as lots of state-of-the-art developments originate from creating knowledge networks through diverse disciplines and institutional confines (Garfields, 2006).

There is absence of trust. A number of employees perceive that if they part with some amount what is best known by them, they might perhaps make use of it in situations which might not be fully understood. In other instances, the knowledge could also be misapplied and then they may be blamed. Or sometimes, their knowledge could be passed off as other persons possess devoid of showing at all credit or gratitude to the owner as the originator of that peculiar knowledge (Peralta & Saldanha, 2014).

Employees lack time to share their knowledge. Pressure is constantly building up on businesses regarding production, cutoff date, and it appears a universal declaration that the more well-informed one is, the more there are individuals yearning to look up to you for the next assignment. There seems to be a main reason agreed in various establishments as to why workers are unable to part with portions of their knowledge with others. Part of the reason is nonexistence of time to segment what they know owing to the workload together with limited free moments (Tong et al., 2013).

Other barriers comprise of practical storage tower, individuality, inadequate methods of how knowledge is being captured, insufficient technological state of affair, in-house rivalry and the way decisions are made from upward going downwards. In general, a combination of structural combined with infrastructure obstacles is intensified by the high proportion of human aspects which include societal aspect as to which method people use to share, interactive and emotional aspects (Lemon & Sahota, 2004).

Ways of how to overcome organization cultural barriers

Embrace strategies

Organizations should embrace strategies to overcome the concerns brought about by organizational structure and insufficient innovativeness but most importantly provide emphasis to the positive organizational culture, co-co-operation and competition among the employees and departments, and lastly how to develop deep organizational commitment (Abbasi et al., 2013).

Changing Culture

Studies have shown that it is certainly not stress-free to bring a transformation of culture and therefore it requires time but all the same beliefs are transformed. Organizational culture can be recognized and understood in several dimensions, for example as generally thought beliefs, attitudes and values as per the Institute of Personnel Development. This could also be described as per the shared program design of the mind that can be used to distinguish a set from another as suggested by Geert Hofstede. It is also seen as how people hold ceremonies, artifacts and additional accessories of the work surroundings. Hence, to alter individual engagements, one ought to address the ultimate essential layers which could be carried out as an organizational extensive programme or else be instituted among the set groups or alternatively be administered to individuals (Hamel, 2012).

Boosting organizational agility through culture change activities

Carrying out a culture appraisal – This can be achieved by administering friendly questionnaires, organizing for consultations and forming group meetings within the departments and sections of the organization. This is essentially key in establishing the variance concerning what is expressed as the preferred culture and what is actually

practiced; for example, the organization may opt to place superior quality as the prime factor and on the additional the business produces not as much faultless goods. Likewise, within the same business set up, it is too common to discover a number of sub-cultures that contest with predominant organizational objectives. The organization ought to openly pinpoint the tenets and behaviors that conflict with superior knowledge sharing and perhaps. Consequently, the management of the organization should remarkably identify persons who should be duty-bound to forge forth that planned change process (Pollack, 2012).

Test inappropriate behavior. If an organization identifies employees hoarding knowledge unnecessarily, measures and strategies to challenge them should be developed to evade knowledge anger (Pollack, 2012).

Organizational Contribution. Utmost knowledge sharing norms can be identified when everywhere and each person including novices and newcomers consider that what they know is cherished, treasured and used to enlighten organizational choices (Huber, 1991).

Using role models. Organizations should find those specific individuals whose behaviors stand out as a model to the rest and develop strategies to celebrate and publicize them. At the same time, involve such persons with other groups to create vibrancy in sharing knowledge (Huber, 1991).

Developing gatherings by building teams. Plan for systematic team consultations and apportion time for members to comprehend and ensure intensification of interior processes. Such assemblies commonly focus attention on assignment and results however fail to address the methods used in realizing effective results (Huber, 1991).

Line up rewards and recognition. Organizational strategies should give provision for suitable behaviors and shun excessively lots of systems that are grounded on supremacy or individual know-how but rather focus on how to bring out team effectiveness (Durmusoglu et al., 2014).

Aim to change persons first. Organization should make arrangements to relocate and position those who share the knowledge around the entire organization. Likewise, make efforts to acquire industrial psychologists and behavioral specialists on board as the worth of governance will support any other new culture change practices to achieve their purposes (Pollack, 2012).

Values and structure. Within all the levels of the business hierarchy, correspondence concerning business intensions and how structures are framed as well as how institutional processes connect the persons using them should bring out a supporting infrastructure to the envisioned culture. Changing organizational culture should work alongside an evolving knowledge management programs (Pivec & Potocan, 2015).

Introduce competition. In modern businesses, nonexistence of the spirit of competition between the individual persons and among the team members as well as departments may possibly lead to contentment. However, rivalry must be carried out in a healthy way. In

initial stages of production of either goods or services, business ought to not only accept single line of methodology. Instead, they should bring about competing projects to ensure strategies are in place to interchange knowledge and examine or boost each other. This can be done through inspiring peer reviews, or introduction of knowledge champions who can be recognized every year. Consequently, the most innovative groups should be awarded and invitation should be extended to everybody. Management to inspire her members to participate not against themselves, but rather set goals against challenging targets or external opponents (Hamel, 2012).

Continually benchmark. Top management to look for ways of raising member's morale so as to do their best to ensure continuous improvement through learning from each other (Rowley, 2000).

Commitment. Organizational obligation to how sharing of knowledge is done must be authenticated all over the organization. Commitment should be seen by means of people all over the organization being dedicated to give their expertise to others regardless in a formal or informal part of their day to day responsibilities. This is further displayed via efficient processes how reward systems are administered and lastly on, setting a platform for improvement programs (Neyestani et al., 2013).

Understanding tacit knowledge sharing

According to the reviewed literature, knowledge is perishable. Knowledge has a very short life span and if no sensible use is made on the knowledge, then it loses its relevance. Research indicates that by sharing knowledge, the knowledge giver gains more than he or

she loses. Other researchers acknowledge that when we say knowledge is power, it is only practical when knowledge is make useful to others (Njenga, 2013).

Njenga (2013) divided the devices that might be used to enhance sharing knowledge into twofold namely passive approach where members of the institution are not involved actively in knowledge exchange but this could be passed for example through books, organizational magazines and circulars while in active style people are engaged vigorously in ways they give and take new knowledge. This is though group discussions, emails, tutorial engagements and team building activities.

Numerous state-of-the-art evolutions derive from building knowledge networks across diverse groups, branches, divisions as well as organizational boundaries in an organization. Unspoken knowledge can be complete possible if commitment to share knowledge is part of the business strategy of any organization (Witherspoon et al., 2013).

Maria (2014) in his research acknowledged some processes that enable knowledge sharing. According to him, the processes had impact on organizational performance. He stated that such forms were avenues where knowledge sharing can take place. He underscored suggestion boxes, workshops and work projects purely for improvement purposes. He stressed that people are the springs of knowledge and as such, practices such as proper communications channels are core to knowledge sharing initiatives. Seba et al. (2012) identified organizational structure, leadership, time to share and the level of trust as the four main factors in the organizational that facilitate knowledge flow.

Inferred knowledge is denoted as that knowledge that is internalized in the minds of people. It is knowledge surrounding expertise, employees' skills, understanding capability and experience inside organization. Tacit remains purely embedded in individuals and organizational activities, commitment and involvement in a specific context. It is also known to result from peculiar individual life/work life experiences which is biased. It is sometimes problematic to make it formal (Nonaka, 2000).

As stated by Yahya and Goh (2002), unstated knowledge is invisible, henceforth organizations should develop proper ways of communicating it, make it well understood or develop mechanisms of measuring it. That is why the eccentric and instinctive nature of silent knowledge is problematic to be epitomized or conveyed in a rational and methodical manner. This puts pressure to organizations to find techniques to embolden their workers to share their silent knowledge as this could be recognized to be one of the strategic asset and a milestone for organizations pushing for agility (Nooteboom, 1992).

It is now agreed that employees add knowledge base when they share their tacit knowledge. This later brings about innovativeness and eventually agility of their organization. Furthermore, when team members share knowledge together, it becomes one of the procedure of abundant significance which shapes connections as well as the associations that thereafter improve how the set teams carry out their performance (Adenfelt, 2010).

Inferred knowledge movement in organization

Knowledge hidden in the mind of people when it flows within an organization is considered to be a great success. This particularly so when the process of transfer is made easy and fast from the place it was created to the place it is desirable. For this flow to take place, some essentials are considered critical. These are explained as the need for an organization and employees, external customers, suppliers, competitors, and other institutions (Seba et al., 2012).

When tacit knowledge moves between individuals members, it is seen as more rapidly problem solving mechanism. It is also a way of learning from each other and this creates a source of motivation. Further, when unspoken knowledge moves from those possessing it to the rightful places within the business, this transferred knowledge in persons becomes institutional knowledge base thus acts as an additional worth within the organization's combined knowledge. An activity of tacit knowledge from the within the organization to those members in the outside environment aids in developing the relationships, creates consciousness and build up customer allegiance. This relevant move guarantees a competitive state of the business which in this study calls organizational agility (David, 2017).

An organization vibrancy in terms of tacit knowledge empowers an organization to save time and resources thereafter promoting incorporated organizational know-how, knowledge movement from the organization to the individual members assists the organization to cultivate knowledge system which the members can contact and use both for intellectual capital and to support organizational innovativeness. Business culture is

utmost prompting aspect that permits members of an enterprise to make usage of digital platform at place of work. Hence, it's extremely crucial to nurture such a culture (David, 2017).

Observance of transparency while communicating is the accountability corporation's management because the use of clear and transparent means of communication promotes mutual trust and aids in building a common vision not forgetting joint objective. In such environment, workers are able to freely express their eccentric concepts that have power to contributing to future success. Furthermore, a workstation where simply a few members has access to inside information regarding the company becomes boring (Van Winkelen & McKenzie, 2011).

The way the knowledge is given to others is seen as the movement of conveying awareness from a person who has more to a person with less within an enterprise. The evolution arises both amongst the discrete employees and the organization in general. Different employees are deemed to share tacit knowledge when talking to their fellow coworkers. By so doing, they help them handle their tasks better in terms of efficiency and effectiveness. To successfully bring about creation of knowledge and maximum usage of the same, the business puts in place the plan as well as her portfolio of knowledge possessions. How an organization makes success of its knowledge is subject to the role of the leaders and the attitudes that the employees have regarding knowledge sharing (Park & Im, 2003).

There is need for establishments to derive some appropriate approaches whose purpose is to handle this hidden knowledge. Silent knowledge when shared is a substantial feature for managing organizational knowledge. Generating an active state in order to maintain an

atmosphere where members are free to share what they possess as knowledge is a process which is a multidimensional condition for many organizations. The biggest challenge is willingness to share tacit knowledge to others within an organization. One's willingness in sharing tacit knowledge within an organization has become an obstacle in many studies (Chiang et al., 2011).

Tacit knowledge qualifies to be the mediating role of this research as it provides a great deal in organizational innovation, helps the organizations to identify themselves as best practicing organizations, aids in embracing emerging core competencies of the firm, as well as putting a strong barrier from competitors. This study believed strongly that organizations should be able to see beyond the knowledge that resides in employees and also take into consideration the output that these employees produce because knowledge may be embedded in organizational products, organizational services, organizational processes, and even the organizational documentation (Shaari et al., 2014).

Administration of knowledge possessed by the institution determines how such an enterprise achieves the laid down objectives (Neyestani et al., 2013; Gau, 2011). When well distributed, this knowledge provides a model of how the workforce thinks, the experiences gained in the past, and not underestimating ideas stimulated among members (Tong et al., 2013).

Tacit knowledge which is not well taken care of and shared among members loses its relevance especially inferred knowledge that is vested in in the thoughts of individuals. The manner at which this vital asset is shared is being acknowledged to be the best

significant practice among the many progressions of sharing knowledge. As cited by Witherspoon et al. (2013), the act of knowledge distribution builds strong blocks for the attainment of any economical edge. This strategy of allotment of this hidden knowledge is being embraced as a survival strategy by many known successful organizations. We look at knowledge sharing across organizational hierarchy as pertains the way the knowledge is captured, how it is organized, how the process of re-use is done, and finally the process of transferring those experiences in the interior of the business besides between employees. Concealed knowledge stands distinct and individualized, it is immaterial and rooted knowledge. It is intensely embedded in action, processes, practices, pledge, principles, morals and sentiments (Nonaka et al., 2003).

Research has indicated that implicit knowledge is constantly found in the reasoning cognizance of persons and thus acquired in scenarios of how people learn together with the method in which experience is gained. Knowledge sharing appears to be the answer required for businesses to guard their distinguished competitive advantage and to generate new openings for exploiting the competence of the organizations in their efforts to attain agility (Reid, 2003).

Amayah (2013) expanded on the exploration commenced by Ardichvili (2008) and affirmed that readiness to which individuals give out unwritten expertise might be stimulated by a numeral antecedents which she denoted as enablers. According to her, these may comprise of organizational culture, social capital, and trust. Employees can offer to give out their tacit knowledge, when there is presence of a warm and positive environment which deemed to be favorable to the giver and also the recipient. In addition to a favorable

culture, tacit knowledge sharing demand high levels of trust within the organization (Amayah, 2013; Ardichvili, 2008).

Further elements contained in the study were societal dealings as well as interchange or the common distribution of knowledge which is believed to be just by those parties participating in this exchange process. According to Amayah (2013), mutual attitudes and morals concerning the sharing of knowledge have to impact the volume of knowledge that is shared.

Welschen et al. (2012) applying self-determination theory additionally examined the purpose of intrinsic motivators associated with knowledge sharing. The study claimed that scholars did not comprehend the full power of diverse forms of incentive as regards to knowledge sharing. Welschen et al. (2012) acknowledged that intrinsic impetus, although being considered to be a possible solid motivational factor, it had earlier been linked with pro-social and charitable behavior, and nevertheless it had not been entirely discovered in the dominion of knowledge sharing.

It is revealed that the organizations that recognize the importance of tacit knowledge and put in place strong and clear goals and intentions around its worth, are four times more likely to bring about predictable programs in place and 15 times more likely to get the advantage of such programs (Trees, 2016).

Though knowledge can be defined in several diverse ways, in simpler terms knowledge management normally denotes how organizations set up their infrastructure to create organizational knowledge, how they retain such knowledge, and how they disseminate the same knowledge. This also includes the organizational disposition to support knowledge related processes. When the employees share tacit knowledge they largely contribute to the organizational knowledge base, state of the art technology and ultimately competitive advantage of their organization (Adenfelt, 2010).

According to Reychav and Weisberg (2010), organizations must recognize the fact that tacit knowledge signifies a treasured intangible asset useful for generating and supporting organizational agility. The aspect of socialization as stated also by SECI model, is a strong enabler for participants of the institute to share subsequently grow their level of tacit knowledge. Eventually, that builds an ironic basis for intellectual capital.

When we look at the external environment, research points that enhanced knowledge permits the organization to make precise decisions, agreeable to the required change in the environment. Such changes may focus on areas like market opportunities, and developing customer needs. Implied knowledge makes it possible for the organization to quickly take cognize of the meaning of her environmental demands. This improved speed in awareness and understanding is a key element in organizational agility. When we view the internal environment, greater knowledge scope is called for which is rich to promote tighter cohesion and coordination across departments, business units and teams in the organizational (Glezer et al., 2012).

For the management to encourage this dispensation of inferred knowledge amid individual workers and business, leadership should be superior to encourage leaders and individual employees develop relationships. Such ties demand an elevated heights of trust for social exchange to take place between the knowledge owner and knowledge receiver. Exceptional quality of leaders and member exchange relationships have been established to bring about the formation of trust and commitment which is vital for agility of any organization (Dirks & Ferrin, 2002).

Effectiveness of organizational agility

The concept of organizational nimbleness, as projected by Sherehiy et al. (2007) is deep-rooted in two formerly established and correlated thoughts. One is business adaptability which is viewed as a reactive aspect and two, is the enterprise flexibility which is a proactive aspect. Consequently, organizational agility embraces how well an organization is capable of detecting ecological variations and reacting enthusiastically to such, by way of re-configuring the grouping and classification of resources, organizational processes and the laid down strategies (Overby et al., 2006).

In addition, Sambamurthy et al. (2003) proposed there are interconnected proportions forming organizational nimbleness. These are; one, that relates to customer responsiveness and this encompasses on maximizing the sentiments of the clients to increase superior market acumen. The second focus looks into stakeholders partnering, which comprises captivating knowledge from various business partners to enrich the firm's response to commercial arena requirements. The third focus is on operational alertness, which consist

of rapid reformatting of processes targeted at taking advantage of vibrant environmental and market state of affairs (Felipe et al., 2016).

Subsequently, resulting from the comprehensive methodology projected by preceding studies notably that of Charbonnier-Voirin (2011), the study hypothesizes organizational agility as a deliberate capability to react to in-house and outside issues which affect the business. This is designed as a means of facilitating more efficient performance, in the peripheral of an exceedingly stormy and intricate environments. This behavior does not merely consist of countering swiftly to change then also the organizational competence to aid anticipate and grab opportunities, specifically through continuous modernization and learning.

Organizational agility has emerged as the new solution (Alzoubi et al., 2011) and truly an indispensable competence (Goldman-Rakic, 1995) besides being a tactical weapon (Almahamid et al., 2010) in handling organizational performance, and how operations are carried out and deal with any unexpected stormy situation. Organizational efforts should focus on ensuring that all agile capabilities are different from those of competitors (Dove, 2001).

Institutional agility ought to be put up on a stretched series of managerial planning to ensure sustainable competitive advantage (Ashrafi et al., 2006). Writings on and importance of organizational agility is emerging to grow (Attafar et al., 2012). As organizations are faced with high competitive economy, the future can only be tied to those who have laid foundations on ways of achieving organizational agility (Khan, 1999).

Organizational agility has proved as the only strategic way for dealing with unanticipated business ups and downs and notably in dealing with threats (Khoramgah, 2012). This is further credited to be a significant competitive factor which is commanding a large portion in the direction of business success (Tallon & Pinsonneault, 2011) that is permitting organizations to endure in financial critical moments (Nijssen & Paauwe, 2012.)

Organizational agility has provided first-hand measures designed for assessing how business is performing and providing fresh practices of organizational relations. Organizational agility consist of both the assessment together with utilization of openings for the market to balance (Sambamurthy et al., 2003). Taking advantage of the market situation is extension and modification of the prevailing capabilities, understanding the changing patterns, and having a grip of emergent technologies. The experts embraces optimistic, probable, and immediate returns which are better than the competitor. Accordingly, survey is carrying out tests with new choices, with detached, negative, and undefined returns (March, 1991).

Organizational swiftness is the aptitude to be able to accomplish and put on use the understanding of the acquired competencies commendably, in such a manner that the organization is in a position to flourish in an uninterruptedly shifting and volatile corporate setting. Kassim and Zain (2004) defined swiftness as the propensity of an organization to encounter and become accustomed to expertly in an endlessly changing and erratic trade environs. As we consider the works of Overby et al. (2006), agility is regarded as the potential of corporations having the power to detect environmental change and responding

enthusiastically. Likewise, Nafei (2016) emphasizes that agility is the establishment's capacity to accomplish her set intents, by way of strategically developing of her resources.

Organizational practices known for promoting agility encompass steps taken to environmentally doing a responsive scan, and moreover allotting knowledge and similarly employing insights via learning. These ought to be sustained by accurate workforce communication avenues coupled with vigorous programs geared at training and developing new know-how (Dyer & Shafer, 1998). Such an organization sets platforms where members have the ability of making use of entirely crucial assets designed to cost-effective utilization of opportunities. As they do that, this builds an inspired workforce that is able to see the business go through smooth transformation and retain consistency and promptly embrace changes which results into new prospects (Goldman-Rakic, 1995).

Notable relevance of agility stand out in building value for consumers or else customer fortification. This therefore means that agility focuses on (i) making customers become satisfied, (ii) provision of clarifications and solutions and (iii) guaranteeing the opinion of customers of the value of those suggested answers (Goldman-Rakic, 1995). Generating clients' worth means uninterruptedly providing diverse goods as well as best services that equal the price paid for (Yaghoubi et al., 2011).

Organizational agility as a framework for developing skills

Sherehiy et al. (2007) root their concept of organizational agility in a twofold earlier established and interrelated notions which are organization is in situation to adapt, which is a reactive aspect and business ability to be flexible, which is seen as a proactive feature.

Organizational agility incorporates organizational fitness of identifying variations in the environment and countering ardently. Further, it is how institutional assets are re-configured, the manner in which processes and approaches are projected (Overby et al., 2006). In addition, research by Sambamurthy et al. 2003) suggested that are threefold unified scopes that form organizational suppleness.

These elements are first, customer agility, which according to the study take account of leveraging the views of members as a way of expanding and enhancing marketplace acumen. Secondly, agility that brings about partnership, which encompasses captivating understanding from the divergent business associates to enrich the organization's reaction to business place requirements.

Thirdly, operative agility, which demands swift process remodeling to take advantage of vigorous ecological and market conditions as pointed out by (Felipe et al., 2016).

According to studies done by Charbonnier-Voirin (2011), organizational agility is the establishment's thoughtful responsive capability focused at permitting further efficient behavior, within extremely tempestuous and multifaceted working environments. This behavior does not merely comprise of responding speedily to change but correspondingly to the organization's ability to get ahead and take hold of opportunities, particularly by way of being innovative and becoming a learning institution. Agility according to the two researchers meant the action taken to support tacit knowledge sharing. It also indicated ways of how to salvage that knowledge so that the essence of speed, flexibility, innovation and being proactive can be realized.

This study links very closely to research being carried out because the focus is on quality of service given to members of National Hospital Insurance Fund (NHIF), how quickly problems are being solved. Most importantly this study is a true reflection of NHIF as the organization endeavors to enroll all her members for outpatient services.

Elements of agility in respect to this study

To understand agility, it is important to look at some of the elements that explain agility. This may be expressed in terms of how responsible an organization is. This is being able to identify the need for change, and take action. Agility looks at the level of competency which implies the capacity in attaining purposes commendably and proficiently while observing suppleness or adaptability which comprises of a capability to perform various processes and apply various facilities to accomplish the same objectives and lastly the speed or pace denoting the capacity to complete organization's activity with the uppermost imaginable speed (Winby & Worley, 2014).

Biech (2014) expounded nimbleness as a way of ensuring competence in which enterprises react to constant adjustments by unswervingly adapting. This practice of constantly becoming accustomed to changes in the surroundings brings about incredible outcomes in making an effort of altering the whole business gradually without recognizing that change is taking place. Agility is the underlying forces of proficiency of a firm scheming and diagnosing the reason to transform starting from inside then reaching to outside sources (Worley & Lawler, 2010).

The agility of the organization holds when a business effectively manages to perceive need for change, is aware of the nature of change required, and is able to successfully handle that change around it. Agility sees change as open-ended process where all parties are involved. It is a continuing process that is drastic, multifaceted, individualistic, and always continuous. Therefore, change management is benchmark as well as a monitor for organizations to become more agile so as to attain the agreed objectives (Scandura & Williams, 2013).

Agility can be attained if the organizational systems are anchored on knowledge strategy, and that there is a capacity and the will-power, or an open mind, which embraces flexibility. An agile organization gets together people, processes, and systems. Agility exhibits the organization's mission and strategies both to the insiders and outsiders. Organizational agility is a critical capability for any organization facing continuous change and increased rivalry. Agility will enable an organization to build into daily practices of employees. This is the capability to quickly spot the issues affecting the industry and how firms reciprocate to changing situations as brought about by those emerging issues. Agility gives an advantage to an organization to seize emerging opportunities (Davis, 2009).

The study attempted to establish the influence of knowledge centered culture on organizational agility and mediating role of tacit knowledge sharing with a particular interest within the health insurance in Kenya. This was brought about by examining five variables namely; participation, knowledge *ba*, motivation, trust and time.

The Kenyan health insurance market has been on the limelight as the demand for quality healthcare is the cry for every Kenyan. The health insurance sector is volatile and there are many changes affecting the environment. The state of health in Kenya as shown by population growth shows that as a country, we are yet to fully realize the Vision 2030 goals as well as Sustainable Development Goals (SDGs). Though remarkable milestones have been achieved, there is still need to create synergies with all actors if the country is to attain universal health coverage. There is need for the players to develop a knowledge strategy to overcome the challenges.

The concern of this study was that: - first, a knowledge-centered culture is critical for an organization to remain agile. Secondly, knowledge-centered culture is significant in coming up with mechanisms of how to tap existing tacit knowledge. Thirdly, lack of tapping into tacit knowledge can negatively affect organizational agility. These lead to two research questions. Does the Fund embrace a knowledge centered culture? Are there mechanisms put in place to tap tacit knowledge at NHIF?

1.1.2 An overview of the Fund

This unique health insurer was established in 1966 under CAP 255 of the Laws of Kenya. The mandate to manage it was vested on an Advisory Council appointed by the Health Minister. Worth noting is that the institution is among the ancient government insurance scheme in Africa. Being the sole supplier of health provider in the country, Fund's obligation remains to offer superior services which are accessible in addition to reasonably priced health care for all Kenyans.

The insurer through her Customer Charter, has made a pledge to her customers that customers will be treated with courtesy and respect; uphold professionalism in serving her customers; provide quality service; will be accessible to her customers; provide accurate, relevant, timely and clear information; will do monitoring and evaluation of customer satisfaction levels; will handle all customer information with utmost confidentiality; and uphold ethics in a corruption free environment.

According to the NHIF Strategic Plan of year 2014 to year 2018, the paramount attention is to achieve ways of expanding health cover among those who are in informal employment together with the inclusion of needy population in the systems via support of government. There has also been a forward push for stakeholders' engagement, public and private partnerships which are aimed at strengthening the customer – client relationship. The strategic objectives are to ensure implementation of programs and initiatives in the strategic plan which focus on customer satisfaction. The mandate of NHIF is to effectively and efficiently register members, collect contributions and pay out benefits; enhance the Fund's quality management systems; discreetly manage resources; develop and maintain strong customer relationships and develop and retain relevant competencies.

Unlike other medical insurance covers, to be a member of National Hospital Insurance Fund is mandatory to every employed person. The amounts to be deducted are guided on a step up scale according to income earned by each worker. This is deducted automatically through payroll the lowest being Kenya Shillings (KES) 150 and highest KES 1700. For those who are not engaged by any employer and other casual personnel, membership is contributory (voluntary) and available at a static premium rate of KES 500 each month as

from April, 2015. Population totaling 4.5 million people (11% of the Kenyan population) has been attained both among those in employment and those doing their own businesses.

According to Health Sector Monitoring and Evaluation Framework (July 2014- June 2018) there was need for providing a harmonized health sector, monitoring and evaluation system that aims at improving efficiency, knowledge sharing, enhancing transparency and increased accountability and more importantly to attain the uppermost likely standards of health in a way which is responsive to the requirements of the people.

The contextual argument of this study was that all organizations have a strong need to achieve heights of effectiveness. A knowledge-centered culture and means of sharing implicit knowledge should be anchored within the vision and more so in the mission of the organization. Dissemination of implicit knowledge ought to be the norm of the business as it triggers organizational agility. This study acknowledges the government's stand and assurance of all Kenyans to have a medical cover by the year 2030. A lot of pressure has been mounted on public service to perform to the ultimate satisfaction of the customer.

It is imperative to point out that NHIF was regarded as a critical organization which is mandated to provide health services for all Kenyans. This study aimed at finding out how the organization is currently positioned in terms of knowledge-centered culture and efforts of sharing tacit knowledge in order to achieve her agility.

Previous studies carried out in African countries pointed that knowledge centered culture has been tested using known parameters like trust and little research is known in developing countries. A serious gap in tacit knowledge sharing especially in public institutions was clearly established. Some of these studies are discussed here below.

1.1.3 Knowledge sharing and retention research

A research by Martins (2010) on efforts of establishing the knowledge sharing and retention strategies in organizations, found out that the organizational and behavioral factors that could improve how knowledge is retained in South Africa was hindered by obstruction on tacit knowledge retention which was brought about by enormous loss of knowledge. This was due to organizations carrying out downsizing exercises where knowledgeable employees leave the organizations. Retirements of staff and high rates of employee turnover were also seen to trigger loss of organizational knowledge. The outcomes of his work revealed existence of a direct correlation amid the retention of knowledge and implementation of strategy.

The examination results correspondingly acknowledged elements within the individuals, clusters and institution that impact tacit knowledge preservation in the innovation in addition to production stages. He endorsed a prototypical that may perhaps help establishments in determining the degree towards which knowledge is reserved and areas to emphasis while mounting up and coming up with a knowledge retention approach (Martins, 2010).

Wang and Hou (2015) in their research likewise expressed that equally intrinsic and extrinsic recompenses has a constructive effect on knowledge sharing activities. He urged those in management to take time to understand these motivational factors as they have a role to play among the persons who engage in tacit knowledge sharing.

Other related studies have found that an organization can engage in knowledge sharing by learning from her past experience. The layout of the organizational structure may enhance or inhibit knowledge flow. A flat organizational structure which is transparent and less rigid will enable knowledge flow. If the leadership supports the knowledge strategy and it is committed to provide a room for individuals to give out what they know best. Level of trust, rewards coupled with recognition of those who share knowledge are components of tacit knowledge activities. How the process of technology is set up and linked to human resources policies and communication channels altogether bring and build a intertwined networks all contributing to success of knowledge sharing (Ahmadi et al., 2011).

Knowledge sharing behavior is also associated with an organizational culture which portrays traits of involving employees where there is consistency on nurturing organizational knowledge and creating a leeway for adaptability. The organizational mission must embrace all efforts of knowledge sharing as the findings indicated that if these qualities were developed, they could increase the organizational culture in respect to how sharing of knowledge is done (Pool et al., 2014).

The literature ascertains several elements of knowledge sharing as stated by Gross and Kluge (2014) who instituted that intentions, communication inside the organization, and social connections all together affect positively the behavior of sharing knowledge.

The level of how workers are prepared to share their tacit knowledge is connected on how such knowledge is used and preference given to tools for giving out such (Schwaer et al.,2012). Snyder and Lee-Partridge (2013) scrutinized adoptions for knowledge sharing and posited that direct communication, use of phone, besides electronic message exchange as desired ways and means where active tacit knowledge sharing takes place.

1.1.4 Knowledge management and organizational agility research

Runyenje and Kemoni (2012) researched to examine by what method managing knowledge may possibly be harnessed in order to improve how services are delivered. He wanted to come up with a best knowledge management framework. His findings established that though efforts to manage knowledge can be seen, knowledge was not harnessed appropriately for service delivery. He observed that there is need to mechanize ways of tapping into tacit knowledge, have a codified system which is fully digitized for easy sharing. He also noted that there is need to create avenues on how to access that knowledge and develop preservation strategies. He pointed out further research to be carried out on knowledge management frameworks and models.

Glassop (2002) argued that agile organizations are known for their predisposition for team formation whose objective is to boost knowledge sharing amongst the members of the team. Team-building pillar is linked to innovativeness and vision sharing. This is an aspect

of shared-parity which is a true representation of an organizational leadership mindset. The benefits of groups as a way of realizing superior value in addition to added artistic solutions to problems and situations cannot be underestimated in an agile organization.

A research by Chua and Heng (2010) indicated that communication and cooperation are elements that stimulate an acceptable climate of knowledge management which eventually encourage organizational performance greatly. Secondly, a way of life that exhibit enhanced knowledge management is seen to nurture shared environments through a positioning in the direction of team work. Moreover, a proper way for accessing customer knowledge of products and service is through a social interaction that brings together organizational employees with potential customers.

Lastly, the study established that knowledge administration is at present viewed as a philosophy which is undergoing significant evolution. An exploration to understand how an organization performs using an empirical viewpoint is critical. Empirically demonstrating the relationship between organization's cultures, the way knowledge is being managed and other organizational performance parameters would remarkable.

1.2 Problem statement

This study has drawn its problem statement by enlightening the reader why the study has focused on knowledge centered culture, tacit knowledge sharing and organizational agility and with particular focus on NHIF.

This institution under study is contextually appropriate for research because it has been mandated by the Health Ministry of the Kenyan government to implement the Universal Health Coverage to all Kenyans by 2030. This huge mandate generated controversy among stakeholders which ranged from corruption allegations, mismanagement, poor capacity, i.e. in-efficiency, weak governance, and poor accountability mechanism. Stakeholders doubted the NHIF capacity to deliver Universal Health Care. The report however concluded by recommending retention of NHIF citing that the success of policy and institutional reform lies not in abandoning local institutions but in strengthening them (World Bank Group report 2015).

Individual members aired concerns of having difficulties in understanding the packages offered to them by the insurer. Among them cited problems in accessing benefits. A massive move of skilled officers has been experienced where they opted to leave Fund for other organizations. Reluctancy to share vital information within and outside has been dominant. This research therefore endeavors to establish how NHIF is positioned to handle this huge task while focusing on three perspectives namely: knowledge centered culture, organizational agility and how tacit knowledge sharing can affect the two.

Conceptual gaps in support of the problem statement

A study by Peralta and Saldanha (2014) on knowledge centered culture and knowledge sharing with mediator role of trust recognized that knowledge-centered culture is a concrete podium to salvage organizational tacit knowledge which has been proven to contribute significantly to an organizational agility in persons with great levels of trust inclination. The study quantified knowledge sharing as per a single variable and in a single direction. There is need to measure knowledge-centered culture using a mediating role of tacit knowledge sharing and at the same time measure it in two directions.

Mehrabi et al. (2013) in their study on scrutinizing the degree of organizational agility from workers' viewpoint established that every business must design itself so agile that it can respond to the set of internal and external forces. They found out that organizational agility is a new pattern designed for boosting healthy competitive enterprises. Their study suggested organizations need to empower their employees and promote their delegation skills for moving toward agility. They recommended further research on employees' participation in the processes of making decisions as a way of boosting firm's agility.

Research has shown that knowledge hoarding culture has ruined knowledge sharing behavior and knowledge workers who exit employment devoid of sharing their tacit knowledge generate a gap in knowledge inside that entity. Therefore, efforts of such an organization becoming agile are slim. It is therefore critical for organizations to develop and hold dear a knowledge-centered culture in order to avert the loss of experiential knowledge held by key workers in the organization (Welschen et al., 2012).

According to Asrar-ul-Haq and Anwar (2016), management of knowledge and sharing knowledge have drawn remarkable attention and attraction for researchers and specialists. In their study, they underlined a conceptual gap in literature about knowledge-sharing practices among nations that are unindustrialized. Their study findings indicated that the literature accessible largely focused on practices about handling knowledge in relation to results of different related jobs. There was however deficiency in its creation, arrangement, and application. In view of the analysis and the study recommendations, it is apparent that how knowledge is managed and shared are the utmost important areas for future research and more so in developing countries.

Organizations are realizing the significance in establishing a knowledge-centered culture as it has become a benchmark in determining their agility. Competitive organizations are now directing their efforts on best ways of tapping tacit knowledge that exists in the organization. Attainment of organizational agility demands advanced mechanisms of how people can be connected to organizational processes, and technology through a well-built knowledge culture. As documented by Witherspoon et al. (2013), knowledge apportionment presently is being celebrated as solid block for building a successful enterprise. It is imperative to understand that it is impossible for one to give out what he/she knows and values in the absence of an environment that permits knowledge to take place freely.

Knowledge centered culture is being embraced to be a strategy aimed at giving a continued existence to many businesses. Although knowledge management has shown extensive discussion by several academics and practitioners, this study found relatively little

information on how to establish a knowledge centered culture, how to come up with appealing methods of embracing such a culture and how to utilize a knowledge centered culture in the public sector in Kenya for quality service delivery (David, 2017).

This study established a problem when knowledge-centered culture was viewed with known parameters only. The study established a need to include new parameters like knowledge *ba* as a measure of knowledge-centered culture and organization's swiftness. Several scholarly works on tacit knowledge sharing and organization becoming agile prove to be well researched in industrialized nations like Canada and China but apparently very minimal studies point to developing countries like Kenya on the same areas. The studies discussed here below point out these gaps clearly (David, 2017).

With the increasing concern of the Kenyan Government to enroll all Kenyans into the National Hospital Insurance Scheme, and particularly the National Outpatient Scheme, it was critically important to establish substantial influence of knowledge-centered culture on organizational agility in to addition how tacit knowledge mediated the relationship within NHIF and its stakeholders. This appeared to be a rich area to study as it was relevant and had applicability to other businesses especially service industries and more so government ministries.

1.3 Study objectives

1.3.1 General objective

Overall, the purpose was examining influence of knowledge centered culture on organizational agility and how tacit knowledge sharing mediates this relationship.

1.3.2 Specific objectives

Precisely, study purposed:-

- i) To determine the effect of participation in tacit knowledge activities on organizational agility.
- ii) To determine the effect of knowledge *ba* for tacit knowledge sharing on organizational agility.
- iii) To assess the effect of motivation for tacit knowledge sharing on organizational agility.
- iv) To determine the influence of trust on organizational agility.
- v) To determine the effect of time constraints for tacit knowledge sharing on organizational agility.
- vi) To examine the mediating role of tacit knowledge sharing on the relationship between knowledge centered culture and organizational agility.

1.4 Research Hypothesis

This study developed eight hypotheses which outline how the conceptual framework looks like. Knowledge-centered culture is the independent variable and is represented by five items namely: participation, knowledge *ba*, motivation, trust and time. Tacit knowledge sharing is the mediator variable and organizational agility is the dependent variable. These hypotheses are stated here below:-

- H₁: Organization's knowledge-centered culture has no significant influence on organizational agility.
- H_{1a}: Participation in tacit knowledge activities has no significant effect on organizational agility.
- H_{1b}: Existence of a knowledge *ba* for tacit knowledge sharing has no significant effect on organizational agility.
- H_{1c}: Motivation for staff to share tacit knowledge has no significant effect on organizational agility.
- H_{1d}: The level of trust with relation to tacit knowledge sharing does not have a significant effect on organizational agility.
- H_{1e}: Time constraints for tacit knowledge sharing does not have a significant effect on organizational agility.
- H₂: Knowledge-centered culture does not have a significant influence on tacit knowledge sharing.
- H₃: Tacit knowledge sharing does not have a significant mediating role on the relationship between knowledge-centered culture and organizational agility.

1.5 Significance of the study

The purpose of the research was to establish influence of knowledge-centered culture on organizational agility with the mediating role of tacit knowledge sharing at National Hospital Insurance Fund. The study had eight hypotheses which translated into two broad research objectives and the same formed the research questionnaires.

Benefit to NHIF. This work will enable NHIF towards discovering the areas of divergence in reference to tacit knowledge involvement inside organization and additionally with external stakeholders. It is expected that the findings will enable NHIF management appreciate the relevance of sharing knowledge as the engine to achieving business objectives and remaining agile. NHIF will realize the urgent need to lay a knowledge *ba* for tacit knowledge sharing so as to achieve agility in the twenty first century.

Benefit to other organizations. Different organizations can use the same information to attain the full benefits of knowledge sharing at organizational level. Findings of this study may be a wake-up call to many organizations to look for better ways to embrace knowledge sharing in the organization. It is expected that the variables used in this scholarly work may possibly benefit organizations particularly service delivery organizations to improve and bring together their tacit sharing platforms.

Benefit to academic institutions. The findings can be used by other academic institutions as a challenge for further research. The study results could add value to the body of knowledge management and particularly relevance of knowledge-centered culture besides its effect on organizational agility while mediated by tacit knowledge sharing. The findings will probe further research especially to other organizations that desire to increase their accomplishment by bringing on board initiatives that trigger sharing of implicit knowledge so as to reserve organizational knowledge base.

Benefit to policy makers. As the strategy specialists contemplate the reliability of scholars and scholarly outputs while making credible policy decisions, the findings can be used by policy makers to come up with strategies of establishing a more coherent knowledge-centered culture which inspires workers to share their tacit knowledge at the workplace. Policy makers can embrace the use of mentorship programs, simulation and use of face – to- face interactions as a means of stimulating movement of tacit knowledge sharing at the organizational level. Training providers can make use of group discussions and formation of teams as a way of formulating short-term strategies of knowledge-sharing methodologies. Different insurance industries may aspire to combine some of the outcomes of the researched work like the use of websites and social platforms to enhance members’ understanding of their products, give suggestions and get feedback.

Benefit to other researchers. A research project often terminates in publication or dissemination of the findings and this gives an opportunity to pass on the potential benefits of research to colleagues, practitioners and the wider community through academic publications and conference presentations. The results of this assessment will stand to be of importance to new scholars because they will be able to appreciate the great role that a knowledge centered culture plays in an organization in facilitating the smooth flow of tacit knowledge among the individual employees, teams and departments. This knowledge assists in building a strong organizational knowledge block which facilitates the organization to achieve its set objectives thus remaining agile. The established research gaps will be useful to other researchers in building the body of research.

1.6 Limitations of the study

This work targeted active members who contribute to NHIF and this limited contribution to knowledge from non-members. National outpatient scheme was fairly new since it took effect on July 2015 and thus majority of members were not fully aware of how it was working or even its existence. The study was limited to aspect of knowledge centered culture, tacit knowledge sharing and organizational agility only. This was a challenge as not everyone had the knowledge of the study content.

1.7 Study delimitation

The success of this work was realized as a result of reachable respondents, as these were active members who contributed to NHIF. The respondents were categorized into three categories namely: those who contributed as employees of NHIF, those who contributed as employees of other employers and those who contributed voluntary as an individual or as an informal group. The study selected this kind of respondents as the issues being discussed had a lot to do with them as they are the main stakeholders of NHIF and as such, NHIF products, processes, policies, leadership, environment, culture and decisions affect them. This study therefore seemed to be of great interest amongst all the members who contribute to NHIF thus the response was very positive.

1.8 Study assumptions

This research made an assumption that not everyone who was included in the study had enough knowledge to read and write hence assistance was provided to ensure unbiased response. The study also assumed there was equal treatment for all members represented under the scheme irrespective of whether in formal or informal sector for purposes of generalizing the findings found in this assessment.

1.9 Scope of the study

The research targeted unit of analysis and observation from registered active individuals with relevant knowledge of NHIF products by virtue of being contributors to the scheme. The study covered two zones: Kajiad, Nairobi areas. These areas were carefully chosen based on proximity, availability of NHIF offices, several employers and huge enrollment of self-employed members. This study was conducted between the month of January, 2019 and February, 2019. The study involved only those active principal members who contribute to NHIF either through their statutory monthly deductions or through voluntary self-contribution.

1.10 Operational definition of terms

Knowledge. Is an unsolidified mixture of enclosed experience, standards, related information, and skilled acumens that contribute backgrounds designed for assessing and integrating fresh capabilities plus statistics (Davenport & Prusak, 1998). As it is documented, knowledge is vested inside the handler (Linden et al., 2007).

Knowledge management. Lastres (2011) gave a distinct definition of knowledge management as the anchorage or rather getting hold of the establishments' combined intelligence (know-how) by crafting systems and processes to aid and expedite the documentation, detention, distribution and consumption of the firm's knowledge to meet its corporate objective.

Knowledge-based culture. Knowledge viewpoint is a system of company philosophy which pools together fundamentals of personal, group of persons and macro-industry beliefs to expedite a mindful administration of the whole knowledge management process. It is about making knowledge sharing the norm (Ajmal et al., 2010).

Sharing culture. Is termed to be a stout societal network inside the business operating spheres, specially a knowledge network, where entities are eager to share knowledge with each other (Lin et al., 2012). This study holds that knowledge centered culture can give relief to organizational leaders who struggle with strategies on exactly how to tie together and diffuse the critical aspects of human capital such as those possessed by baby boomers seen in terms of tacit knowledge, specific skills, and experience to those who are newly employed and less experienced. Where this is done as a norm, there is a continued efficiency of organizational operations which translates to organizational agility (Pollack, 2012).

Knowledge sharing. Partaking of knowledge remains a deliberate function of availing knowledge to other members of the business (Ipe, 2003). Knowledge management enablers includes instruments and functional environments that are accountable for the victory of knowledge management inventiveness in an institution. They comprise aspects such as governance, strategy, culture technology as well as persons (Yang et al., 2009). Knowledge sharing instruments denote the formal and informal means for sharing construing and assimilating knowledge rooted in people and groups that benefit in the performance of assigned responsibilities (Boh, 2007).

Knowledge *ba*. This is the cybernetic space of contact, physical or mental. *Ba* denotes a platform for knowledge creation and sharing. It is a shared context in which knowledge is shared, produced and applied. *Ba* offers the vigor, quality and place to execute the individual conversions and to travel alongside the knowledge spiral. This is seen to contribute significantly to a culture of knowledge and similarly to organizational agility by creating the right atmosphere and opportunities of face-to-face exchanges where persons can share their experiences, mental models and feelings (Nonaka, 2000).

Tacit knowledge. Implied knowledge notably is best associated with the renowned quote from Polanyi: “We know more than we can tell” (Polanyi, 1966). Unspoken knowledge is purely personal, it’s recognized to be undocumented knowledge. Research identifies it as context-sensitive. It is characterized by its dynamics in creation process and how it is derived. It is highly internalized in addition to experience-based. Often this valued asset is residing in the human mind, a person’s behaviour and the way they perceive things (Duffy, 2000). Tacit knowledge requires a supportive podium comparable positive culture, social networks, level of trust among workforces, and motivational echelons to flourish. It is the combined tacit knowledge of the business that is almost impossible to be copied by any competitor that gives an organization the competitive edge.

Trust. Personnel can sometimes be unwilling to share their thoughts with their coworkers. This takes place in an exceedingly innovative arenas, where every piece of ideal an employee holds is deemed to be of great value to the organization. Coming up with an innovative notion or even tactic in the business environment can be particularly rewarding both business-wise and professionally. Consequently, workers in such fields repeatedly

have problems of sharing their ideas with their coworkers for competitive motives. When a working environment builds trust, it becomes a nontoxic sharing environment that can permit individuals to assist one another in attaining the personal, team as well as corporate goals by trusting each one's potentials and action (Susanty et al., 2012).

Socialization. In the process of socialization, silent knowledge is changed into fresh inferred knowledge. Distribution and procuring this new tacit knowledge is made possible by sharing experiences face-to-face and it calls for mutual trust. Through this transfer, everyone receives understanding differently based on their prior knowledge and experiences (Nonaka, 1991).

Organizational commitment. As explained by Coombs (2010), it is the degree to which a worker's experiences a sense of cohesion with his/her employer. It shows employees' state of obligation to continue working with that organization. Related aspects include devotion, conviction, work-life strategies, justice in handling procedures and development of career paths. All these contribute to a possible effect that may bring about an obstruction to members' commitment to the organization.

Organizational agility. Kidd and Veale (1998) posits that nimble businesses are swift, attuned and smart enterprises which are capable to overcoming unanticipated occurrences, prospects and costumers requirements. Agility means sensing the need for change, acting swiftly towards that change. It is about meeting the ever-changing needs of the customers and showing them a degree of accountability. Being efficient and effective in handling their needs. It is being customer centric by managing both internal and external environments.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Section presented here take account of conceptual framework that theorizes knowledge-centered culture and organizational agility with the mediating role of tacit knowledge sharing. The chapter also gives cognition of assessment and existence of literature on knowledge centered culture, tacit knowledge sharing and their association with improving organizational responsiveness to agility.

2.1 Knowledge centered culture as a strategy

This chapter further aimed at introducing knowledge centered culture as strongly anchored in strategic management. The relationship of knowledge centered culture as a strategy in achieving organizational agility which is mediated by tacit knowledge sharing gives a better view of organizational agility as demanded by vibrant internal and external forces. Strategy as understood in this research connotes plans of action that organizations can use as way of attaining organizational goals and objectives both long-term and short-term. This ultimately leads to improved long-term performance of the organization.

Strategies as known to many strategists are as a result of strategic thinking and operationalization of key variables through a convergent and analytical planning. Consequently, this research acknowledges that quality of knowledge used in any strategy would substantially improve the formulation of the strategy and on the other hand, bring to a reduction in the duration of implementing such a strategy. Formulating and implementing strategy should be valued as a continuous process of learning and the quality

of strategy depends on learning mechanisms of the organization thus this study emphasis strongly on a culture where knowledge flow is key both within and outside.

The study takes cognizance that management functions are key for any strategy to be fulfilled hence part of the management mandate is about motivation, coordination, control and evaluation. Worth noting is that strategies are intuitive or empirical implying that they are not outlined in a written form and as such, stakeholders impact the implementation of the any valuable strategies as per the laid down objectives. This calls for a thorough understanding of both tangible and intangible assets for an organization to attain future success. Both formal and informal techniques of strategic management should be put into consideration in using specific tools to ensure organizational survival (Analoui & Karami, 2003).

2.2 Theoretical relevance

This study is premised on the strategy process where mainly the aim is to advance a holistic theory regarding the implementation of knowledge strategies which brings about organizational agility. More precisely, the study seek to clearly integrate selected knowledge centered culture factors to better conceptualize the organizational agility. The study further purposes to drive our understanding on tacit knowledge and the enormous its advantages more so when combined with the selected factors of knowledge centered culture in achieving organizational agility. The study will work towards achieving an integrated conceptual framework for strategic management.

2.3 Review of theoretical literature

There are many theories and models that are generally accepted in explaining knowledge-centered culture, dissemination of implied knowledge and organization's nimbleness. This research drew from resource-based view and the SECI model which was used in helping to understand continuation progression of interactions between implied and plain knowledge and most importantly the method of diffusing it. Self-determination theory was also used to support the motivation behind employees sharing their knowledge. These three put together, will help the reader understand the influences of a knowledge-centered culture and organizational agility and the mediating role of tacit knowledge sharing.

2.3.1 Theory of resource based

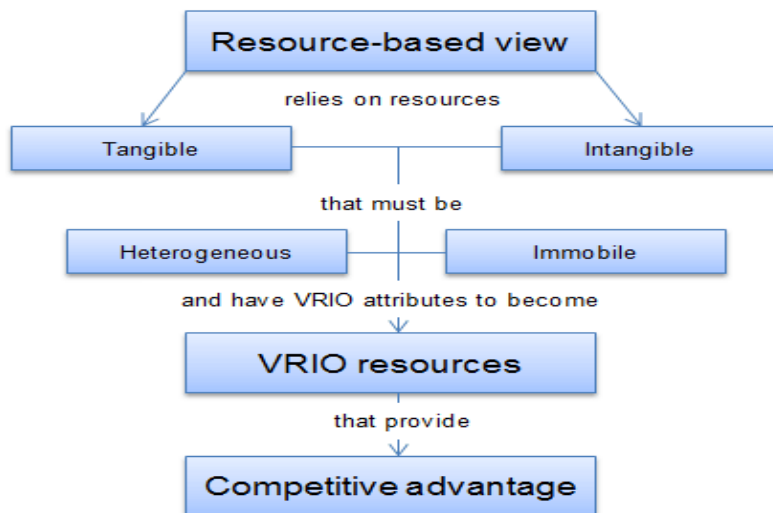
This theory is aimed at developing capability; so as to achieve strategic balance between resources and opportunities and obtain value addition from the effective deployment of resources (Barney, 1991). In this theory, firms are viewed as a set of intangible and tangible resources and capabilities necessary for product or market competition (Kamoche, 1996). This study viewed tacit knowledge as one of the major organizational capabilities which is distributed everywhere in the organization. There is need therefore for a platform to anchor this knowledge for it to be resourceful in the organization and to do this, the VRIO framework was considered alongside the resource based view for the reader to understand how critical it is for an organization to salvage the tacit knowledge.

Understanding when the resource is a competitive advantage using VRIO framework

The VRIO framework below shows when a resource is termed as of value to being a viable gain.

Figure 2.1

VRIO Framework



Source: (Barney, 1995)

This study underpins tacit knowledge as a resourceful asset within an organization based on the four explanations of a valuable asset according to the VRIO examination. Resource suits to be in competitive category, when it acquires value, in addition to be rare and as such, the obligation of business is to establish methodologies of capturing such worth. Resources or capabilities that meet the entire four prerequisites are capable of triggering continuous advantageous competitive position on behalf of the organization (Barney, 1995).

Valuable resource

Framework recognizes a resource as resourceful to the organization if the resources add value through empowering the organization to pursue her opportunities or counter threats

posed to her by the competitors or the external environment. If the organization can answer yes to the above, thence the resource is deemed valuable. An organizational resource carries importance once it supports the organization upsurge envisioned client's value. An organization can achieve this by increasing differentiation and if need be by decreasing the product price or that of service offered. Organizational resources which fail to satisfy these parameters automatically lead an organization to competitive disadvantage. Organizations should thus relentlessly examine the worthiness of the resources at its disposal. This is basically owing to continuity of dynamic in-house or else outside settings that can diminish the value of resources, render them useless and this is a great disadvantage to the organization (Barney, 1995).

Rare resource

These are organizational resources acquirable by one or very few firms. A combination of both rare and valuable resources afford provisional or temporally competitive advantage to the organization. In contrast, where more than few organizations possess the similar resources like you have or use their capabilities in the similar manner, they can be termed to lead to competitive parity since these organizations can use indistinguishable resources in strategy implementation with neither achieving superior performance over the other. Albeit competitive parity being often undesirable, organizations should nevertheless retain valuable resources as they are crucial for remaining in the market. This would also in long run affect the agility of the organization (Barney, 1995).

A resource which is costly to imitate

Resources are termed as costly to replicate where other corporations in deficient of such possessions stand no chance in imitating them. At the same time the competitors cannot

purchase it or replace them at a reasonable price. Research has shown that the level of imitation occurs in two ways. One, by rival organizations being able to directly imitate or rather duplicate the resource; and two, by provision of the similar products and services or simply by the state of substituting. An organization is known to have a valuable resource when it is has value, it is exceptional besides being considerably pricy to emulate. Such resource will aid the organization in achieving continued economic benefit (Barney, 1995).

Barney endorsed various limiting factors why imitation of resources is made difficult:

First, when a resource has historical conditions; developed as a consequence of past occasions or over lengthy time periods and usually expensive to be imitated. Secondly, when a resource has a causal ambiguity thus organizations cannot ascertain the exact resource that constitute the chief cause of the advantage. And thirdly, when we consider a resource in terms of its social complexity implying those based on organizational culture or inter-personal interactions (Barney, 1995).

Unification of value capturing

Organizational assets by themselves conveys no gain to the organization if they are never structured in a manner that will capture the value that it possesses. Organizations should organize their management structures, the procedures used, the strategies, to enable them to attain the potential of her valuable resources in a particular manner to ensure that those possessions remain uncommon and highly expensive for reproduction plus that they have significant aptitudes imperative to achieve persistent benefit as well as remain agile (Dosi et al., 2000).

Organizations can easily purchase tangible resources in the market thus making such infrequently advantageous a competitive source. Conversely, immaterial resources, notably trademarked reputation which an organization has built over time, her trademarks, her inimitable training systems or uniqueness in executing organizational tasks, may not be easily aped and therefore present fruits of continual economic benefit. Consequently, intangible assets are the chief consideration when an organization seeks valuable, rare and inimitable resources. This is why this study considered tacit knowledge and knowledge-centered culture as valuable intangible resources which can significantly buoy the performance of the organization and thus enabling organizations to remain agile (Barney, 1995).

Finding valuable resources in the organization

Such valuable resources within an organization can be identified through value chains and SWOT analyses. While analyzing benefits of value chain, it is revealed that most undertakings of any worth constituting the cause of cost or else distinction usefulness. The SWOT assessment distinguishes the strong points considered to capitalize on prospects and protect any counter to dangers from the competitors; characteristic of valuable resources. If an organization is struggling in identifying her valuable resources, then the organization can recognize them through these questions (Priem & Butler, 2001).

What undertakings can reduce production costs without reducing opinion regarding consumer importance? What actions can upturn goods and provision of services distinction and alleged value to end users? Has an organization been awarded or recognized for any of its undertakings such as in innovation, as an employer, service provider or exporter? Has

the organization access to scarce raw material within the dispersal passages? Could an institution enjoy extraordinary connections using her providers in a manner that distribution is power-driven via irreplaceable software? Is there a possibility that the enterprise workforce are in possession of matchless abilities in addition competencies? Does the organization boast goodwill for her quality, innovation, customer service? Could it be the corporation outperform her competitors including benchmarking herself? Does the organization possess other strengths unavailable to her competitors? (Barney, 1995).

Finding rare resources in the organization

For an organization to identify her rare resources, the following three questions must be considered. For example: What other organizations possess particular resources or can execute capabilities in a manner similar to your organization? Can the organizational resources be easily acquired by competitors or be purchased by them in the days to come? (Barney, 1995).

Discovering pricey inimitable capabilities in the organization

Additionally, in an attempt to find resources which are costly to imitate, an organization must answer the following five questions: Can the other organizations seamlessly ape a resource that you own? Can rivals effortlessly develop a substitute resource that you have? Are there patents protecting that resource? Are those organizational resources or capabilities socially complex? How difficult is to identify the processes, that constitute to a strength in that organization (Teece, 2013).

Phase two. Finding whether an organization's structures exploit these assets

For organizations to stay strategically positioned to utilize these valuable resources, these questions must be addressed accordingly. One, do the organizations possess proficient strategic management progression? Two, is there presence of operative incentive besides rewarding methods in place to continually inspire clients? Three, does the organization's reward innovative ideas from her clients? Four, Has the organization configuration intended to utilize the valuable wealth to maximum? Five, any trace of effectiveness of managing together with controlling systems in the organization? (Barney, 1995).

Stage three. Protecting those capabilities

After the organization identifies that the resources or capabilities possess, the business must safeguard such through all means as this is the avenue of sustainability to organizational superiority. Foremost, the organization ought to task through the line managers, supervisors and team leaders is to create awareness amongst top management on the resources and propose its modes of utility that can reduce overheads or offer differentiation production of goods and provision of amenities. Further, there is need for the organization to strategize on how to make imitation of the resources costly since where organizations are unable to replicate such capabilities by realistic charges, it would stay rare for longer (Barney, 1995).

Phase Four. Continual appraisal of capabilities

Studies have established that organizational resources change in value over time thereby making it necessary to continuously review them so as to ascertain their value. At the same time, competitors also seek to attain similar advantages and are thus zealous to imitate the resources, making them none the more rare. Over and over again, new VRIO capabilities

should be developed to enable the organization easily and further protect her advantage sources (Barney, 1995).

In conclusion, Barney established that while a resource and capability within an organization is immovable as well as wide-ranging. Not all establishments hold the capacity of sustaining competitive advantages. Based on this purpose, organizations which have capable options of applying the above recommendations position herself in sustaining advantage by the use of assessing these most important resource traits.

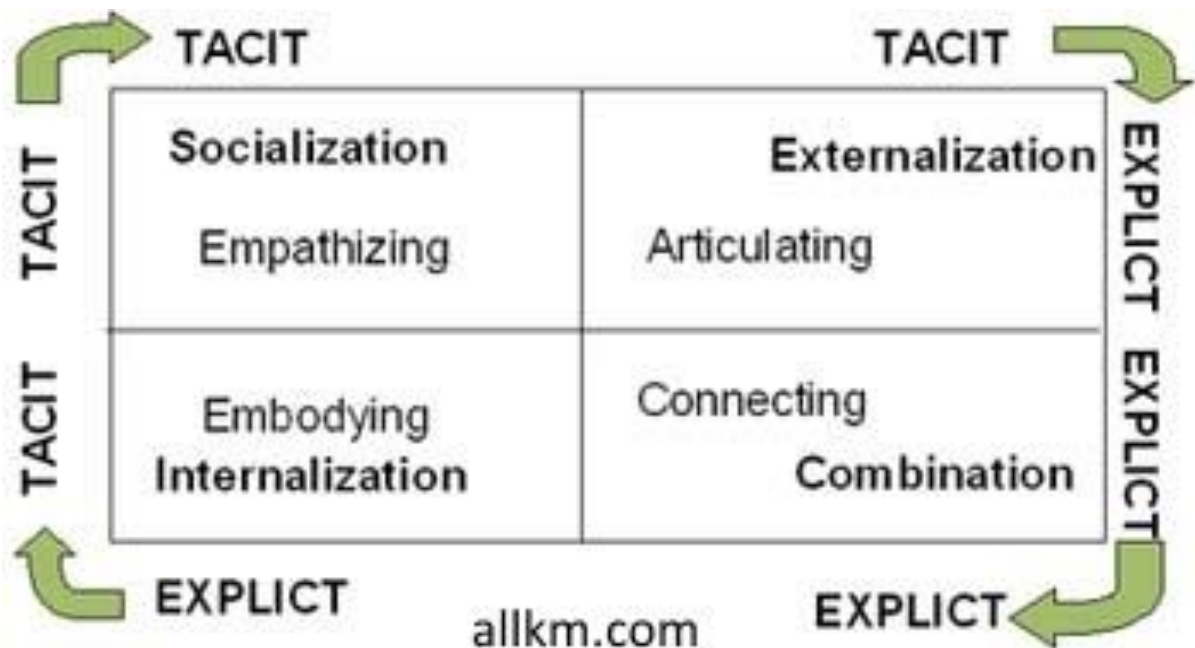
Likewise, the organization must assemble proficiencies in utilization of these resources. More prominently, organizational managers and supervisors have a duty to focusing on features of the accessible assets within their disposal. This serves not merely as a booster to competitive spot but will correspondingly support in developing policies revolving round the competences as well as assets. This would moreover aid in offsetting developing external pressures. In following above discussion, any manager is capable of measuring would-be return generated in exploitation of any obtainable resource and ability amongst the employees (Teece & Pisano, 1997).

2.3.2 SECI Model

The conversion procedure illustrated in this model consists socialization beginning with inferred to unstated; externalization indicating implicit to explicit; combination denoted by explicit to explicit; and lastly internalization marked by open to tacit knowledge (Nonaka & Takuechi, 1995). Nonaka views continuing creation of knowledge as the foundation of uninterrupted invention in addition to a source of unrelenting competitive gain. The SECI model is described in Figure 2.2.

Figure 2.2

SECI model



Source: (Nonaka & Takuechi, 1995)

These four quadrants illustrate how the knowledge moves from externalization, to combination, to internalization and then socialization at the same time also showing how silent knowledge changes to unequivocal knowledge and the other way round. Roy and Sivakumar (2012) studied how organizational performance could be reinforced by obtaining and managing knowledge-based resources in a study whose findings revealed that effective knowledge management encompasses specific demands of balance between strategies on managing knowledge and wavering approaches of creating knowledge. This model enhances communication and brings on the swift adoption of implied knowledge due to increased social appreciation of interpersonal associates. The social modes are interconnected in creating arenas of interface where personalities express their familiarities and implicit knowledge.

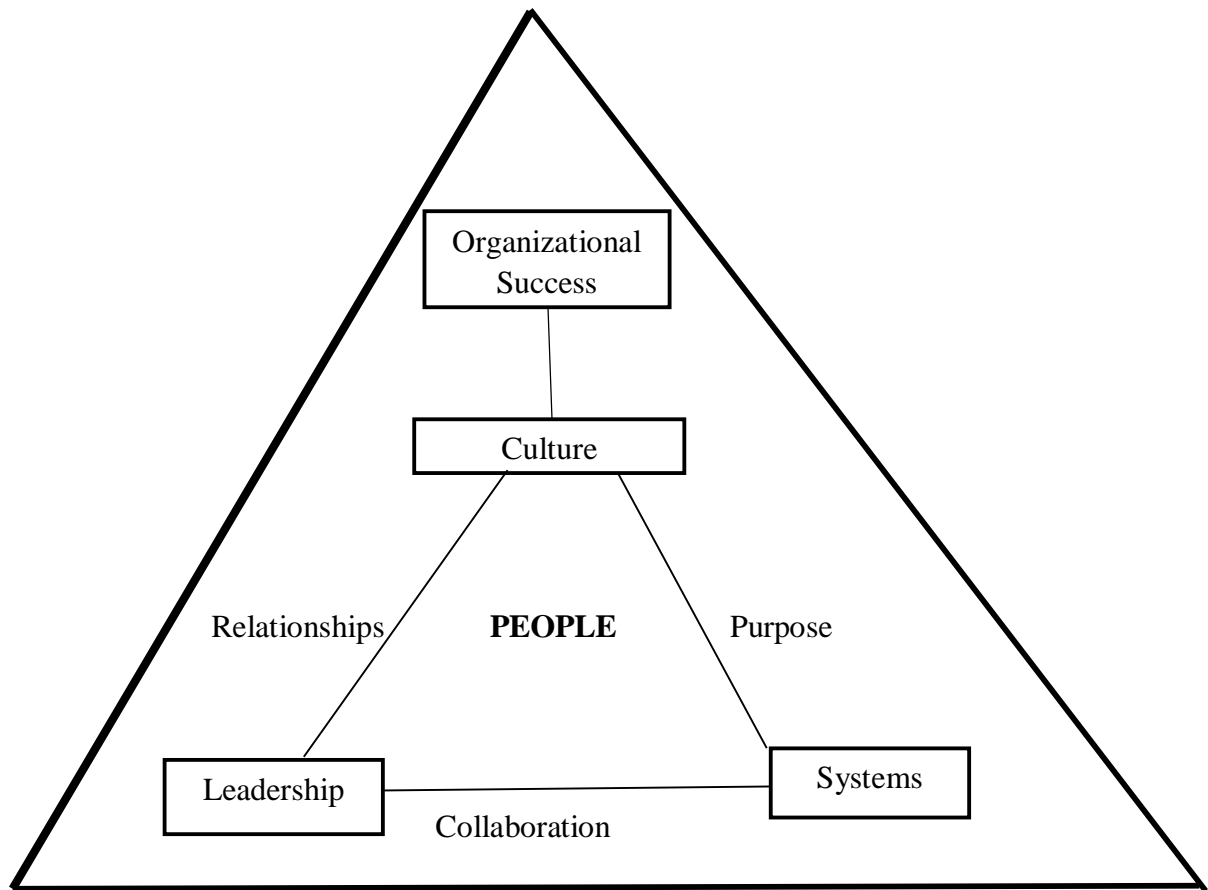
Combination mode comprises many communication channels, comparable direct conversation writing elements and media reports. These are prescribed and methodical languages deriving from a transmittable knowledge making configurations strategies of codification where knowledge is codified and stored in databases for ease of access and utility by individuals within an organization (Turban & Cable, 2001).

Nonaka (2000) delineates knowledge with similarities of vigorous human processes of explaining individual views toward truth and emphasizing interrelationship between knowledge and human action and therefore a foundational basis for the theory of organizational knowledge creation. This model has a lot of weight in this study as knowledge takes place in social exchange and through people, where people have to participate in knowledge exchange. Studies on participation, one of independent variables reveal a significant influence on both tacit knowledge sharing initiatives and organizational agility.

This study expounded the meaning of the organizational agility by discussing the components mentioned in the performance triangle for corporate agility and which reflect all the aspects of a knowledge centered culture and which in the long run enable an organization to utilize her management practices, employees and organizational capabilities to achieve agility and sustain performance.

Figure 23

The performance triangle



Author: *(Herbert & Lucas, 2016)*

Business success - Accomplishment is at the top signifying critical tenacity of management. Effective organizations are able to achieve or surpass anticipations by enabling performance to be noticeable through socially accepted results. Within the performance triangle model, 5 qualities define organizational success. These are elements like agility taken to mean the capacity to sense opportunities and seize or embrace them. Two, positioning the organizations with strategies as a precondition to value creation. Three, organizational fundamental capabilities such as underpinning for sustained competitive advantage. Four, the incentive given to team members to execute tasks and

fifth, the knowledge of description of organizational boundaries and use; features outlining the key intangible value creating components driving organizational success (Herbert & Lucas, 2016).

Organizational culture. This forms common context, which permits or hinders exchange of knowledge, and also defines the collaboration boundaries. A lively and a positive culture creates united perspective being a mutual ground encompassing pooled agenda, one language, similar held models, agreed relations, and common purpose (Von Krogh et al., 2000). It calls for one mind-set. Employees' behavior is founded on approved standards, philosophies, and tenets. The corporation's culture is equated to unseen dynamism which molds entire connections inside organizational space. It can either empower sharing of knowledge or become a barrier to knowledge sharing

Any conditions that inhibit unrestricted movement of knowledge amongst individuals within the enterprise is identical to poison which lessens capabilities in an attempt to organizations utilizing such knowledge. Cultures constitute one chief barrier in transmissions of knowledge inside the enterprise and in such a case, it is almost impossible for an organization to attain its agility. Effective collaboration calls for a shared commitment where people work together through shared approach of doing things (Nold, 2012).

Leadership. An effective leader in an agile organization interacts with employees and stakeholders on an individual perspective and relation with the rest to expedite significant partnership, and labor towards establishing conducive work environments based on trust. In an expansive sense, organizational leadership is a functioning way of communicating in addition to relating with others all through the Institution. Importantly, individuals within the organization should adopt a shared vision, collaborate through trust, and absorb various behaviors, but leadership involves championing resourcefulness and conducting tests. The primary objective of good organizational leadership is the call for vision sharing, group effort, and progressive interactions for developing an inclusive organization ethos (Herbert & Lucas, 2016).

Organizational systems. Within performance triangle, systems denote institutional structure comprising guidelines and procedures that trigger active and structured leadership. Information systems are able to mount up and offer access to information and ease prompt feedback. Human systems including various principles, practices, and strategies that structure technology structure. The main purpose of organizational systems in the performance triangle context so as to generate sense while balancing creativeness. Support systems execution through right-balancing amid liberty and restrictions to upholding regulations. Enhance cooperation amongst employees, structures help to avail information obtainable thus assisting employees in finding the objectives and supporting formation belief formation and decision making. These systems also delimit boundaries that balance entrepreneurship and efficiency (Derue et al., 2011).

People. Employees in an organizational set-up are known to perform optimally by captivating their inner games and rising above their lack of confidence, any fears, bias which is based on focus. They also work to remove previous decisions and behaviours that affect their performance (Whitmore & Gallwey, 2010).

When employees are aware and make the right choice to trust, they focus on what is important. Realization of a state of flow, peak creativity, should form the chief goal in all sections and areas of responsive organizations (Csikszentmihalyi, 1997). However organizational regulating systems remain desirable in coping with change by formalizing beliefs, defining strategic behavior, monitoring performance, encouraging feedback, and communicating new strategies (Simons, 1994).

Systems using old-style way of managing impede employees and their capability to execute than they boost performance (Drucker, 1975). A shared leadership and problem-solving system is instrumental in creating work environments where employees seamlessly invoke the inner game thus achieving teamwork, drive, and interactions. The end product of great energy work environment triggers collaboration, sense of purpose and fosters relationships thereby creating organizational resilience (Beinhocker, 1999; Deevy, 1995). At this stage, an organization is capable of reinventing herself and embracing new business models whilst maintaining its principal competencies (Coutu, 2002).

2.3.3 Self-determination theory

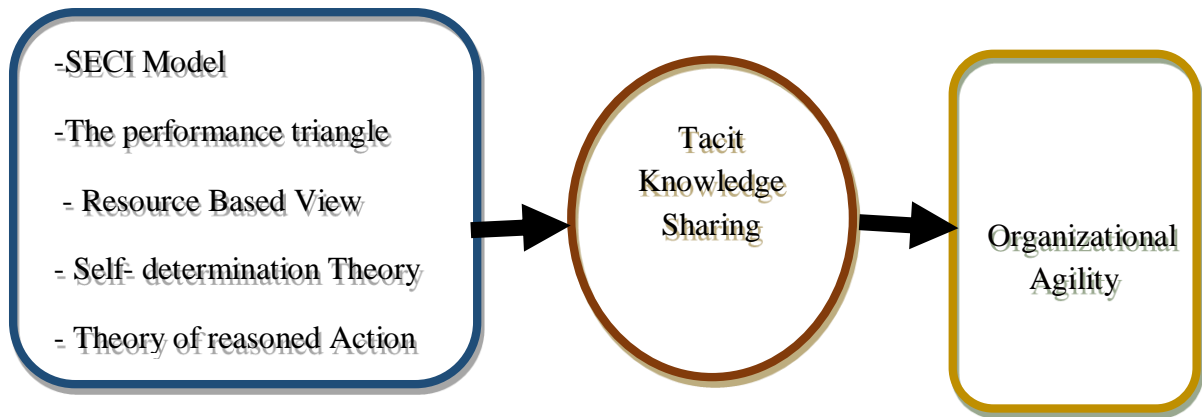
The theory posits that characters having extraordinary personal- efficiency together with persons possessing inherently inspiration share knowledge willingly (Chiu & Linn, 2011; Welschen et al., 2012). The study chose this theory as intrinsic motivators are proposed to have a positive significance in a knowledge-centered culture. Motivation as an independent variable established that people are pushed to spend time sharing knowledge as well as building a norm of sharing knowledge where intrinsic motivators exist.

2.3.4 Reasoned action theory

This theory posits that decisions of people in engaging in a particular behavior is caused by their intent in doing so (Fishbein & Ajzen, 1975). The theory submits that robust intentions result to amplified determination to performing that conduct. This further intensifies prospect of the behavior to be executed. Attitudes in addition to personal norms play an important role in this theory. This theory was selected to assist in understanding the effect of trust in both tacit knowledge sharing and organizational agility aspects. The study established that where trust levels are high, people will share their tacit knowledge. The five theories put together formed the basis for comprehending the influence of knowledge centered culture on organizational agility and the mediating role of tacit knowledge sharing at NHIF.

Figure 2.4

Theoretical framework



Source: (Author, 2020)

2.4 Empirical literature review

Overview of recent related studies on knowledge-centered culture, organizational agility, and tacit sharing of tacit knowledge. Nafei (2016) found that organizational agility enables organizations embrace the competitive advantage which translates to a bigger percentage of organizational excellence. His research established that there was a critical shortage of the understanding of organizational agility and the factors associated with agility and as such the study recommended more studies on organizational agility.

There was a call for revision of organizations' strategic priorities in order to remain competitive (Sharifi & Zhang, 2001). One of the key elements that an organization requires in stormy environments is agility. Agility is known to make available opportunities for swift response and compatibility brought about by both internal and external environments. This ultimately enables organizations improve their efficiency. It makes available substantial part in the establishment's lifespan by way of offering personnel with the

necessary knowledge, skills, opportunities and processes needed within the organization while assisting in engaging new technology (Yeganegi & Azar, 2012).

2.4.1 Organizational Agility

Starting of 21st era organizations encountered substantial changes in all phases and particularly in channels of communication where industries necessitated revising their strategic primacies and visions. Organizational Agility is one of the approaches for countering these variations because it presented a new-fangled paradigm intended for steering competitiveness amongst businesses. And additionally providing organizations with likelihood of swift responses and compatibility to varying environments allowing improvement in efficiency. It is viewed as a basic business element and also a possible enabler to a corporation's competitiveness. A correspondingly essential characteristic of agility is proactive reaction to change and ambiguity which incorporates both flexibility and adaptability (Yeganegi & Azar, 2012).

An agile organization's culture is dynamic and is highly founded on trust and confidence in their leadership together with respect for the employees. Such leaders contemplate the well-being of the whole organization, her people, both internal and external environments where employees work and share organizational values. An agile organization emphasizes on performance management and customer service where management of customer relationships is key. This is done by understanding the demands of customers. The level of technology triggers transformation within the organization (Sharifi et al., 1999).

According to AmCham's (2015) annual survey on business management, organizational agility was crowned as the key to survival for 21st Century organization. The survey established that the present age of rapid changes which is brought about by innovation, demographic changes, and globalization, among other internal and external factors influence agility. The findings also revealed three key features of healthy organizations; acquiescence of staff in business dream, policy, their objectives implementation, and the institution's flexibility to change.

McKinsey's Organizational Health Index came up with 37 behaviors, actions and processes critical to corporate performance. Among the 37, our study identified with motivation, accountability, organizational capabilities, culture and innovation as relevant. Agility has been found to influence performance among companies, as it affects stability and scale which are characteristic of fixed organizational structures and processes (Nafei, 2016)

Roles of leaders and agility in public sector

With complexity in business environs today, appeals for a new approaches to leadership is emerging where the tactic necessitates emphasis on co-producing significant value with and for all stakeholders by means of mounting beyond shareholders and including consumers, workforces, associates not forgetting the wider society. Agile corporations are transformers and role models, who face change with positivity because they understand success rest on how they change. This notion ought to apply to top-executives, mid-management and others (Abu et al., 2015).

The paradigm of management just funding the change is shifting to concentrating on the necessities, objectives, results and satisfaction of all members. To achieve this, leadership responsibility is to constantly collect members' feedback in the new paradigm via digital transformations platforms with genuine communication which is a two-way loop (Abu et al., 2015).

There are numerous challenges facing attempts of transforming government institutions but three element are more outstanding. These are deep cultural and legacy roots, specifically when status quo given a higher priority and encouraging taking of risks is evaded. Next in line is non-existence of workers in possession of right skills for the job and lastly is lack of strategic positioning on digital progressions across government entities and several departments and sections operating independently (Dutta et al., 2015).

Special skills and competencies should be greatly protected because dependence on business as usual capabilities is a major contributor to an elevated failure rate in government renovations. Public sectors call for a culture of interactive and agile delivery signified by flatter hierarchy and with collaborations among agencies and functions which are closely inter-linked. Additionally, requirements for building a separated, self-governing units which are properly placed within the bigger public organization mandated with flexibility in solving clients' difficulties as and when they arise (Abu et al., 2015).

While research has documented that drivers for public transformation in public and private sectors are completely diverse, wants and techniques are the identical because both require modernized talents, close participation between employees, external customers and organizational leadership. Further, necessity towards fostering a culture of experimentation without intimidation, swift hypothesis testing, as well as re-examining goals set and results received. Those in leadership should highlight critical behaviors and align them to cultural recipe, which may fall under: individual possession, role transparency, strategic clarity and competitive acumens which are primarily essential since they have a multiplier influence on culture. Administrators have a duty to mutually repair the damaged practices and also build on the fundamental behavioural strong points of the organization (Dutta et al., 2015).

The institution additionally approves the cultural themes and embodied them to the business's mission, vision, values and purpose because these themes shape the decision making practice of staffs across all levels starting from chief executive office to the front line. Organizational themes reveal and points the administration's principal commitments, which support spurring all workers in building the institutional culture (Cavaliere & Lombardi, 2015).

Everyone in the organization must understand their behavioural expectations. And his should be translated into a language that they can comprehend and connect with by way governance or capability model as this model turn out to be the declaration of cultural objectives explicit to that organization occasioning an upsurge in production, amplified motivation and superior receptiveness to customer demands (Mc Kinsey & Company, 2019).

Agility yields to servant leadership

Agile organizations are ear marked by leadership with propensity of influencing people without exercising supremacy so as to realize a vision or a set of goals. Agility denotes business being in a situation to commendably integrate supply chain and modelling close and stretched relationships with consumers and contractors resulting into tangible outcomes. In such as organization every member appreciates and is cherished by this working-partner style of leadership (Robbins, 2002).

A servant-leader centers on serving others by use of a mutual approach thereby stimulating a perceptiveness of socialism, power-sharing, and simpler method of reaching into decisions. Such leaders achieve these noble marks of excellence by capitalizing in development and wellbeing for reasons of completing responsibilities and goals for the common good (Myra & Shelly, 2005).

Responsive businesses are customer-centric and add significance to others as they consider having a burden of stewardship, not overlooking what it was like to be a line employee. Thus, guaranteeing every member is treated with respect and offered an opportunity via a friendly environment to execute meaningful work. Management is the model, making it known that good intents are not adequate, but rather positive behaviors are the critical in thriving in any industry. When leading appears rough and demanding decisions are to be made, as is unavoidable in all management positions, the servant leader is tough-minded and strong because they have an ultimate pledge to attending to others with integrity and meekness. They are not a model for weak leaders rather are building operational systems and processes. Are a high stimulus and empowerment to their followers owing to an

intrinsic determination to lead. Interestingly, accountability for what they do and fostering a communal spirit, seeking maximum usage of company resources is their signature (Myra & Shelly, 2005).

In today's ultimatum for effectiveness, quality production, and persistent establishments, agility can only be established and sustained by means of reorganizing, restructuring, or reengineering organizations. However, for this to be realized, change should be built on the pre-eminence of human resources (Greenleaf, 1997).

2.4.2 Knowledge sharing

An ideal culture for sharing knowledge comprises positive empowering environment characterized by good leadership and a culture favorable for sharing of knowledge. Such environments capitalize on strong leadership by senior management that have knowledge and learning as part of normal operation and embraces attractive appreciation methods that recompense employees for sharing. This environment contains; good governance, for knowledge and learning instruments, policies that give direction to the organization and is supported by financing and by alliances drawn from internal members and external members (World Bank Group, 2016).

An environment of sharing is also denoted by availability of technical skills and capabilities and identifying the experiences and lessons, knowing how to package them, followed by sharing them within and outside the organization, and lastly carrying the monitoring and evaluating process. (World Bank Group, 2016).

A study on knowledge centered culture

Arslan et al. (2016) revealed the importance of knowledge-centered culture and governance as being outstanding features that allow creation of knowledge for an improved organizational performance identifying them as key organizational performance enablers mediated through knowledge formation practice.

Effective knowledge creation process triggers increased output within organization as knowledge-centred culture impact the knowledge process (Nold, 2012). Gold et al. (2001) also contended that organization's values contribute significantly for an effective knowledge process.

Organizational knowledge and customer satisfaction Customer satisfaction constitutes the heart of an organization's initiative for success (Ilieska, 2011) and sustaining the diverse needs necessitate recognition of the unique attributes of customers, and therefore enabling management establish strategies of sustaining relationships both internal and external customers. This will help the organization in the sustenance of knowledge systems which support problem-solving.

In literature on marketing literature, predictions on the effect of organizational knowledge on customer experience and their loyalty by extension have been documented (Moses, 2013). The research supports that effective knowledge-based cultures potentially boost the ability of the organization to compete. Other scholars consider the organization's customer satisfaction objective as deriving from relationships built positing that knowledge originating from clients and encompassed into business management knowledge systems

speed up the designing of goods produced and provision of service delivered to realize user contentment further observing that possessing knowledge about customers is essential for value creation and consumer choice.

The Effect of knowledge sharing on innovation

Innovation any effort to cultivate, to bring about, approve and instrument new philosophies, approaches, agendas, and strategies intended to accomplish organizational objectives successfully. Nonaka (1994) opined that most important driver of innovation is knowledge sharing by employees noting that the readiness of workers in contributing and collecting knowledge were significantly related with the organizations invention competency.

The significance of knowledge and experience sharing among personnel enables the application of novel ideas, procedures, goods, or services which are innovation driven (Cavusgil et al., 2003; Hannah, 2013; Reychav et al., 2012) which occurs when workers endeavor to share their knowledge within the organization (Mathuramaytha, 2012). Moreover, there seems to exist a substantial link between sharing of knowledge and innovation capabilities. Practical knowledge sharing has a constructive outcome as regards rate, superiority of invention and production within an organization (Wang & Wang, 2012).

Understanding how tacit knowledge flows

Tacit knowledge connotes sets of experiences, work ideas, and values and intellectual system within person that cannot be said and has not been saved in any database, but its database is in the human mind, and forms his activities. Workers ought to be engaged in

roundtable sessions that are devoted to a firm's accomplishment. Additionally, this allows communication of ideas from juniors to superiors. This upper management face-to-face with lower cadres boost confidence level incredibly leads to agility of the business. Further, expressing success stories their stories turn out to be a foundation of motivation for juniors. In a corporate digital workplace, managing through telling stories of victory serves as an encouraging element to employees. Training help in gaining new knowledge but personal attainment stories which are shared make work-force cleverer, are essentially encouraged, become inartistically motivated, and more productive (Nonaka et al., 2003).

Knowledge management process comprises of three steps. These are; knowledge creation comprising the actions linked with the novel knowledge entrance to the systems, as well as the development, finding and conquest of knowledge. According to Nonaka (2004), this phase involves four sub-process namely: socialization, external building, spread and interior building.

Transfer of knowledge includes the activities linked with knowledge flow from one sector or one person to a sector or another person and including translation, conversion, and interpretation and purification communications of knowledge. Knowledge transfer is done through two sub-processes; one- where the employees' tacit knowledge is formed clearly and explicitly and expanded at the organization level and two through integration where integration of knowledge at the organization level is done and three where knowledge application is done to help operationalize the knowledge all of which knowledge is embedded in the organizational processes (Nonaka et al., 2003).

The figure below explains how tacit knowledge moves within an organization.

Figure 2.5

Practical implications of how tacit knowledge works



Source: *(Nonaka et al., 2003)*

In the collaboration segment, the organization is bestowed with the responsibility of establishing a positive culture which in return should enable facilitation of clear communication channels between individual employees, team members and the organization as a whole. Additionally, both internal and external environments should be able to communicate their ideas, views and concerns with ease and get the feedback within the shortest time possible (Nonaka et al., 2003).

When we consider conversation stage, the organization must consider activities which focus on making it easy for supervisors to carry on with their supervisory role. The team members must work with no restrictions and freely to achieve their set goals. The organization must also create time to allow members to communicate and share through different forums like discussion groups, emails and face-to-face opportunities. At this stage, there is need for high level of trust among the individual members. Lastly, at commitment stage, the greatest test is the level of readiness of the organizations' employees to share their tacit knowledge. Commitment can be developed by the management motivating the employees to share by developing reward strategies geared towards encouraging employees to share (Nonaka et al., 2003).

2.5 Culture of knowledge-sharing

The art of knowledge-sharing encompasses exchange of employees' knowledge, their accumulated experiences, and their valued abilities within the organization (Lin, 2007). A culture of knowledge sharing enables knowledge reuse by others through transfer of knowledge transfer. Knowledge sharing enables the exchange of ideas to assist in making new knowledge and occurs where individuals are help others in developing new capabilities.

Seba et al. (2012) recognized four crucial factors affecting knowledge sharing being; organizational structure, organizational leadership, and time allocated to share knowledge and level of trust based in a study on knowledge management initiatives and associated challenges and barriers. They also established that the reward systems, ethos, belief and technologies were the four key factors that predisposed knowledge sharing cultures in the organization.

Though previous studies on agility have focused extensively on time or speed, trust, social capital, competency and flexibility, this study introduces other determinants such as participation, motivation, and the knowledge *ba*, which together represent a knowledge-centered culture. The study also incorporated reviews from the previous literature relating to knowledge centered culture and organizational agility and discussed the connotation in giving out inferred knowledge as a mediating factor. Measurement of each variable was also established.

2.5.1 Evidence of agility across the organization

Participation in the study was taken to mean any process through which employees or a group of persons determine what they will do with an aim of fostering a team approach spirit. Participation was considered in areas such as: informal forums, suggestion schemes, work committees, upward problem solving programs, job rotations and empowerment through delegation. It was established that participation directly affect organizational agility and at the same time trigger significantly tacit knowledge sharing in a knowledge centered environment (Michel, 2013).

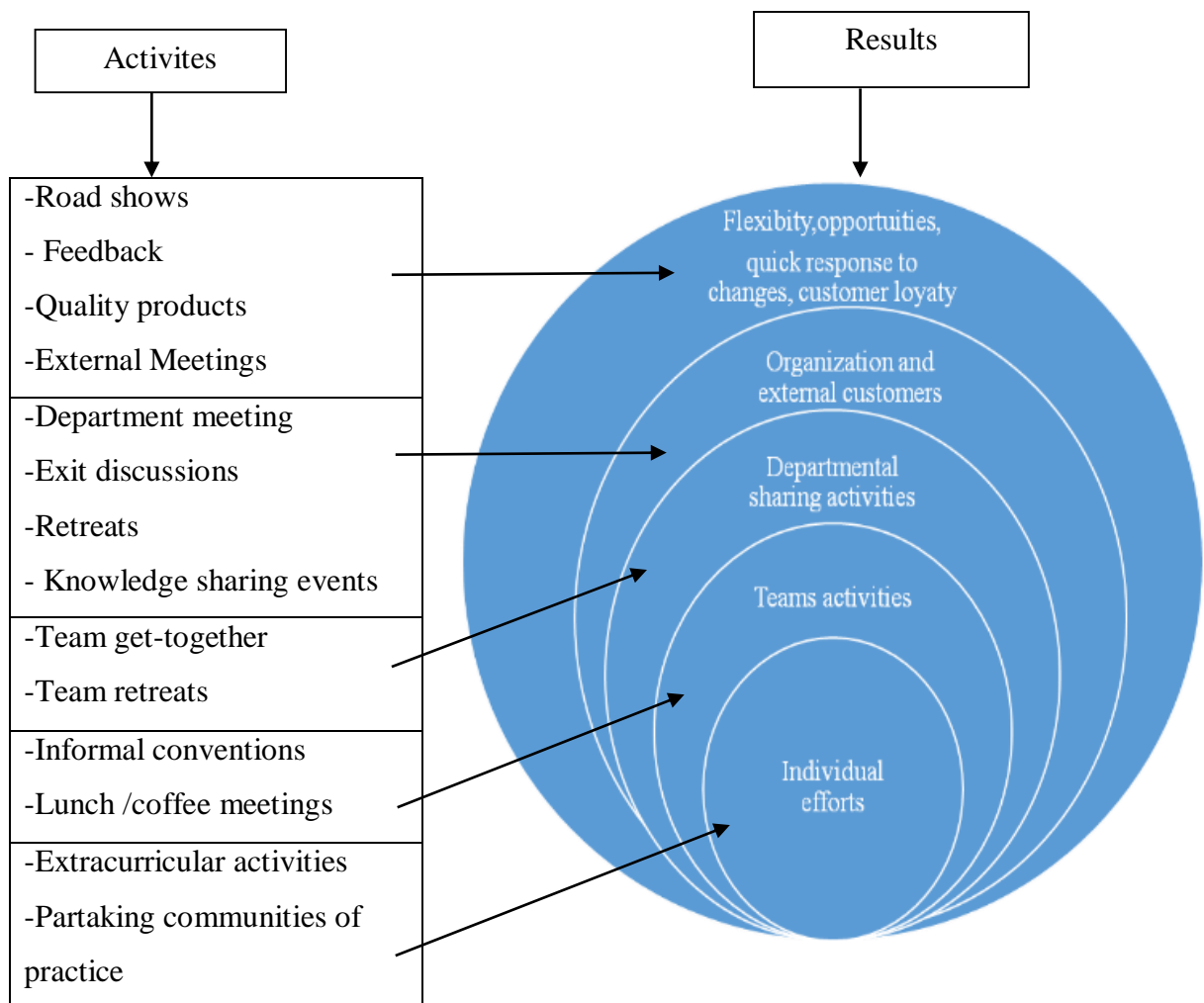
Evidence of agility expresses organizational capabilities in response to customer need changes, creating strategic plan for competition, providing structural and systemic changes in response to the needs arising, thereby increasing transparency and application of information within the organization, optimizing the use of corporate resources and technology. It enables organizations unlock people's potential as the main success factor (Michel, 2013).

Agile organizations readily capitalize on opportunities to improve their performance by supplying quality products and services and enhancing productivity within the organization. These organizations are flexible, and quickly respond to changes, market opportunities, and customer needs (Beigi Nia et al., 2011).

Some of the activities that attests an entity is agile and their trigger effects are described in the figure below:

Figure 2.6

Knowledge sharing and evidence of agility



Source: (Author, 2020)

Participation in activities that trigger knowledge flow can be a powerful machinery to stimulating cross-team coalition besides sparking innovativeness. Governance is entrusted in guaranteeing senior management to embrace and support knowledge strategies engraved in vision and prospects of the firm thus making knowledge sharing a default comportment and not forgetting apprising organizational and staffs policies and acknowledgement of knowledge champions (Roseline, 2014).

Biech (2014) defined agility as the efficiency in consistently adapting to continuous change within an organization which is crucial for survival in the modern business environment. Agility within an organization is intended to attract the customers and employees' satisfaction. The significance of knowledge sharing has made it necessary for organizations to create knowledge sharing conditions for employees (Raychemy & Weisberg, 2010). Bartol & Srivastava (2002) defined knowledge sharing as employees' participation in disseminating information within the organization where interactions among employees to share and internalize the knowledge and experience are recorded.

Unfortunately, only few organizations achieve desired levels of organizational agility and knowledge sharing from employees through participation with effective stimulation of knowledge sharing constituting one barrier to knowledge management (Lin et al., 2012) with the ability of an organization's successfully leveraging her knowledge. Notably, this is purely reliant on people, who in essence aid in generating, disseminating, and using that wealth to achieve organizational agility.

Leveraging knowledge becomes possible where people share their knowledge and support in shaping plus converting such knowledge into forms which are easy to understand, quick in absorbing, smooth while other persons are using (Hsu & Shen, 2005).

In most organizations, technological change epochs also comprise the time of never-ending pursuit for maintaining competitive advantage. Swiftiness thus implies skillfulness in responding to alterations in swiftly and essential for success in the modern competitive world. Major cause why knowledge hoarding is real in businesses is basically unobtainability of appropriate tools as well as expertise that promote disbandment of knowledge (Hamel, 2012).

Organizations must get away from formally programmed consultations to an informal conversation. Formation of a knowledge base is mandatory if any organization is aiming at sustainability of business performance and countering the opponent's forces. This calls for development of resilient fundamentals for knowledge distribution and management system. Devoted podiums that spur innovative ideas consequential to flexibility and a stratified workplace environment (Abbasi et al., 2013).

2.5.2 Knowledge *ba* and organizational agility

Knowledge *ba* symbolizes common platform serving as the substance for creating knowledge. (Nonaka & Kono, 1998). The podium brings forth emergent interactions which are either physical, computer-generated, psychological or somewhat a blending of all.

This *ba* is taken to mean systems supporting cooperation, coordination and communication processes facilitating collaboration and increasing contacts amongst individuals and therefore support the organizational agility objectives (Alavi & Leidner, 2001). Knowledge *ba* is also viewed as a solution systems-based on technologies such case-based reasoning whose aim is to help the organization in achieving its agility (Sabherwak & Becerra, 2003).

Jalaldeen (2009) describes willingness to embrace management of knowledge as obtainability of physical and logical infrastructures in organizations. These are termed as organizational factors. The preparedness of the employees is referred to as individual factors to accept knowledge management. The expression 'readiness' integrates both attitudinal and physical attributes.

Research shows that knowledge *ba* do arise amongst the individuals, in the working groups and project teams members. Knowledge *ba* is also seen in informal groups, where temporary meetings are held, and exchange of email communications between the group members. *Ba* is also established when customers get into contact with front line officers in the organization. Knowledge *ba* comprises the podium for resource attentiveness of an organization's knowledge assets and where intellectual competencies are put in action within the knowledge creating progression (Nonaka & Toyama, 2002).

Knowledge designing process is a nonstop, vibrant involving unstated and stated knowledge generated in a significant perspective. This study examine knowledge *ba*, which facilitate un- disconnected movement of an assortment of knowledge thereby leading in creating of additional knowledge. The knowledge *ba* allows working together

of contributors to promote knowledge creation implementation into systems that focus on improving the firm's competitiveness. Success of this creation requires derivation of substantial contexts. Nonaka (2000) suggested key perception of knowledge *ba*, which means place in Japanese, is interaction. Today, information technology fundamentally offer digital workplaces that support interaction and open flow of diverse knowledge.

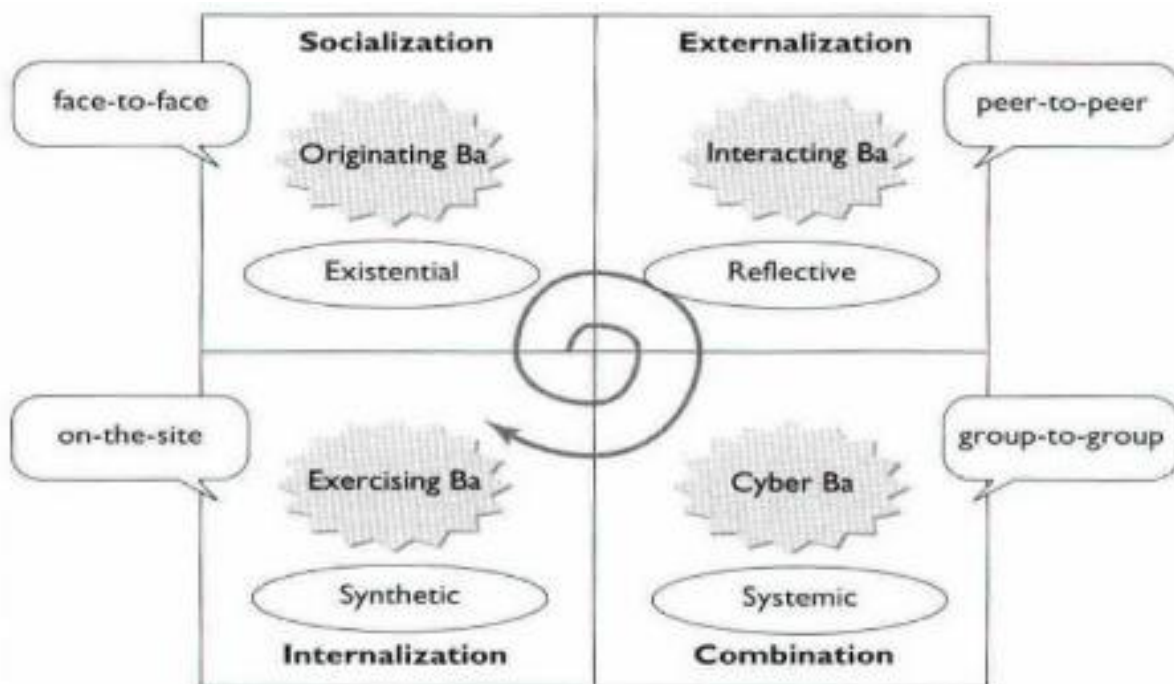
When we consider knowledge *ba* as a representative of a common place or space we are looking at the foundations of creating knowledge. *Ba* connote joint places for inferring facts to knowledge. Contexts shared by partakers at organizational level and its external environment. In this concept, *bais* utilized through interactions among participants and context to further create knowledge. *Ba* can be of four types. Originating *ba* connoting places where involvement mainly takes place by means of face-to-face communications representing the social phase (Thang et al., 2013).

Dialoguing *ba* supports external factors in creation and comprises spaces where unspoken knowledge turned to categorical. This takes place through dialoguing and teamwork among people. Systemizing *ba* resides in amalgamation of prevailing and fresh explicit knowledge while Exercising *ba* provides framework for dynamic, unceasing learning and corresponding to internal stage. Krahe et al. (2014) cited *ba* as space and opined that *ba* could convey informative innovativeness in nursing fraternity and healthcare instructors. Thang et al. (2013) established the special effects in combining governance, coordination and *ba*. Further, bearing in mind company beliefs and management of human resource on knowledge creation. Bortolotti et al. (2006) directed research on a web platform and

established that process creation of knowledge may ensue inside a cybernetic surrounding thus highlighting significance of *ba*.

Figure 2.7

The characteristics of Ba



Source: (Nonaka & Konno, 1998)

This study tested knowledge *ba* with parameters like the right atmosphere to share tacit knowledge, availability of customer care centers, social gatherings for members of NHIF to share knowledge, how well the organizational website informs the members. The presence of any simulation programs, and availability of opportunities for face-to-face interactions that would allow individuals give their experiences and feeling among others.

2.5.3 Motivation and organization agility

If an organization wants to move beyond the current landscape and achieve high levels of organizational agility, there is need to recognize and provide non-tangible motivators as the superior choice. Motivation is an internal drive that energizes an employee to behaviour, which results in outcomes. On-tangible motivation also referred to as intrinsic motivation symbolizes personality's internal determination in performing the act only because of delight such a person gets from it. This displays a foundational role in self-determination theory as used in this study (Vijaya & Dieter, 2010).

This study considered autonomy, relatedness, celebrated achievements, opportunity to hear from the customer, and the process of being involved and consulted as factors that link motivation to organizational agility. Yeone (2015) found that knowledge sharing is dependent on motivation; intrinsic or extrinsic.

Current research stresses the significance of compensation and incentives for persons who voluntarily share knowledge. Research has also expounded the consequences of lack of incentives as obstacles to knowledge sharing and transfer as motivations not only constitute backgrounds to sharing of knowledge, but also forecasters on behaviours to knowledge sharing within organizations (Dutta et al., 2015).

A study by Dai and Wang (2016) revealed that relational psychological contract contain substantial affirmative outcome on shared knowledge and transactional psychological contract pose a undesirable results. Reciprocal preferences nevertheless have significant positive impacts on willingness to sharing knowledge, as also was found by Bock et al.

(2005) who found that reciprocal relationships can affect employees' attitudes and readiness to share knowledge where they found that the stronger the preference is, the more they tend to share their knowledge.

Consequently, in order to expedite knowledge sharing activities, organizations should cultivate a suitable incentive system together with adequate motivational elements. This study complemented the research by Gurteen (1999) which pointed out that rewards must be established to encourage tacit knowledge sharing within an organizational setup. If well-articulated, achieving organizational agility is a guarantee.

According to Herbert and Lucas (2016), people have a complex and dynamic structure associated with organizational cultures, the leadership system, and the transparency of the systems. These are seen as the key motivators of organizational success in dynamic environment. One key factors of adaptation is establishing organizational systems that take full advantage of the massive tacit knowledge within organizations. Investigative tools are essential to ascertain fundamental strong points and weaknesses that initiate deliberations and provide reference points for measurement.

2.5.4 Trust and organizational agility

Trust as a concept has been studied broadly as a single element and, most notably as a component of the quality of relationships. This study explored the parameters of trust in relation to competency denoting the conviction that an organization has the capability to do what it purposes to do. This indicates the degree to which an organization is seen to be effective and how the organization competes and survives in the market place. The issue

of integrity is also put to test. It is seen as believing that an organization is in a position to be fair, and reliable of the organization. This means an organization acts consistently and dependably both in processes and transparency (Katie, 2016).

Trust that exists in the organization's culture is critical for the organization to fulfil its objectives and the employees to transfer knowledge. Hamel (2012) rated innovation as being at the core of agile organizations. Implicit leadership is therefore called upon to facilitate knowledge, build blocks of trust and build environments where tacit knowledge can be maximized. High trust levels in sharing tacit knowledge is an asset that can improve an organizational performance. Various studies have shown that tacit knowledge encourages creativity and innovation and as such emphasizing the need for proper management of knowledge. Managing an organization's knowledge therefore affects the organizational performance (Neyestani et al., 2013; Gau, 2011). Knowledge improperly maintained, uncherished and unshared easily corrodes.

Witherspoon et al. (2013) have defined knowledge sharing as a structure pegged to the organizational accomplishment and this is being embraced as a survival strategy. It is therefore important for organizations to understand methods of how to explore and exploit all aspects of tacit knowledge. How to balance between the exploration and exploitation calls for a well-developed knowledge internal transfer capabilities between organizational functions. These competencies are rooted in both human capital and technology of the organization. Knowledge sharing activities must be well connected and synchronized so that they can strengthen one another.

The leadership and culture of the organization is known to impact or restrain the sharing of knowledge. Pivec and Potocan (2015) indicated that when members of the organization sense that the leadership is caring, and focused on their well-being, they tend to be more attached to the organization, are devoted in what they do, and establish how faithfully they are to the organization, they are more likely to support knowledge management agenda. When incentives are included, then the organization powerfully inspires the members to disseminate knowledge. Study results of Durmusoglu et al. (2014) discovered that knowledge within the organization increased when compensations are connected to organizational values.

A study by Saki and Amirnejad (2016) on effects of knowledge management on organizational agility in an oil company mediated by organizational culture confirmed that significant proportion of the assets of any organization are intangible assets and that effective implementation of knowledge management can maintain and enhance the intellectual capital and improve organizational performance.

The study affirmed that the use of job rotation, teamwork, creating a community of practice, organizing departmental committees can facilitate sharing of tacit knowledge of the organization. This also brings about building trust by facilitating social interaction, longstanding approach which necessitates knowledge leaders to appreciate human behavior and also structural beliefs so that operational environs is backed with trust and honesty too. This creates an atmosphere where people are free to exchange and learning from mistakes done in the past.

Trust is a very far reaching and complex concept as explained by Ford and Chan (2001). His study breaks down a number of dimensions in an attempt to define trust. He explains interpersonal trust as conviction that is made up of preparedness in increasing one's exposure to another individual whose behavior you do not control, and where the would-be advantage is a smaller amount than your likely loss in case of misappropriations of such weakness.

Organizational trust. Business trust comprises state of assurance by the employing body. It speaks of a worker having strong conviction regarding how company goals are set by involving all employees and at the same time how those goals are attainment at individual level and also at organizational level. How organizational leaders show leadership traits, being a belief that eventually organizational action will hinge turn out to be advantageous for personnel. Institutional reliance is expressed as self-assurance besides expressing security in organization's by-laws, processes, policies, and regulations that are focused to protecting employees' rights, and that they will be of harm to them (Katie, 2016).

Organizations having high interpersonal trust levels should develop, as much as possible, a knowledge management personalization strategy which emphasizes on networking to enable sharing of and leveraging on tacit knowledge. Interactive trust likewise is vital in instituting knowledge-centered culture. The table below highlights the results of both an elevated relational trust and reduced interpersonal trust within an organizational set up (Katie, 2016).

Table 2.1

Demonstration of effect of high and low level of trust

High interpersonal trust	Low interpersonal trust
<ul style="list-style-type: none"> • Inspires invention and creativity in an organization with the aim of improving processes, structures and systems. • Leads to greater emotional stability within the operations of the organization • Expedites reception and honesty of communication both within and outside environments • Inspires taking risks amongst the employees of any organization. 	<ul style="list-style-type: none"> • Less accurate communication and poor reception operating from inside and going to the external members. • Reduced capability in recognizing and accepting noble thoughts which leads to organizational stagnation. • Increased control mechanisms which hinders organizational growth. • Deferred enactment of activities and ventures which affects both internal and external stakeholders negatively. • Increased rejection, defensiveness and hostility portrayed by employees and the top management in general.

Source: *(Katie, 2016)*

The outcome of each has a significant influence on knowledge-centered culture, how tacit knowledge is shared amongst the individuals within the organization, team members and external stakeholders. Consequently, their contribution on the agility of the organization cannot be underestimated.

It is worth noting that high interpersonal trust also stimulates innovation.

2.5.5 Time and organizational agility

This study assumed that if an organization embraces a knowledge-centered culture and employees have ample time to share their knowledge, that organization has higher chances of achieving organizational agility. Various scholars note that capacity of workforces disseminating knowledge is contingent to the manner of skills they have regarding communication. Scholarly works also reveal that knowledge is about sharing and not keeping to oneself. Anytime should be a time to share knowledge with opportunities for knowledge mobilization. This sharing within the organization set-up should aim at achieving organizational agility (Meyer, 2002).

Studies have shown that tacit knowledge sharing and diffusion springs with some precise challenges which comprise how members' perception knowledge and the language used to share together with the time restraints to share. The distance between the knowledge giver and the recipient is also very critical in determining the challenges. The leadership type endorsed by an organization and the type of networks embraced together with establishment communication structure are important factors to consider when establishing the barriers associated to knowledge sharing activities (Hardin, 2000). Other challenges as revealed by Cummings and Worley (2001) are joint values, the skills levels of the managers, the nature of employee empowerment programs, coupled with team dynamics and organizational culture need to be considered.

The study investigated time in terms of: - presence or nonexistence of time to give out knowledge as well as time to diagnose coworkers wanting particular knowledge. There is anxiety that sharing could diminish or endanger one's security in terms of career, shortage

of social networking's, captivating possession of intellectual property lead by fright of failing to receive appreciation and endorsement from direct supervisors, equals and finally deficiency of contact time and collaboration among knowledge sources and receivers (Lelic, 2002).

2.6 Research gaps

Arising from the problem statement, this study identified the need to address three types of gaps which include conceptual, contextual and building of the theories used in this study. An explanation of the same is discussed here below.

2.6.1 Conceptual gaps

A number of conceptual gaps were revealed by the following studies. One, to carry out a research on knowledge sharing practices in developing countries as indicated in the studies of (Asrar-ul-Haq & Anwar 2016). Two, to test knowledge centered culture using other variables other than trust alone (Peralta & Saldanha, 2014). Three, further research on employees' participation in decision making processes as a way of boosting organizational agility (Mehrabi et al., 2013). Four, to salvage the existing tacit knowledge in the organization through a knowledge culture so as to remain agile (Welschen et al., 2012).

2.6.2 Contextual gap

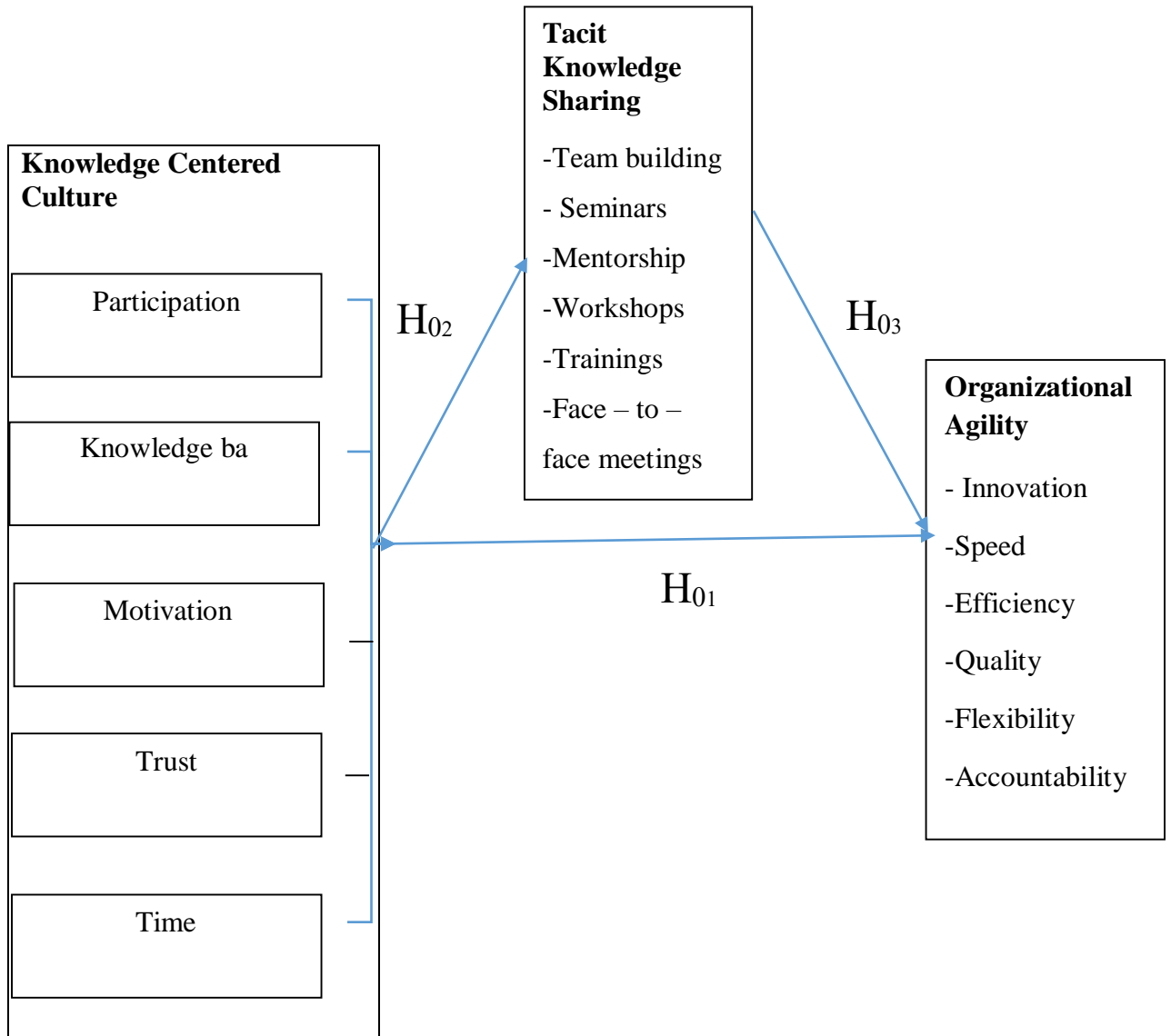
There seemed to be available literature in developed countries like Canada, Malaysia, United Nations and China on knowledge sharing and organizational agility. Likewise, a lot of research on influence of knowledge sharing culture on organizational agility was readily accessible. This study identified a conceptual gap while looking at the influence of knowledge-centered culture on organizational agility and the mediating role of tacit

knowledge sharing in a Kenyan context. This was a fertile ground to fill this contextual gap (Asrar-ul-Haq & Anwar 2016). Study findings indicated that knowledge-centered culture has a substantial influence on organizational agility. Similarly, tacit knowledge sharing influenced positively the organizational agility.

This study made an assumption that an organization which embraces a knowledge-centered culture can achieve her organizational agility if tacit knowledge sharing takes place. The conceptual framework showed the relationship of the variables with the mediating role of tacit knowledge sharing. Conceptualization of the study is presented in Figure 2.7.

Figure 2.8

Conceptual framework



Independent variables

Mediating variable

Dependent variable

Source: (Author, 2020)

Participation. Participation is a peaceful process where organizational employees are given an opportunity to affect managerial decisions. By this, an organization provides an increasing shared platform for criticism in order to find the mutual goals. Participation was established to contribute significantly in knowledge-centered culture by facilitating organizations to empower her employees through clear delegation process, allowing group dynamics, establishing work committees, carrying out job rotations which gives employees opportunities to learn new skills and putting up suggestion schemes which lets the ideas in and gives feedback to the members. This study considered the combination of these parameters as a strong foundation of a knowledge culture and which would help an organization to achieve organizational agility (Roseline, 2014).

Trust. Previous research has shown that an organization with superior degree of knowledge culture calls for greater levels in trust if knowledge transfer is expected to take place (Boh et al., 2013). Studies have shown trust as the most central determinant of a knowledge-centered culture and organizational agility and also tacit knowledge sharing. Previous researches indicated that trust can be measured by testing the level of transparency in an organization, provision of room for autonomy, level of employees' competence and integrity of the organization.

Motivation. Khon et al. (2011) posited that both extrinsic and intrinsic rewards to employees who shared their tacit knowledge had a positive influence on knowledge-centered culture and the knowledge-sharing attitude of the individuals. A culture that embraces knowledge must establish ways of motivating employees through such elements as celebrating achievements, letting the employees hear from the customer, involving and

consulting with employees; as this is hugely beneficial and motivational in its own right. When employees are demotivated to share knowledge and there are no rewards for knowledge workers, employees have a tendency to hide the knowledge they hold and this deters the achievement of an organizational agility.

Knowledge *ba*. Values is a precursor to knowledge sharing, combining innovativeness, communal, and administrative cultures (Cavaliere & Lombardi, 2015). Knowledge-centered culture has been found to constitute a critical factor in achieving organizational agility and at the same time an imperative originator to knowledge sharing in personalities with high levels of trust inclination. Knowledge *ba* was measured with parameters such as provisions for online networks where members can share, presence of planned simulation programs, great levels of information technology programs and formation of the correct atmosphere to enable members of organization to share knowledge (Peralta & Saldanha, 2014).

Time to share. A knowledge culture establishes some of the elements of time to share tacit knowledge as: making it easy to contribute to content, making the employees feel sharing as part of their daily job, reducing the long learning curves, reducing knowledge management approaches that involve non-value added activities. As the organizational rivalry intensifies and competition is the order of the day, work pressure among the employees also increases. This creates difficulties for employees to create time for involvement in knowledge-sharing activities. This in the long run prevents achievement of organizational agility (Qureshi & Evans 2015).

Organizational knowledge-centered culture. This is also called knowledge-friendly culture focuses on ways of effectively and efficiently managing employees' knowledge. Such a culture emphasizes the value of knowledge sharing and as such, this unique culture administers how work is successfully done, evaluates knowledge imperative and desirable in day-to-day decisions, activities to be carried out and how everyone should behave regarding sharing of knowledge. Knowledge sharing culture contributes significantly to achievement of organizational agility in any organization Business culture upshots into superior planning becoming far-sightedness and echelons of accountability is upheld deeply (Lelic, 2002).

Members are arrayed with entrepreneurial spirit while everyone is socially responsible in engaging in work-related behaviours'. As a result a firm is credited for quality, excellence, and innovation culture whose end products are learning and gaining knowledge environments, (Ajmal et al., 2010).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methodological framework that guided this study in achieving its objectives. This is discussed under research philosophy, research design, target population, sampling procedure, data collection tools and techniques, data analysis methodology and finally data presentation technique.

3.1 Research philosophy

This study took a positivism approach as it was a scientific method of knowledge generation. Positivism framework views phenomena to be investigated utilizing facts and observation as its strategy to explain the phenomena. The positivism approach enhanced the researcher's ability to better understand the respondents' view and position regarding the study. This allowed a collection of general information and data from large samples using highly structured questionnaires (Levin, 1988).

Positivist scientists stay detached from the participants of the study by creating a distance which is significant in remaining emotionally neutral to make clear distinctions between reason and feeling. In addition, the researcher adopted the position of positivism approach with regard to its determinism implying that events are brought about by different conditions. Therefore, comprehending such causal connections are essential for forecast and control (Carson et al., 2001).

Positivism is also pragmatism which means it allowed collection of provable empirical facts supporting the hypotheses. Positivism allowed also the expounding of the study in an easy manner and it gave generality in the course of relating the outcome of the particular case to the whole population (Cohen et al., 2000).

3.2 Research design

Study design is used by researchers to get answers through premeditated research questions directing the research. Burns et al., (2013) expressed that planning a study helps researchers to strategize and execute the study therefore enabling them to get the expected outcomes, hence greater chances of acquiring information is related with the situation at hand. Research design can be divided into two general classifications that is qualitative commonly known as non-numerical and quantitative or numerical research design. Qualitative research is required to determine "why" a certain theory is in existence along with "what" research participants have to say about the same. Quantitative or numerical research design aims at gathering numerical data and generalizing the results across whole population to explain a phenomenon.

Quantitative design stresses on mathematical/statistical analysis of data gathered through questionnaires mainly and surveys, or through manipulation of data already in existence by use of some computational techniques. There are four key advantages of quantitative methods (1) clear and explicit results (hypotheses can either be accepted or nullified), (2) ability to compare finding from previous studies (this is possible because of available hard copy data and unvarying analysis) which makes it possible for cumulative research, (3) enhances objectivity and dependability due to clear analytical procedures and measures,

and (4) enable data generalization and validation from external sources (since its majorly based on a large sample statistically) (Patton, 2002).

Further, quantitative research design makes conclusions based on numbers (statistics) and analysis and is most preferred for growth of companies and organizations. This is because numbers give a better perspective while making entrepreneurial choices. Quantitative research methodology is further classified into five, this include: descriptive research design, experimental research design, correlational, explanatory and diagnostic research designs (Patton, 2002).

Deciding on the proper method to use is vital for realization of the study objectives (Scandura & Williams, 2000). for instances in this study, quantitative correlational research is the most suitable since we aim at developing sustainable strategies that will sustain organizational agility thus quantitative correlational research is most promising. This study adopted quantitative correlational research design. This is a non-experimental research design that seeks to establish the connection between two connected variables. Correlational research refers to an effort to link ideas to realize a causal root and its impact, thus enabling the researcher to describe what is going on. Further, correlational design takes a gander at how things come together and interact.

Correlational studies center on an analysis of an event or a particular problem to elucidate the patterns of associations between variables (Zikmund et al., 2012). Correlational research design aims at identifying variables that have a relationship with each other, and therefore aid in making a prediction of one variable given another and finally examines

effect and possible casual effect between one variable and another (Curtis et al., 2016). This research seeks to determine the association of knowledge centered culture practices and organizational agility at NHIF in Kenya. The correlational research design is examined through a correlation coefficient whose values arrays between -1 and +1.

The bits of knowledge acquired from case studies may be built as tentative hypotheses which can aid shape future research. The data gathered was cross-sectional acquired through a study of respondents by means of a questionnaire with Likert size of 5 (five) classifications, to be specific strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1). The method was scientific and thus it followed the scientific procedures as it was able to show the causal effect of variables.

3.3 Study population

According to Kruger and Welman (2001) and Kothari (2004), a population is a set of objects, persons or items from which samples are derived for measurement. Similarly, study population is the whole gathering of individuals, happenings or things that the scholar desires to explore (Mbwesa, 2008). This research targets all the members of NHIF who makes contributions both as through employers or self-employed categories. All the 2.8 million NHIF active members (NHIF, 2019) formed the target population for this study.

Table 3.1

Study population

Category	Population
NHIF Members	2, 800,000

Source: (NHIF, 2020)

Table 3.1 shows a summary of the study population. The study targeted 2.8 million active members who made contributions to NHIF. It is worth noting that the 2.8 million does not entail dependents of the contributors who include wife/husband and children.

3.4 Sample size determination

Sample size is used to determine the number of individuals to be observed in a study/survey. To determine the size of the sample for this study, the researcher utilized Cochran (1977) formula for populations above 10,000. This is given as follows:

$$n = \frac{Z^2 pq}{d^2}$$

Where: n = sample size

Z = is standard normal variation at a determined level of confidence level (This study used 95% therefore z was 1.96)

p = is the proportion of the target population estimated to have the characteristics being measured when one is not sure. Taken to be 0.5 in this study

q = 1- p (1-0.5 = 0.5)

d = is the margin of error, taken to be 0.05 in this study

Hence:

$$n = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 384.16$$

Hence the sample size was taken to be approximately 385 NHIF members.

3.5 Sampling design

Sampling is the technique or act of choosing a representative part or an appropriate sample of a populace for the purpose of defining the attributes of an entire populace. For larger sample size which is more than 10,000 the researcher is allowed to take a population of 384 as a representative enough of the total population. The key goal of sampling is to draw

a sample that will precisely represent the targeted larger population (Kruger & Welman, 2001; Creswell, 2009).

This study adopted a two stage cluster sampling method. This is a probability sampling technique where the investigator divide the whole group of people in sections and then they are randomly selected and then from the chosen clusters the researcher randomly picks elements for sampling. The population was first divided into sections or clusters called counties. NHIF has regions according to the 47 Kenyan counties. From those two counties, Kajiado and Nairobi counties were randomly selected. Nairobi was considered because it houses the majority of employed contributors and getting contributors in different employment cadres was evident while Kajiado has a bigger number of self-employed contributors who encompass self- help groups, informal registered Sacco's, individual business owners and casual workers who are active members of NHIF. Out of these, the researcher selected 385 active NHIF members randomly to be included into the sample. The researcher was able to sample the sporadic extremes of the assumed populace. This method gave a higher statistical accuracy in comparison to simple random sampling thus required a smaller portion of the population which could be economical in terms of save period spent, cash used and energy used by the investigator as well as minimizing biasness.

3.6 Description of research instruments

Data collection instruments allude to devices used to gather data, for example, surveys, tests, structured interview schedules and checklists (Seaman et al., 1991). Based on research objectives and the study of the literature, we built a questionnaire for data collection. The questionnaire were planned with a series of questions which were closed

with a single response enumerated using a Likert scale with five possible answers, which requested respondents to agree with that statement. The reason of using symmetric scale was to disregard the tendency of respondents to a neutral position. Further, there was a section of open-ended questions where respondents were free to express their views as per questions posed to them.

This study used self-administered questionnaires as the key instrument for data gathering. This choice of the questionnaires was considered on its ease to test data for validity and reliability, it was less time consuming as compared to interviews and observations. The choice of questionnaire guaranteed a high level of anonymity of the individual which most respondents preferred. This also enhanced the use of standardized questions. The data was obtained from primary sources. Another advantage of this method of questions was that it was easy to analyze.

It was also easy to administer to specific group. The method was simple as it explained clearly to the respondents the nature of the information needed which encouraged the respondents not to discard the questionnaire and this assisted the respondents not to omit any vital information necessary for the study. The researcher sent the questionnaires together with a cover letter requesting the input of the respondent on the questionnaire. This letter was very brief, and highlighted the importance of the study and the use of the data.

3.6.1 Development of the questionnaires

Questionnaire items of knowledge-centered culture are adapted from the factors described by Creplet (2000) such as trust, atmosphere, enough time to share for unstructured thinking process amongst others as a knowledge culture that gives a sustainable vision for knowledge sharing; those of organizational agility were based on the findings by (Biech (2014) where agile environment released the potential in people, has a sense of flexibility, responds quickly to sudden changes, speed, accountability, innovation, quality, new markets and customers' needs while tacit knowledge sharing was based on the research by Tong et al. (2013) which states that knowledge sharing includes thinking, experiences, ideas, processes, trainings, incentives, workshops, face- to – face meetings, and all this put together, gives an organization a building block for the success.

The questionnaires were given to all the respondents in the three sample sets. The questionnaires were made with both open and closed ended questions. The closed questions were limiting so as to aid the coding exercise while the open-ended questions searched for answers or opinions that allowed the respondents freedom to answer. This gave honest views of the variables under study. A questionnaire was developed whereby each variable was pegged to a number of questions with corresponding answers like :- (agree strongly (SA) through to disagree strongly (SD). Scores that were attached to the responses ranged from 5 to 1 with 5 representing agreeing strongly and 1 indicating strongly disagree.

3.6.2 Structure of the research tool

The study used a questionnaire as the research tool. It was made up of five segments:

Section A : Personal data of the respondents;

Section B : Queries concerning knowledge-centered culture;

Section C : Questions concerning how tacit knowledge was shared;

Section D : Comprised questions relating to organizational agility; and,

Section E : Contained open-ended questions targeting organizational agility.

3.7 Pilot study

The study conducted a pilot study preceding the leading research using a total of 39 respondents. According to Mugenda and Mugenda (2003), 10% of the sample size is appropriate for a pilot study. The respondents sampled in the pilot were not included in the main research. From this, the researcher tested dependability and validity of the study tools and this discussed below.

3.7.1 Validity and reliability of this study

Validity and reliability of a study design fundamentally discuss the 4 scopes that examine the goal of the study namely: Internal, construct, dependability and external validity. Despite that being principles numerical research, this likewise can be considered for qualitative research that require to join systematic processes with adaptable research plans since they aid in investigating the danger of systematic errors. (Creswell, 2009). Construct validity denotes the conceptualization and measures of the constructs under study. If not attained, the study may explore perceptions outside the focus of the study. Five elements of knowledge centered culture were selected because of this study These are, participation, knowledge *ba*, motivation, trust and time actually compose a knowledge centered culture and not by other factors.

Internal validity discusses issues associated to the clarity of explanation of the research outcomes therefore, a researcher must keenly see to it that the study description of the findings is correct. Adhering to numerical investigation we employed statistical techniques to justify the internal validity. The study focused on outlined research procedures and established a chronological orders of events. Our findings were affirmed by existing literature which helped in shunning misinterpretations. Generalizability of the research outcomes refers to External validity which is the worth for producing new theories and lastly, reliability talks about the power of reproducing research findings in a manner that another scholar might independently carry out the same research and would generate similar results.

Dependability is mainly focused on uniformity, steadiness and repeatability of the research participant's response as well as the investigator's skill to gather and key in the facts correctly (Creswell, 2009). It refers to the capability of a research methodology to produce steadily similar outcomes over recurrent testing phases (Selltiz et al., 1976).

This study used Cronbach's alpha test. It is an internal consistency index intended to be used with tests encompassing items with wrong responses. This instrument is helpful in educational and social science study as tools in such fields require informants to rate the degree of agreement and disagreement of a statement using a specific scale. Data collection instruments were tested for reliability and the results are presented in Table 3.2 where Cronbach alpha statistics are presented.

Table 3.2***Reliability of Scale***

	Cronbach's Alpha Coefficient	Items
Participation	0.715	4
Knowledge <i>ba</i>	0.802	5
Motivation	0.743	4
Trust	0.700	3
Time	0.739	3
Tacit knowledge sharing	0.776	11
Organizational agility	0.850	7

Source: (*Researcher, 2020*)

The results presented in Table 3.2 indicated the reliability analyses for study respondents. The results established that all the aspects under study registered Cronbach Alpha coefficients more than the acceptable 0.7 value. Participation had coefficients of 0.715, Knowledge *ba* had a coefficient of 0.802; motivation had 0.743; trust had 0.700 and time had 0.739. The results further pointed out that organization agility had a coefficient of 0.850 while tacit knowledge sharing had a coefficient of 0.776.

Knowledge-cantered culture was tested using participation, knowledge *ba*, motivation, trust and time and every item was allocated a number of questions both closed and a section of open-ended questions. Participation initially had seven questions and they were reduced to four, knowledge *ba* had seven and they reduced to 5, motivation had eight and they reduced to four, trust and time had seven and both reduced to three questions. Tacit knowledge sharing which as the mediator initially had 20 questions and they reduced to 11 and finally organizational agility initially had 15 questions and they were reduced to 7 questions.

3.8 Methods of data collection

Data collection is the practice of assembling facts on beset variables in an existing systematic fashion, which then aids someone to respond to relevant queries and assess results. With an objective to get reliable evidence which allows analysis that lead to the devising of substantial and reliable solutions to the queries posed (Ballard et al., 2014). This study relied on primary source of data as the study sought first-hand information from the research participants which the investigator received through use of questionnaires.

3.8.1 Ethical considerations

Ethical apprehensions regarding the investigation of human subjects were aided by the Wits University code of ethics which offers procedures for steering ethical study. Preceding to data assembling, the researcher sought for a research permit from NACOSTI. The permit was granted as per Appendix IV. The study design encompassed assurances for the confidentiality of informants hence upholding the ethical principle of reciprocity as recommended by (Kvale, 1996).

Ethical norms are research objectives that are applied to persons conducting scientific study or any other academic undertakings. The standards promoted research aims, i.e., knowledge, truth, and avoidance of error. It also ensures accountability of the researchers to the people (Shamoo and Resnik, 2015). The researcher also obtained the necessary permit for the study from Kenya Methodist University which is a requirement for any researcher before proceeding to the field. The principle of beneficence and respect for human self-worth would be upheld throughout the process of data collection (Polit & Hungler, 1999).

The researcher then progressed to acquire an authorization from the National Commission for Science, Technology and Innovation to aid in conducting the study. Researcher observed logistical and ethical issues in the study which ensured the uprightness and authentic outcomes. Informants were guaranteed of privacy and that the facts given out would only be utilized for the research. The questionnaire were given to the informants as per the three categories stated earlier. Nevertheless, support was given where clarifications was requested by the informant especially on tacit knowledge sharing and organizational agility which seemed to be new concepts to the self- employed members and partly to non-employees categories.

The questionnaires were collected and checked for completeness. They were coded and data keyed and later analyzed. Before leaving the research site data was checked for completeness and unfilled spaces were filled immediately, unfilled spaces were noted then the validation was confirmed from the relevant respondents as the respondents had an opportunity to indicate their names, give the mobile contact number and email address on the questionnaire. Afterwards, the instruments were serialized in preparation for keying in data in and excel format before being transferred to an SPSS software for data analysis.

3.8.2 Operational definition of variables

An operational definition of a variable refers to a how a variable is measured specifically in the research. Once adopted in data collection, is a clear, concise detailed description of a measure. Operational definitions is vital while assembling all sorts of data. It helps in maintaining consistency and to avoid erroneous results.

This study sought to measure the variables using the ordinal scale as the variables are non-numeric in nature. Each variable was given a corresponding score and it was easy to get the mean. The study adopted the Likert Scale. This method was adopted as it is the commonly used method of data collection used, hence understood easily. The responses obtained are quantified with easiness and subjected to statistical analysis

Responses obtained were easily coded during the process of data accumulation because a single number represented the participant's reply. Another quick method is Likert surveys as they are efficient and economical methods for gathering data. They are very flexible and can be passed on via mail, through the social media or even self-administered. One of major disadvantages that comes with this method is; the avoidance of the informants to choose the "extremes" choices on the scale, this is as a result of the adverse effects linked to 'extremists', at the expense of the extreme option being the best choice.

3.9 Data analysis and results interpretation

The gathered data was fed to analysis software namely SPSS version 25 and was aided in data analysis. To examine the influence of knowledge-centred culture on organization agility and how tacit knowledge sharing mediates this relationship, the indicators of knowledge centred culture (participation, knowledge *ba*, motivation, time and trust), tacit sharing knowledge (mediating variable) and organizational agility (dependent variable) were aggregated. Each aggregate was determined as the mean of several indicators associated with each variable which were Likert scale questions with the lowest value one signifying strongly disagree while five signifying strongly agree.

Analysis of the data was performed based on the type of variable (qualitative or quantitative). Univariate descriptive data analysis techniques were used at the initial stage of analysis where measures of central tendencies such as mean, measures of variation such as standard deviation, quartiles, minimum and maximum and measures of shape such as skewness and kurtosis were used to summarize quantitative continuous variables whereas proportions and frequencies were utilized to summarize categorical data. Bivariate analysis was also conducted where parametric methods were adopted as they were more powerful as compared to the non-parametric methods. An independent samples t-test and an analysis of variance tests (ANOVA) were utilized to examine mean differences in the study variables across gender and age of the respondents.

To determine association between knowledge centred culture (participation, knowledge *ba*, motivation, time and trust) and organizational agility (dependent variable) Pearson's correlation analysis was utilized. Hierarchical multiple regression was used as a means of statistical control, and for examining incremental validity to determine mediating consequence of tacit knowledge sharing on the connection between the entire set of independent variables (participation, knowledge *ba*, motivation, trust and time) and dependent variable (organization agility). The reports were presented in form of tables and charts, with an explanation directed by goals of the study and a discussion as per the data analysis findings. All hypotheses were tested at a minimum of 0.05 level of significance.

Multiple regression model permits the investigator to justify for all important factors in the model thus allowing to a more accurate and precise understanding of the association of each individual factor with the outcome (Cohen et al., 2014).

3.9.1 Analysis of open-ended questions

Thematic analysis was used as a method for identifying, analysing and reporting patterns within open ended data. This is because it is a flexible data analysis plan that qualitative researchers use to generate themes from interview data. This approach is flexible in narrative inquiry where familiarization with prevalent topics are generated, coding is done, sorting out coded as per potential themes, capturing the data as per relevant areas of concern and describing each theme in simple sentences and lastly, producing the final report which should be concise, coherent, logical and non-repetitive (Braun & Clarke 2006).

3.9.2 Examination of direct effects

A linear relationship was assumed between the variables hence the models to be adopted are functionally represented in the following three linear regression models.

Model 1 – Organizational agility as a function of knowledge centered culture

$$OA = \beta_0 + \beta_1P + \beta_2K_{ba} + \beta_3M + \beta_4TR + \beta_5TI + \varepsilon$$

Whereby: OA = Organizational Agility

P= Participation

K= Knowledge *ba*

M = Motivation

TR =Trust

TI =Time

$\beta_0, \beta_1, \beta_2, \beta_3$ =Coefficients

ε = Error term

Model 2 – Tacit knowledge sharing as a function of knowledge centered culture

$$\text{TKS} = \beta_0 + \beta_1 P + \beta_2 K_{ba} + \beta_3 M + \beta_4 TR + \beta_5 TI + \varepsilon$$

Whereby: TKS = Tacit knowledge sharing

P = Participation

K = Knowledge *ba*

M = Motivation

TR = Trust

TI = Time

$\beta_0, \beta_1, \beta_2, \beta_3$ = Coefficients

ε = Error term

Model 3– Organizational agility as a function of tacit knowledge sharing

$$\text{OA} = \beta_0 + \beta_1 \text{TKS} + \varepsilon$$

Whereby: OA = organizational agility

β_1 , = Coefficients of tacit knowledge sharing

ε = Error term

Model 4– Mediating effect

$$Y = \beta_0 + \beta_1 \text{KCC} + \beta_2 \text{TKS} + \varepsilon$$

Whereby: OA = organizational agility

β_1 = Coefficient of knowledge centered culture

β_2 , = Coefficients of tacit knowledge sharing

ε = Error term

The data was tested for the classical linear regression model assumptions before the analytical approach was used. These assumptions are stated as follows: that a) A linear relation is existent between the response and the explanatory variable, b) independent variable is not by chance, c) The projected number of the error term is 0, d) variance for the error term is similar for all the findings, e) The error term is normally distributed and f)The error terms is not related throughout all observations.

3.9.3 Mediation effects

Further, the Baron and Kenny (1986) technique for the testing of mediation was used to assess the intermediating influence of tacit knowledge sharing on knowledge-centered culture and organizational agility relationship. The steps discussed by Baron and Kenny are explained here below.

Figure 3.1

Mediating effect

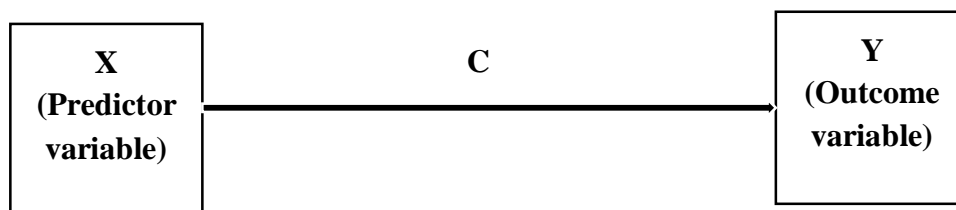
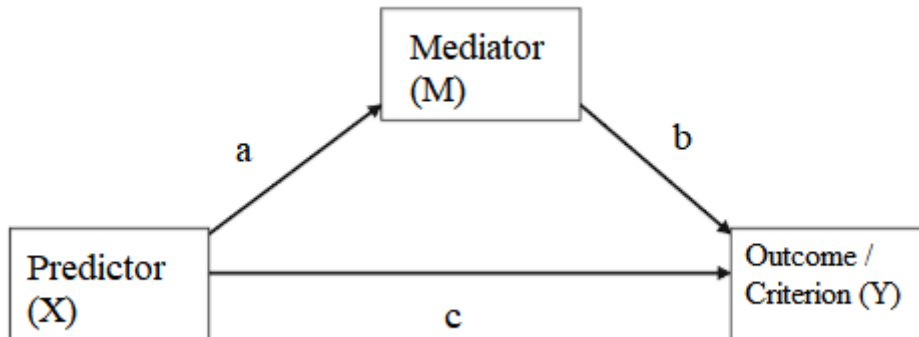


Figure 3.2

Direct effect



Source: *(Baron & Kenny, 1986)*

This process involves four steps where the first step shows that the explanatory term is associated with the output variable. Here, Y variable acts as the outcome while X acts as the explanatory factor (tests path *c* in the mediation B). This explains a possibility of an effect that can be intermediated.

Second step: Shows that the intervener is interrelated with the response variable. M is used as the output variable while X as an explanatory variable (tests path labeled *a*). It basically making the intervener be the response variable.

Step three: demonstrates how response term is affected by the intervener. Y is used as the response term, X and M are used as explanatory factors (estimates path *b*). Note that it is insufficient to link the intervener with the result since the intervener and the result can be related for both have been initiated by X. Thus, the importance of controlling explanatory term in determining the effect of the intervener on the result.

Fourth: In order to show that M entirely intermediates the correlation of X and Y, the influence of X on Y regulating for M should be nil. The effects in third and fourth steps are assessed in the same equation.

3.9.4 Diagnostic tests

Tests in the statistical world make assumptions which invalidate results once violated as there are errors which occur. Therefore, this study will satisfactorily test for the assumptions made by Pearson's correlation and regression analysis. These assumptions are normality, homoscedasticity, linearity, and multicollinearity.

Testing data for normality: Statistically, normality tests are mainly used to find out if a group data represented by a normal distribution curve. Likewise they are used to evaluate the likelihood of a random variable underlying the group of data to be normally distributed. Normality and other assumptions are to be taken with a lot of seriousness, because once these assumptions are inaccurate, it is not possible to obtain correct and dependable deductions. This study utilized histograms and Q-Q plot (quantile-quantile plot) for testing normality since the plots can be simply understand in the cases of large sample sizes (Landau et al., 2004).

The validity of the tests assumed the following,

1. That the data was obtained from a particular process that could be represented by a single statistical distribution.
2. That the distribution was a normally distributed
3. That the data is unrelated over time.

Homoscedasticity: This is the constancy of variance and is also referred to as homogeneity of variance. The residuals are assumed to be similar across all values of the explanatory terms. This was tested using a residual scatter plot for predicted scores and standardized residual values also known as errors of prediction was used to test for homoscedasticity (Ho, 2013).

Multicollinearity: Kothari (2004) defines multicollinearity as the high correlation between the independent variables. It is assumed that the independent variables should not be highly correlated. Variance Inflation Factors (VIF) and tolerance values were used to test for multicollinearity. According to Belsley et al. (2004), a tolerance with a value close to 1 means there is little multicollinearity, whereas a value close to 0 suggests that multicollinearity exists, while a VIF of more than 10 ($VIF \geq 10$) indicates a problem of multicollinearity (Gujarati & Sangeetha, 2007).

Test for Outliers: Outliers are the extreme values or points which fall above 1.5 times the interquartile range beyond the third quartile or beneath the first quartile in a set of data. Outliers can cause errors in statistical analyses. In this study, outliers were tested using box plots (Allen et al., 2018).

Linearity: Landau et al., (2004) defines linearity as the consistent slope of change that represents the relationship between an independent variable and a dependent variable. The test assumes linearity. So Pearson's correlation coefficient will be used to test for the linearity. If the resultant p - value is less than 0.05, the relationship between independent

and dependent variables is not linear, and this presents problems during modelling. To deal with this, outliers should be removed.

3.10 Summary of the chapter

The study adopted a correlational research designs with a view of establish the cause and effect of the study variables and targeted all the 2.8 million active members in NHIF in Kenya from which a sample size of 385 was arrived at as a representation of the entire population using Cochran's sample size determination formula. The study adopted a two stage cluster sampling method. The population was first divided into clusters called counties. NHIF has regions according to the 47 Kenyan counties. From those two counties, Kajiado and Nairobi counties were randomly selected and out of these the researcher selected 385 active NHIF members randomly to be included into the sample.

The research mainly depended on first hand data which was obtained by the use of a semi-structured questionnaire. Thus considering the benefit of the use of first hand data as it made it possible for the investigator to obtain information needed specifically for the purpose of the research. This technique guaranteed first-hand-information from the targeted population. The scholar was able to tailor the questions in accordance to the study's objectives. Lastly, using primary data allows the researcher to obtain the data directly from respondent using various methods of data collection example, questionnaires, dialogues and observations.

Questionnaires were self-administered and picked late. The study sampled a total of 385 active members' respondents but managed to obtain responses from 371 of them representing a response rate of 96.36%. Descriptive and inferential statistics were utilized for data analysis. In descriptive statistics, the researcher utilized frequency, mean, standard deviation and percentages. In connection to inferential statistics the research used analysis of variance, correlation analysis, and regression analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This portion is on study outcomes, analysis of data as well as discussions of findings. Main research goal focused on examining effect of knowledge-centred culture on organization agility and how tacit knowledge sharing mediated the relationship. The research adopted a structured questionnaire targeting active members of NHIF who either contribute through payroll or as self-employed via mobile money platform called Mpesa.

It is imperative to point out that the respondents understood the questions posed to them well because before every aspect was explained briefly prior to the beginning of questions. The questions were further asked in the simplest language possible thus enhancing flow of coordination.

The collected data was coded and entered in SPSS software and again used to analyse data. To examine the effect of knowledge-centred culture on organization agility and how tacit knowledge sharing mediates this relationship, the indicators of knowledge centred culture (participation, knowledge *ba*, motivation, time and trust), tacit sharing knowledge (mediating variable) and organizational agility (dependent variable) were aggregated. Each aggregate was determined as the mean of several indicators associated with each variable which were 5-point Likert scale questions.

Data analysis was performed and the reports were produced and presented as tables and graphs. Through the guidance of the study goals and objectives, a brief interpretation and a discussion of the findings and results was made.

4.2 Demographics and rate of response

4.2.1 Response-rate

This research targeted 385 members of NHIF in Kajiado and Nairobi counties. They were all given questionnaires to fill through the guidance of the researcher out of which 371 filled and returned to the researcher for analysis. This represented a 96.4% rate of response which was excellent and sufficient for analysis. Baruch & Holtom (2008) in a study on levels of response rate in researches established that a 50% rate of response was sufficient for analysis.

4.2.2 General information

The respondents were asked to answer on the basic features. These characteristics were: Sex of the participants, their, the duration they have been contributors and the category they belong to as either employed or self-employed. Table 4.1 illustrates these outcomes.

Table 4.1

General information of participants

		Frequency	Percent	Cumulative Percent
Gender	Male	166	44.7	44.7
	Female	205	55.3	100.0
	Total	371	100.0	
Age-group (years)	18-25	126	34.00	34
	26-33	32	8.60	42.6
	34-41	62	16.70	59.3
	42-49	71	19.10	78.4
	50+	80	21.60	100
	Total	371	100.00	
Duration as member of NHIF (years)	1-5	121	32.6	32.6
	6-10	59	15.9	48.5
	11-15	32	8.6	57.1
	16-20	129	34.8	91.9
	20+	30	8.1	100.0
	Total	371	100.0	
Category respondents	of Self Employed	254	68.5	68.5
	Employed	117	31.5	100.0
	Total	371	100.0	

The results in Table 4.1 depicted that most of the contributors sampled, 55.3% were Female while the rest 44.7% were male. In addition, most of the respondents, 34% were aged 18-25 years. This is attributed to the fact that NHIF deductions are statutory and as such, all new employees must be registered with NHIF while joining any employment. At the same time, this is the age where those who are not in continuing education cease to be dependents and law requires them to register themselves as self-contributors. Following closely was 21.6% who reflected the aged above 50 years. This could be credited to the fact that NHIF has no age limit for those who desire to join the medical scheme and this is also the age bracket where the understanding of the need for a medical cover is clearer as this group could be having families. 19.1% of the contributors sampled were aged 42-49 years, followed by 16.7% aged 34-41 years while the least, 8.6% were aged 26-33 years. This showed that all the ages selected were aware of existence in NHIF.

While establishing the period the respondents enrolled for NHIF medical services, the results in showed that most, 34.8% enrolled for NHIF medical services 16-20 years ago, followed by 32.6% who enrolled 1-5 years ago, followed by 15.9% who enrolled 6-10 years and finally 8.1% who enrolled 20 years and above. The results of the high percentage can be attributed to the enactment of the NHIF Act which requires the employers to deduct and remit the contributions of the employee within the first month of employment and subsequently during each salary payment to the employees.

The online payment where non-employed members contribute to through mobile money transaction has enticed the younger generation to enroll and contribute with ease. Those who had stayed in the scheme for a longer period were able to respond to the questions of organizational agility with ease based on the customer service they have received in the past. Finally, the youngest members were able answer majority of the questions posed to them with a thorough understanding especially those relating to systems, knowledge sharing and innovativeness.

The study again while investigating the category of how they submit their deductions, the results revealed that most, 68.5% contributed as self-employed while 31.5% had secured employment. Broadly speaking, NHIF receives her contributions from two categories notably, from those employed and deductions are made by the employers and submitted to NHIF at the end of every month. This is a statutory deduction under the Kenyan Law. The other category is those who contribute as self-employed and therefore they pay through their own savings. They can contribute monthly, for three months or even pay yearly. The study wanted to test if the nature of the contribution for those in the formal and informal sector had the same stand regarding the issues raised by the study.

4.3 Status of knowledge centered culture

In this section research intended to establish the how knowledge-centred culture affected or influenced organizational agility at NHIF. This section describes knowledge-centered culture which is organizational setup that facilitates knowledge-related activities. The participants were asked to agree or disagree with various aspects of participation in tacit knowledge activities, knowledge *ba* for tacit knowledge sharing, motivation for tacit

knowledge sharing, trust on organizational agility and time constraints for tacit knowledge sharing at NHIF.

A 5-point Likert measurement was used with the lowest being 1 and the highest being five. The scores of each item were then aggregated and a mean and standard deviation obtained. Lastly, all the items were aggregated and a mean and standard deviation values obtained to form an aggregated score representing each indicator of knowledge centred culture. These are discussed in the following pages.

4.3.1 Participation

Table 4.2 shows responses on the part of knowledge participation by NHIF contributors in relation to knowledge centered culture.

Table 4.2

Analysis of participation in relation to organizational agility

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
Fund provides opportunity for members to freely articulate their ideas for mutual benefit.	8.9	46.1	23.2	18.6	3.2	2.41	0.992
NHIF has an environment which allows information to flow freely from the outside to units and groups where it is most valuable	3.8	50.9	27.0	17.5	0.8	2.61	0.846
NHIF has developed mentorship programs which allow sharing of ideas through socialization.	4.9	35.3	25.9	34.0	0.0	2.09	0.936
NHIF has a system or value culture that promote knowledge sharing.	11.1	37.2	34.8	16.4	0.5	2.11	0.910
Aggregated score for participation						2.305	0.917

The participants of the study were requested to respond to four aspects on participation. The researcher was supposed to find out if NHIF provided opportunity for members to freely articulate their ideas for mutual benefit, secondly to confirm if there was an

environment which allowed information to flow freely from the outside to units and groups where it is most valuable. They enquired if there were developed mentorship programs which allowed sharing of ideas through socialization and finally they sought to find out if there was a system or a culture in NHIF that promotes knowledge sharing.

From the results, it was observed that most of the respondents do not agree to NHIF providing opportunity for her members to freely articulate their ideas for mutual benefit ($M = 2.41$, $SD = 0.992$). Most respondents (55%) did not agree to the same, (21.8%) agreed while (23.2%) were neutral on whether there was provision of opportunity for members to articulate themselves.

The results implied that NHIF did not have an environment that allows information to freely flow from the outside to units and groups where it is most valuable ($M = 2.61$, $SD = 0.846$). Majority of the respondents (54.7%) disagreed that there is an environment which allowed information to flow freely, (18.3%) agreed on the same while (27%) remain neutral.

From the results, it was established that in NHIF, there was no developed mentorship programs that could allow sharing of ideas through socialization ($M = 2.09$, $SD = 0.936$). Most of the participants (40.2%) disagreed on the questions posed to them while, (34%) agreed while (25.9%) are neutral on whether there was presence of mentorship programs which allowed sharing of ideas. The study results depicted that NHIF does not have a good culture that's aim at promoting knowledge sharing in the organization as denoted ($M = 2.11$, $SD = 0.910$) where most respondents (48.3%) disagreed to statements relating to the

value culture aimed at promoting knowledge sharing. Out of all the respondents, 16.9% agreed while (34.8%) remained indifferent.

Based on the aggregated value ($M=2.305$, $SD = 0.917$), the study established that respondents disagreed that participation in tacit knowledge sharing activities was taking place. This would be concluded that members were not actively involved in activities which are aimed at promoting unstated knowledge distribution.

These findings concur with those by Mehrabi et al. (2013) who emphasised on the need of members' involvement in the process of decision making as a way of boosting organizational agility. This study also is in agreement with research by Ekta (2013) who stated that knowledge sharing accomplishment is dependent on numerous aspects such as organizational culture, environment with great participation level by employees, understanding and their awareness. The study results further agrees with research by Lin et al., (2012) which proved that only a small number of establishments are able to attain the anticipated levels of organizational agility and knowledge sharing from their members through participation.

4.3.2 Knowledge *ba*

This section presents the responses on knowledge *ba* where the participants gave their views on five aspects of knowledge *ba*. The results were given as indicated in table 4.3.

Table 4.3***Examination of knowledge ba in relation to organizational agility***

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
NHIF management is a good example to members in setting standards of behavior which drives a vision of customer focus.	4.9	16.2	23.5	45.6	10.0	3.40	1.028
NHIF management has provided members with an environment where people are encouraged to explore, discover, take risks and develop trust.	13.5	36.9	26.4	20.8	2.4	2.12	1.034
NHIF has a well-developed knowledge sharing platform which is aligned to its mission statement.	10.5	45.8	29.4	12.1	2.2	2.30	.913
NHIF information systems facilitate the sharing of information and knowledge across all the stakeholders.	12.4	43.1	18.6	25.1	.8	2.09	1.021
NHIF has provided online networks and social gatherings.	13.5	54.4	13.5	10.2	8.4	2.46	1.108
Aggregated score of knowledge ba						2.474	1.021

Knowledge *ba* was tested using five aspects where the questions were posed as indicated in the results in table 4.3 where the respondents were required to give their views if NHIF management was a good example to her members in setting standards of behavior which drove a vision of customer focus, if the management has provided a friendly atmosphere where people can explore, make discoveries, get involved in risks and grow in trust. Thirdly, enquire if there was a well-developed knowledge sharing platform which was aligned to the organization mission statement, confirm if information systems facilitated the sharing of information and knowledge across all the stakeholders and lastly enquire whether there was provision of online networks and social gatherings.

The study shows that NHIF management is a good example to members in setting standards of behavior which drives a vision of customer focus as presented by an average value of 3.40 and a variation of 1.028. From the results, majority of the respondents (55.6%) agreed, (21.1%) do not agree and (23.5%) remains in different on whether NHIF was a good example for members in setting standards of behavior.

From the study, NHIF management has not provided members with a friendly atmosphere where people can explore, make discoveries, get involved in risks and grow in trust as expressed by a an average of 2.12 and a variation of 1.034, the results depict that majority of the respondents (50.4%) do not agree on the same, (23.3%) agree with the findings while (26.4%) remain in different.

The results further established that NHIF there is no well-developed knowledge sharing platform which is aligned to its mission statement, however from the findings its below average ($M = 2.30$, $SD = 0.913$), the study shows that (56.3%) does not agree, (14.3%) agree while (29.4%) remains in different on whether NHIF has a well-developed knowledge sharing platform which is aligned to its mission statement.

The study depicts that NHIF information systems facilitate the sharing of information and knowledge across all the stakeholders which do not agree as presented by an average value of 2.09 and a variation value of 1.021, majority (55.5%) disagree on the same and (25.9%) agrees that NHIF information systems facilitate the sharing of information and knowledge across all the stakeholders.

From the results revealed that there are no online networks and social gatherings (M = 2.46, SD = 1.108), from the results, majority of the respondents 67.9% did not agree with the results while 18.6% agreed. The results further established that members disagreed to the aspects of knowledge *ba* as shown by an aggregate mean of 2.474. This pointed out that on average, knowledge sharing activities are not taking place to a great extent as per the views of all the respondents.

The results concur with the studies by Sabherwak and Becerra (2003) who viewed a knowledge *ba* as a system to solve problems founded on technology like case-based reasoning whose aim is to help the organization in achieving its agility. The respondents felt that the presence of a knowledge *ba* was not sufficient (M=2.474, SD=1.021) because the respondents almost disagreed on the presence of knowledge *ba*.

4.3.3 Motivation

Responses by NHIF contributors on four items of motivation as a dimension of knowledge centered culture are obtainable on table 4.4

Table 4.4

Motivation analysis in relation to organizational agility

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
I get satisfaction when I share what I know with my friends and colleagues	3.5	12.9	22.4	46.4	14.8	3.56	1.007
I believe that by sharing what I know with others NHIF members, I get to learn more.	0.0	11.9	13.7	56.6	17.8	3.80	0.868
The organization structure at NHIF facilitates effective knowledge sharing easy	17.8	39.9	19.9	15.1	7.3	2.04	1.160
There is recognition for members who share knowledge at NHIF.	2.4	25.9	37.5	19.5	9.7	2.43	0.987
Aggregated score of motivation						2.958	0.976

Motivation was tested using four items which sought to find out if members get satisfaction when they shared what they know with their friends and colleagues. Further, whether respondents believed that by sharing what they know made them to learn more and additionally, enquired if the organization structure at NHIF facilitated effective knowledge sharing with easy and lastly, sought to find out if there was recognition for members who shared their knowledge.

The results from Table 4.4 illustrates that members got satisfaction when they shared what they know with their friends and colleagues as expressed by an average value of 3.56 and a variation of 1.007. Majority of the respondents as shown by the results (74.4%) agreed, (16.4%) did not agree with the posed question while (22.4%) remained in different on the same. The results further showed that respondents believed that by sharing what they knew with other members they got to learn more ($M = 3.80$, $SD = 0.868$). Most of the respondents (74.4%) agreed with the results of the study and (11.9%) did not agree with the results. Consequently, the results established that the organization structure at NHIF failed to facilitate effective knowledge sharing activities easily as shown ($M = 2.04$, $SD = 1.160$). Majority of the respondents (57.7%) do not agree with the results of the study while (22.4%) agreed with the results.

It was also established that there was no recognition for members who share knowledge as illustrated by an average value of 2.43 and a variation value of 0.987. It can be noted from the results that most participants (30.7%) disagreed, (29.2%) agreed with the results while (37.5%) remains in neutral. The various aspects on motivation for tacit knowledge sharing were tested and an aggregate mean of 2.958 was established. It can be concluded from the

results that using the scale provided, there was an indication that the level of motivation was relatively low at NHIF.

This study agree with the research by Wang and Hou (2015) which indicated both intrinsic and extrinsic rewards trigger an affirmative influence on knowledge sharing activities. This scholarly work supports study by Yeon (2015) which recognized that sharing knowledge depended heavily on motivation aspect, either intrinsic or extrinsic motivation. This study also concur with research findings of Durmusoglu et al., (2014) which discovered that knowledge was increased in the organization when the rewards are linked with the organizational culture.

4.3.4 Trust

The study described the responses by contributors on trust in relation to knowledge centered culture as shown by the results in table 4.5.

Table 4.5

Trust is examined in relation to organizational Agility

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
NHIF is transparent on issues relating to new information to her members	9.6	39.4	30.6	17.9	2.5	2.34	.965
I believe that NHIF equips every member with knowledge and skills so as to perform the responsibilities better.	2.4	15.9	20.8	44.7	16.2	3.56	1.018
All members' views are considered whenever they are raised	6.2	39.1	33.4	19.7	1.6	2.41	.906
Aggregated score trust						2.77	0.962

The researcher developed three facets of trust which developed the statements which respondents were to give their views as illustrated in the first statement that enquired if the study organization was transparent on issues relating to new information. The second item

posed a question to find out if members believed they are equipped with knowledge and skills so as to perform their responsibilities better and on the other hand, the third item enquired if all members' views are considered whenever they are raised.

From the results of the study, it was established that NHIF was not transparent on issues relating to new information to her members ($M = 2.34$, $SD = 0.965$). Majority of the respondents (49%) did not agree with the results of the study, (20.4%) agreed with the results while (30.6%) remained undecided. The results depicted that respondents believed that NHIF equipped every member with knowledge and skills as to perform their responsibilities better ($M = 3.56$, $SD = 1.108$). Consequently, the study pointed out that most participants (60.9%) agreed with the results of the study while 18.3% do not agree while 20.8 % remained indifferent.

The results disagreed that all members' views are considered whenever they are raised ($M = 2.41$, $SD = 0.906$). The average value according to the scale used indicated that the respondents almost disagreed. Further, results established that majority of the respondents (45.3%) did not agree with the results. (21.3%) agreed and (33.4%) chose to be neutral. The three aspects on trust as tested gave an aggregate mean of 2.77. In conclusion, according to the scale used, there was an indication that the level of trust was relatively low at NHIF and it is worth noting that trust has a significant influence on knowledge-centered culture, as this would determine how well employees and members can trust each other to share their knowledge and this leads to achievement of the agility of the organization.

The outcomes presented are of the same mind with publication of Kate (2016) which viewed trust as having confidence in that an organization is in a place to be reasonable and dependable. This implies that an organization acts consistently, and that both internal and external members can trust both the processes and transparency expressed by the institution. Results obtained also agree with Saki and Amirnejad (2016) who established that building blocks of trust enables facilitation of social interaction, establish long-term strategy that brings about knowledge leaders who appreciate human behavior and organizational culture. According to the research of the tow above, when this is put in place, the working environment is filled with high levels of trust and honesty.

4.3.5 Time

Time was one indicator of knowledge centered culture. The participants of the study were requested to respond on how they agreed and disagreed to descriptors of time for knowledge sharing activities at NHIF and the responses regarding the same are offered in table 4.6.

Table 4.6

Time analysed in relation to organizational agility

	SD	D	N	A	SA	Mean	Std.
	%	%	%	%	%		Deviation
Sufficient time is provided to train members on knowledge policies at NHIF.	7.8	28.8	24.5	30.3	3.5	2.38	1.047
There is sufficient time to share knowledge at NHIF.	6.2	34.2	26.7	28.8	4.0	2.90	1.017
It is difficult to reach to the person who has the solution to a problem at NHIF.	8.1	26.7	25.3	32.1	7.8	3.05	1.107
Aggregated score of time constraints						2.78	1.032

The time variable was indicated by three items where the first asked if sufficient time was provided to train members on knowledge policies, the second asked members if there was

sufficient time to share knowledge at NHIF and the third item asked if it is difficult to reach to the person who has the solution to a problem at NHIF.

From the results, there was no sufficient time provided to train members on knowledge policies at NHIF ($M=2.38$, $SD = 1.047$). Most of the respondents (36.6%) disagreed with the question on any training of members on new policies. 33.8% of the respondents agreed with the questions on time and (24.5%) are neutral on whether sufficient time was provided to train members on knowledge sharing regarding policies at NHIF. The results continued and showed that there is relatively no sufficient time to enlighten members on knowledge policies at NHIF. On the other hand, when asked if there was sufficient time to share knowledge the results showed that members were almost neutral ($M=2.90$, $SD = 1.1017$) and were the majority representing 40.4% of the responses. 32.8% of the respondents agreed with this statement while (26.7%) remain in different.

Lastly the results pointed out that it was difficult to reach to the person who has the solution to a problem ($M= 3.05$, $SD = 1.107$) and depicted that most of the participants (39.9%) agreed with the statement. (34.8%) disagreed while (25.4%) remained in different on the same. The results of the aggregated time showed that most respondents were found to have disagreed with various aspects of time constraints as shown by an aggregate average score of 2.78. This indicated that there is comparatively little time generated and set apart for members to share their knowledge to ensure tacit knowledge flows in the organization. The findings in this study agree with the research by Meyer (2002) which pointed out that anytime ought to be made a period to share knowledge with chances for knowledge

mobilization. This sharing within the organization setup should aim at achieving organizational agility.

4.4 Role of inferred knowledge in mediating relationship of knowledge centered culture and organizational agility

Data in this research study was collected while focusing status relating to sharing of tacit knowledge which was taken to mediate the relationship between knowledge centered culture and organizational agility. The participants were required to show how they agreed or disagreed to the 11 aspects examined on tacit knowledge sharing. These aspects underwent a measuring scale of a five-point Likert scale indicating a lowermost reading of 1 and an uppermost value 5. 1 showed that the respondents disagreed strongly while 5 showed that the participant agreed strongly. Table 4.7 shows how the participants responded.

Table 4.7***Status regarding tacit knowledge sharing***

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
NHIF have established page (wiki) where members can share their ideas, pass hot spot information and track emerging customer needs	11.1	42.3	19.9	20.8	5.9	2.48	1.101
NHIF has conducts training and mentorship for its employees and other members where experiences can be passed on	12.1	41.2	26.7	14.8	5.1	2.60	1.044
NHIF rewards members who actively share their knowledge	7.0	30.7	31.0	26.7	4.6	2.11	1.016
NHIF has established face-to-face opportunities where members meet to exchange knowledge	6.2	19.9	38.5	26.1	8.6	3.22	1.781
NHIF has made knowledge sharing a routine for all members	10.5	26.7	34.5	21.6	6.7	2.37	1.077
NHIF has established problem solving sessions where members can learn from the problems.	3.5	24.5	32.3	24.3	15.4	3.23	1.091
NHIF members are involved in brainstorming programs which allows new knowledge to flow.	4.6	42.6	27.5	19.9	5.4	2.19	.991
NHIF has activities where members can socialize outside office hours allowing employees to pursue collaborations and innovation.	6.5	10.2	32.3	35.0	15.9	3.44	1.077
NHIF has a calendar for teams' retreats with its members whose aim is to broaden the organizational knowledge.	4.0	11.3	24.5	48.0	12.1	3.53	.982
NHIF members are free to ask questions and get feedback.	16.2	39.9	26.1	12.1	5.7	2.41	1.076
NHIF has established communities of practice to ensure organization's competitiveness.	10.8	47.7	22.1	14.0	5.4	2.36	1.034
Aggregated score of tacit sharing knowledge						2.79	1.023

Questions were modelled according to the 11 descriptors of tacit knowledge sharing and the results are discussed here in. The first item sought to find out if the study organization has established a page (wiki) where members could share their ideas, pass hot spot information and track emerging customer needs. The results shows that NHIF has not established a page (wiki) where members can share their ideas, pass hot spot information and track (M = 2.48, SD = 1.101) thus reflecting (53.4%) members decided to be in

different with declaration on establishment of a wiki. However, a (26.7%) of respondents chose to agree on the same.

The results of the second item which enquired if NHIF conducted training and mentorship for her employees and other members, respondents remained neutral ($M=2.60$, $SD = 1.044$) with majority, 53.3% disagreeing and giving a view that majority of respondents were in disagreement with the statement on training and mentorship. Consequently on the same question 19.9% agreed with the statement while a 26.7% remain in different.

On the third statement, the study wanted to establish if the organization rewarded contributors who actively share their knowledge. The results depicts that NHIF does not reward members who actively share their knowledge as presented with an average value of 2.11 and a variation value of 1.016. This pointed out that most respondents (37.7%) disagreed with the results of the statement. (31.3%) however agreed while (31%) remained neutral on the same.

Enquiries according to the fourth statement as to whether there has been an established face-to-face opportunities where members met to exchange knowledge, the results gave an average value of 3.22 and a variation value of 1.781, signifying that a larger number of participants (38.5%) were neutral on the statement and, 26.1% agreed while 8.6% disagreed with the statement. Further, the study required the respondents to give their views as per the fifth item which desired to find out if the organization has made knowledge sharing a routine for all members. The results portrayed an average value of 2.37 and a variation value of 1.077 denoting that most of the participants (34.5%) were neutral with

the statement while (26.7%) chose to disagree and the remaining (21.6%) agreed with the statement.

Consequently, item six which posed a question whether NHIF has established problem solving sessions where members can learn from the problems. The results illustrate that NHIF has established problem solving sessions where members can learn from the problems ($M = 3.23$, $SD = 1.091$). From the results a bigger number of participants (39.7%) approved the statements as revealed by combinations of both strongly agreed and agree while (28%) did not agree with the findings while (32.3%) remain in different on the results. The results can be interpreted to mean that the organization has established fully a problem solving mechanisms.

On the need to establish how well the members are involved in brainstorming programs which allowed new knowledge to flow according to the seventh item, the respondents did not agree with the statement ($M = 2.19$, $SD = 0.99$). The results therefore signifies that respondents (47.2%) did not agree with the results, (24.5%) agreed while (27.5%) are in different on the same.

The results as per the eighth item which wanted to establish point whether NHIF has activities where members can socialize outside office hours allowing employees to pursue collaborations and innovation gave an average value of 3.44 and a standard deviation value of 1.077. The results displays a popular response rate both from strongly agree and agree as had (50.9%), (16.7%) did not agree with the question while (32.3%) remained neutral.

This can be interpreted to mean that NHIF has put in place mechanisms where socialization is taking place though just at 50%.

In endeavor to know if the study organization has a calendar for teams' retreats with her members whose aim is to broaden the organizational knowledge ($M = 3.53$, $SD = 0.982$) as per the ninth item. Therefore, (60.1%) of the respondents agreed taking note of both strongly agreed and agree, (15.3%) disagreed while (24.5%) are neutral on the same. Consequently, the results are taken to mean that majority of respondents felt that the organization has a calendar of teams' retreats where members has room to broaden their individual team knowledge and an overall effect on an increase in an organizational knowledge base.

Further, the tenth items ought to establish if NHIF members are free to ask questions and get feedback and the results shows that respondents did not agree as presented by an average value of 2.41 and a variation value of 1.076. Further, majority of the respondents both on strongly disagree and disagree had (56.1%), (17.8%) agreed with the question, and (26.1%) remained neutral.

Lastly, the eleventh item wanted to find out if there were established communities of practice to ensure organizational competitiveness and the results from the statement gave an average value of 2.36 and a standard deviation of 0.987. Majority of the respondents on both strongly agree and disagree scored (58.5%), (19.4%) agreed while (22.1%) remain in different. On average the study showed that most respondents were undecided on various aspects of tacit knowledge sharing ($M = 2.79$, $SD = 1.023$) where 3 indicated neutral. This

indicated that there was relatively minimal tacit knowledge sharing activities at NHIF since the standard deviation was more than 1 (SD=1.023), the responses widely varied across respondents.

The results of these study concur with the studies by Wang and Wang (2012) which acknowledged that there seems to have a considerable association between sharing of knowledge and capabilities of innovation. Research insisted that presence of actual knowledge sharing activities has a useful result in terms of speed and quality of innovation, and organizational agility. The results also support the study by Ajmal et al. (2010) which established a culture of knowledge sharing contributed considerably to achievement of organizational agility in any organization.

Pivec and Potocan (2015) argued that employees are dedicated in what they do, and their faithfulness to the organization determines the extent to which employees are willing to share their tacit knowledge. This in the longer end support their knowledge management agendas. The results of this study supports the Pivec and Potocan (2015) studies in that the results have shown that NHIF has a participative goal setting, measuring and feedback for tacit knowledge.

Lastly, the results supports the studies by Binti Zin (2013) which recognized that knowledge sharing behavior is vital for knowledge management and regarded voluntary

knowledge sharing activities in the workplace as critical if an organization intended to achieve agility and remain competitive.

4.5 Status of organizational agility

In this section, the responses by contributors on organizational agility which was the dependent variable are presented on table 4.8 where the respondents presented their agreement level on seven aspects of organizational agility at NHIF. A 5-point Likert measurement was used with the lowest being 1 and the highest being five. The scores of each item were then aggregated and a mean and standard deviation obtained.

Table 4.8

Descriptive analysis on organizational agility as the dependent variable

	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
NHIF systems are flexible and customer friendly.	19.4	39.9	21.6	17.0	2.2	2.43	1.051
NHIF employees are empowered to make simple and quick decisions to satisfy the customer.	3.0	14.8	26.4	46.9	8.9	3.44	.949
NHIF officers are equipped to solve critical problems within the shortest time possible.	20.2	29.4	26.4	24.0	0.0%	2.14	1.066
NHIF is innovative in her products and services	14.6	34.0	21.6	27.0	3.0	2.30	1.106
NHIF is responsiveness in all her undertakings.	10.5	38.5	28.8	22.1	0.0	2.13	0.943
NHIF makes adjustments quickly for the benefit of her members.	10.8	50.1	19.7	16.2	3.2	2.41	0.993
NHIF is fast in implementation of customers' expectations.	5.1	64.2	20.8	7.3	2.7	2.38	0.805
Aggregated score of organizational agility						2.46	0.982

In the efforts of understanding organizational agility the first item enquired if the organization under study had systems which are flexible and customer friendly. The results shows that NHIF systems are not flexible and customer friendly (M = 2.43, SD = 1.051)

and there was a wide variation in the responses of this item as the deviation was high ($SD > 1$). From the results, majority of the respondents who either disagreed or strongly disagreed had a (59.3%) while (19.2%) agreed and lastly (21.6%) remained neutral.

In relation to how empowered employees are to make decisions, the second item asked if NHIF employees are empowered to make simple and quick decisions to satisfy the customers.

From the results it was found that empowerment to make simple and quick decisions to satisfy the customer was present in NHIF ($M=3.44$, $SD=0.949$). The results pointed out that majority of the respondents either chose to strongly disagree or disagree had (55.8%). On the other hand, (17.8%) agreed while (26.4%) are in different with the statement. This indicated that the items with the highest count are most disagreed

Another question posed was the third item which sought to find out if the officers are equipped to solve critical problems within the shortest time possible. The results presented a mean value ($M=2.14$), ($SD= 2.54$) denoting that ($SD > 1$) thus it was found that the respondents disagreed with the posed statement. Further, the results shows that majority of the respondents both in strongly disagree and disagree scored (49.6%) and (24%) agreed while (26.4%) are neutral.

Further the fourth item wanted to establish if NHIF was innovative in her products and the respondents were in disagreement with the statement as indicated by ($M= 2.30$) and ($SD= 1.106$) thus the ($SD > 1$) meaning the level of innovativeness in relation to customer products

was not realized. The results shows that majority of the respondents (48.6%) did not agree with the statement, but on the other hand, (30%) agreed while (27%) are in different.

Item five required the respondents state their level of agreement as to how NHIF was responsiveness in all her undertakings. The results shows that NHIF was not responsive in all her undertakings as presented by (M= 2.13) and a (SD= 0.943), the results point out that majority of the respondents (49%) did not agree with the question posed, (22.1%) agrees with the statement and (28.8%) are neutral.

In finding out how the organization was positioned to make adjustments quickly for the benefit of her members, the sixth item, presented (M=2.41), and (SD= 0.993). The results point out that the highest number of respondents were in the categories of strongly disagree and disagree registering a total of 60.9% of the respondents. 19.7% were undecided while those who agreed represented a 16.2% of the total number of participants.

Lastly, the seventh item wanted to find out if NHIF was fast in implementation of customers' expectations. The results illustrates that NHIF was fast in implementation of customer's expectations as presented by (M=2.380), and (SD=0.805). The results also demonstrated that the persons who strongly disagreed and disagreed represented a 69.3% of the total number of participants while those who agreed and strongly agreed were 10% and 20.8% were neutral on the matter under discussion.

The research results presented in Table 4.9 indicated that the highest number of respondents disagreed to the various aspects on organizational agility at NHIF as indicated by (M=2.46), and (SD= 0.982). This study agrees with studies by Pool et al. (2014) that

established several elements of knowledge sharing some of which this study considered including systems which are flexible and customer friendly, equipment for sharing critical problems and innovativeness which aids in agility.

Further, the results supports research by Gross and Kluge (2014) who found that employees' intentions to share coupled with clear organizational communication channels, and strong social ties positively affect knowledge-sharing behavior which translates to agility of the organization.

Studies by Mehrabi et al. (2013) on examining the degree of organizational agility from employees' perspective established that every organization must design herself so agile that she can respond to the set of internal and external forces. The results of this study concur with their research in that the respondents agreed that NHIF was known for speed in implementation of customers' expectations.

Witherspoon et al. (2013) acknowledged that knowledge sharing is a building block for the success of the organization and therefore this study supports their study based on the results which showed that respondents were neutral that NHIF uses the state-of-the-art technologies. This shows the levels of tacit knowledge sharing is relatively low which will affect negatively the efforts of the organization to achieve her agility.

4.6 Analysis of study variables based on demographic data

This research study went ahead and analyzed knowledge centered culture, tacit knowledge sharing and organizational agility based on the demographic data. This demographic or basic information was the participants' age, gender, duration they had been members of

NHIF and finally their contribution status either self-contributor or contributed by the employer. Each has been discussed in the subsequent subsections.

4.6.1 Responses by gender

Data was analyzed across gender to determine the extent of agreement on knowledge centered culture, tacit knowledge sharing and organizational agility by male and female respondents as per the results in table 4.9

Table 4.9

Responses by respondents' demographic information

GENDER		N	Minimum	Maximum	Mean	Std. Deviation
Male	Participation	166	1.67	4.33	2.3635	.65631
	<i>Ba</i>	166	1.40	3.80	2.4542	.66036
	Motivation	166	1.50	3.50	2.7798	.69695
	Trust	164	1.67	3.67	2.7547	.66578
	Time	166	1.67	4.33	2.7581	.69656
	Tacit	166	1.08	4.58	2.6922	.61933
	Organizational agility	166	1.57	3.57	2.4329	.72356
	Female	Participation	205	1.33	4.33	2.2439
<i>Ba</i>		205	1.40	3.80	2.4429	.68321
Motivation		205	1.50	4.00	2.7685	.68990
Trust		199	1.00	3.67	2.8121	.74230
Time		205	1.00	4.67	2.7862	.70684
Tacit		205	1.08	4.00	2.7789	.58957
Organizational agility		205	1.57	3.57	2.4913	.71642

The study shows that male participants (M=2.36, SD=0.66) and female participants (M=2.24, SD=0.67) disagreed on participation in tacit knowledge activities at NHIF. On knowledge *ba* for tacit knowledge sharing male respondents (M = 2.45, SD = 0.66) had an upper mean value as compared to female respondents (M=2.44, SD=0.68) though they were both found to disagree. From the study results, both male respondents (M= 2.78, SD

=0.697) and female respondents (M=2.77, SD=0.69) stated the level of motivation was relatively low. They seemed to answer in a similar manner. Again both male participants (M=2.75, SD=0.67) and female participants (M=2.81, SD=0.74) were found to disagree with statements on trust as the mean values were less than 2.5. The way they answered was found to be similar.

Similarly, the respondents were again found to disagree to statements on time constraint for knowledge sharing as shown by the results, male respondents (M=2.76, SD=0.69) and female participants (M=2.78, SD= 0.71). This was also established in the item of tacit knowledge sharing which was the mediating variable as well as organizational agility which was the dependent variable where the results indicated mean values less than 2.5 which showed disagreement. From the study results in this section, it was worthwhile noting that both male and female responses were similar as they were found not to agree to member participation, knowledge *ba*, motivation, trust, time, tacit sharing and organizational agility. All recorded a mean value less than 2.5.

4.6.2 Responses of respondent by age

The study split the analysis of study variables by age. The results are presented in Table 4.10.

Table 4.10*Results of the study variables by age*

AGE		N	Minimum	Maximum	Mean	Std. Deviation
18-25	Participation	126	1.33	4.33	2.2487	.65038
	<i>Ba</i>	126	1.40	4.60	2.4254	.76607
	Motivation	126	1.50	4.50	2.4603	.74257
	Trust	122	1.67	3.67	2.3880	.78713
	Time	126	1.00	4.00	2.1085	.70909
	Tacit	126	1.08	5.00	2.3122	.73801
	Organizational agility	126	1.57	3.57	2.5692	.67901
26-33	Participation	32	3.00	4.33	2.6146	.44083
	<i>Ba</i>	32	2.40	3.80	2.5375	.66515
	Motivation	32	2.75	4.25	2.6719	.45097
	Trust	32	3.00	3.67	2.8646	.52095
	Time	32	2.33	4.33	2.2292	.63040
	Tacit	32	2.75	3.58	2.6224	.56519
	Organizational agility	32	2.29	4.57	2.9018	.72611
34-41	Participation	62	2.00	4.00	2.0645	.74862
	<i>Ba</i>	62	2.60	4.20	2.2806	.46864
	Motivation	62	2.25	4.25	2.1048	.64425
	Trust	62	2.00	4.00	2.0161	.63713
	Time	62	2.00	4.00	2.8387	.72112
	Tacit	62	2.50	4.25	2.1815	.47705
	OA	62	2.00	3.57	2.1613	.79202
42-49	Participation	71	2.00	4.33	2.3192	.67244
	<i>Ba</i>	71	2.20	4.00	2.4225	.30152
	Motivation	71	2.25	4.00	2.4085	.52311
	Trust	71	2.33	4.00	2.2817	.51839
	Time	71	2.00	4.33	2.0704	.74730
	Tacit	71	2.33	3.92	2.2735	.43716
	Organizational agility	71	2.29	3.86	2.3722	.39933
50+	Participation	80	1.33	4.33	2.4083	.63639
	<i>Ba</i>	80	1.40	3.80	2.6000	.84494
	Motivation	80	1.50	4.00	2.5219	.78272
	Trust	76	2.00	4.33	2.5833	.68448
	Time	80	2.00	4.33	2.0583	.63816
	Tacit	80	2.50	4.00	2.4531	.55227
	OA	80	1.57	4.57	2.4446	.82801

From the results, it was found out that respondents aged 18-25 ($M = 2.25$, $SD = 0.65$), 34 years to 41 ($M=2.06$, $SD=0.75$) had lower mean values than the middle aged 42-49years ($M=2.31$, $SD=0.67$) and the elderly above 50 years ($M=2.40$, $SD= 0.64$). This indicated that younger generation felt that there was little participation in NHIF in comparison to the middle aged and the older group.

The study further established that the results of knowledge *ba* across the ages was uniform as the mean value was similar. This was denoted as follows: 18-25 ($M = 2.42$, $SD = 0.77$), 34 years to 41 ($M=2.28$, $SD=0.46$), 42-49 ($M = 2.42$, $SD = 0.30$) unlike ages 26 years to 33 ($M = 2.53$, $SD = 0.66$) and 50 years and above ($M=2.60$, $SD= 0.84$) which showed that there was little knowledge sharing for tacit knowledge at NHIF. In addition the study results signified that the level of motivation at NHIF was low across the age groups with the younger registering much lower values. This was noted as: 18-25 years ($M=2.46$, $SD= 0.74$), 34-41years ($M= 2.10$, $SD= 0.64$), 42-49years ($M=2.40$, $SD= 0.52$), 26-33years ($M=2.67$, $SD= 0.45$) and 50 years and above ($M=2.52$, $SD=0.78$).

The results again exhibited that across the age categories, aggregated values of trust, time constraints, and tacit knowledge sharing were much lower among the younger people as compared to the older ones. This was an indication that the level of trust and the amount of time created as well as the level of tacit knowledge sharing was not adequate ($M<3.0$). Finally, from the results, organizational agility was responded differently across the different age groups. Those aged 34-41 years ($M=2.16$, $SD= 0.79$) indicated that NHIF was less agile followed by 42-49 ($M=2.37$, $SD=0.40$) followed by those of above 50 years ($M=2.44$, $SD=0.83$) followed by 18-25 ($M=2.57$, $SD=0.68$) and 26-33 years ($M=2.9$, $SD = 0.72$).

4.6.3 Responses by mode of payment

Data was collected on knowledge centered culture, tacit knowledge sharing and organizational agility and further grouped according to the mode of payment (self-employed and through employer) and analyzed using descriptive statistics. The results were shown in the Table 4.11.

Table 4.11

Results of the study variables by mode of payment

Mode		N	Minimum	Maximum	Mean	Std. Deviation
Self Employed	Participation	254	1.33	4.33	2.3570	.64139
	<i>Ba</i>	254	1.40	3.80	2.4567	.69755
	Motivation	254	1.50	4.00	2.8281	.73788
	Trust	247	1.67	3.67	2.7968	.72883
	Time	254	1.00	3.67	2.8317	.72659
	Tacit	254	1.08	4.00	2.7306	.64405
	Organizational agility	254	1.57	3.57	2.4578	.75973
Through Employer	Participation	117	1.33	3.33	2.2810	.70524
	<i>Ba</i>	117	1.40	3.80	2.4291	.61603
	Motivation	117	2.00	3.50	2.7403	.58396
	Trust	116	2.00	3.67	2.7749	.66518
	Time	117	2.00	3.67	2.7339	.64187
	Tacit	117	2.33	3.58	2.8390	.50804
	Organizational agility	117	2.00	3.57	2.4811	.62512

The study was split by how the respondents submitted their contributions and the results shows that members who contributed through self-employment mode had a (M= 2.36, SD = 0.64). They indicated that the level of participation at NHIF was very low. On the other hand, those who made contribution through an employer had a similar view that participation was not adequate shown by the results (M=2.2810, SD = 0.71). This was also

reflected in the other variables namely knowledge *ba*, level of motivation, time creation, level of trust, tacit sharing knowledge and organizational agility. The mode of payment did not influence how an individual responded to those aspects as they seemed indifferent.

4.7 Examining significance of differences across demographic variables

The study sought to examine significance of differences in participation, knowledge *ba*, and tacit knowledge sharing and organizational agility across gender.

4.7.1 Difference across gender

The researcher sought to compare how female respondents and male respondents responded to participation, knowledge *ba*, and tacit knowledge sharing and organizational agility. The researcher performed an unpaired t-test which was used to compare means between male respondents and female respondents. From the test, the mean difference is said to be significant whenever the probability value is less than the significance level taken to be 0.05 in this study ($p < 0.05$) and again if the calculated test statistic is greater than tabulated value at a given confidence level taken to be 95% in this study. The results were expressed as mean \pm standard deviation (SD). Table 4.12 shows these results.

Table 4.12

Comparison of participation, knowledge ba, tacit knowledge sharing and organizational agility across gender

Variable	Male	Female	t-statistic	P-value
Participation	2.434 ± 0.557	2.309 ± 0.577	2.103	0.036
Knowledge ba	2.518 ± 0.560	2.473 ± 0.641	0.699	0.485
Tacit sharing Knowledge	2.306±0.597	2.374±0.548	-1.146	0.785
Organizational Agility	2.491±0.654	2.510±0.694	-0.273	0.252

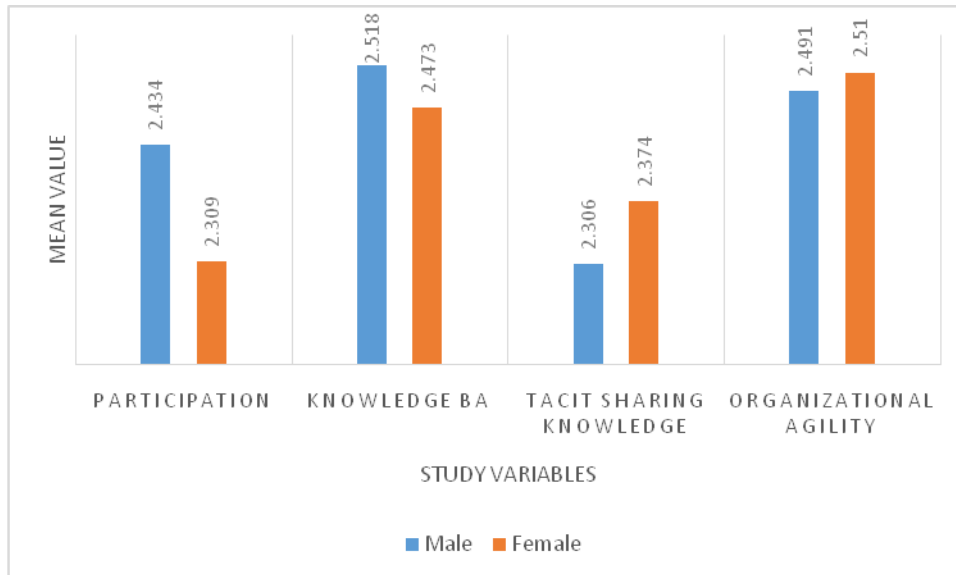
* mean ± standard deviation (SD)

The results in Table 4.12 shows independent t-test performed on Participation, Knowledge ba, Tacit sharing knowledge and Organizational Agility across gender. The results revealed that knowledge on NHIF member Participation in male (M=2.434, SD = 0.557) was statistically significantly different from that in female group (M=2.309, SD = 0.577); t = 2.103, p = 0.036.

This showed that female respondents disagreed more indicating that NHIF did not offer member participation. The results indicated insignificant difference in the response of knowledge ba, tacit sharing knowledge and organizational agility between males and females. Therefore, they were found to respond in a similar manner. This was indicated by insignificant p-values and t-statistic value less than 1.96 at 5% level of significance.

Figure 4.1

Mean differences of study variables across gender



The researcher chose the use of mean as a measure of central tendency as it denotes a summary statistic that represents the center point or typical value of a dataset. The measures indicate where most values in a distribution fall. The mean uses every value in the data and hence is a good representative of the data. The study sought to compare how female and male responded to each factor as posed to them.

Figure 4.1 is a clustered bar plot examining significant differences of study variables. These are participation, knowledge *ba*, and tacit knowledge sharing and organizational agility between gender (male and female). The results established that in participation and knowledge *ba*, male had a higher mean value than their female counterparts while under tacit knowledge sharing and organizational agility, male were found to have a lower mean as compared to the female respondents. However, only in participation a significant difference occurred indicating that the response by female on NHIF member participation

was lower as compared to that in male. They happened to agree more that NHIF participation is present.

4.7.2 Significance of differences across age

This section of the study sought to examine significance of differences in participation, knowledge *ba*, and tacit knowledge sharing and organizational agility across age groups. The researcher sought to find out how the NHIF members across different ages agreed to level of participation at NHIF, presence of knowledge *ba*, activities relating to tacit knowledge sharing and organizational agility. To determine the significance, one way analysis of variance with Tukey post hoc test was used and 5% significance level ($\alpha = 0.05$) was assumed. The results are considered to be significant whenever the probability value is less than 0.05 ($p < 0.05$). Table 4.13 shows the results.

Table 4.13

Comparison of participation, knowledge *ba*, tacit knowledge sharing and organizational agility across different age groups

Variable	18-25	26-33	34-41	42-49	Above 50	F(3,286)	P-value
Participation	2.13±0.685a	2.25±0.537ab	2.41±0.55bc	2.60±0.443c	2.48±0.503bc	6.066	0.000*
Knowledge <i>ba</i>	2.28±0.468a	2.42±0.302ab	2.49±0.606ab	2.54±0.665ab	2.72±0.693b	4.965	0.001*
Tacit sharing Knowledge	2.18±0.477a	2.27±0.437a	2.32±0.658a	2.62±0.565b	2.45±0.552ab	9.115	0.000*
Organizational Agility	2.16±0.792a	2.37±0.399ab	2.62±0.610bc	2.90±0.726c	2.54±0.724b	4.369	0.002*

*Notes: The means, followed by the same letter in a row are not statistically different at ($P < 0.05$) using one way ANOVA. With Tukey test on post-hoc t-tests. * indicates significance ($p < 0.05$).*

From the results, members response on participation was found to be disagreed more by young people aged 18-25 (M= 2.13, SD = 0.685) and 26-33 years (M= 2.25, SD = 0.537). The middle aged and the older group 34-41 (M= 2.41, SD = 0.550), 42-49 (M= 2.60, SD = 0.443) and those above 50 (M= 2.48, SD = 0.50) were found to agree more that there is member participation in NHIF. In terms of their response, the results indicated that how the younger responded on NHIF member participation was significantly different from how the middle aged and the elderly group responded; $F(3, 286) = 6.066, p < 0.001$.

Figure 4.2

Trend in means of participation across different age groups

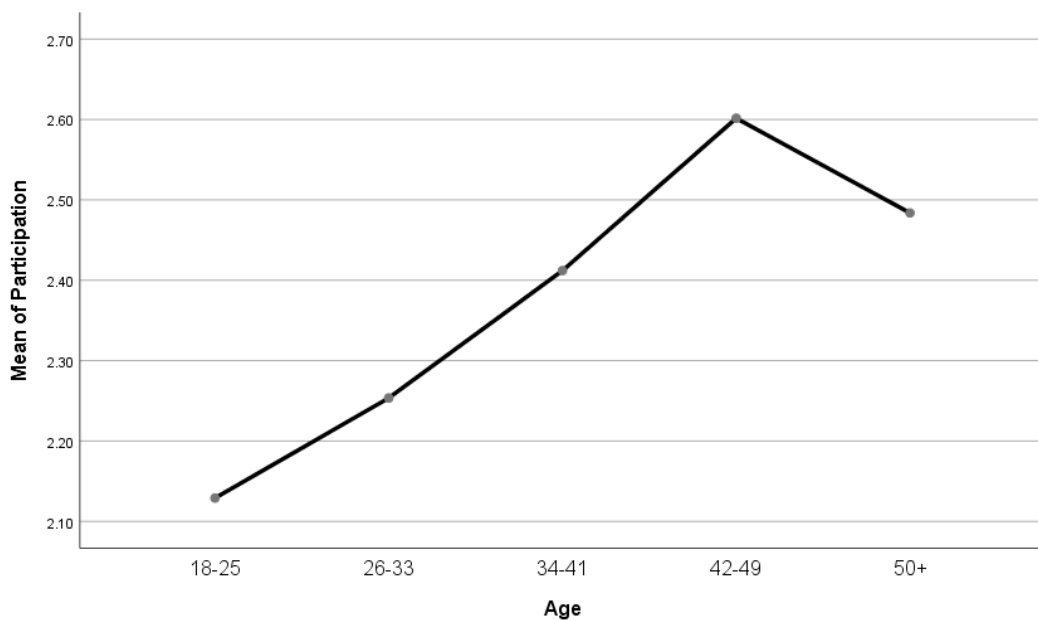


Figure 4.2 expressed a diagrammatic trend in means of how the respondents in various age groups responded to participation. From the results, it was noted that mean increased with age where younger people were found to disagree more as compared to the middle aged and the elderly.

The members response on knowledge *ba* was found to be disagreed more by young people aged 18-25 (M= 2.28, SD = 0.468), those who were 26-33 (M= 2.42, SD = 0.302), the middle aged 34-41 (M= 2.49, SD = 0.60), and those who were 42-49 (M= 2.54, SD = 0.665). However those above 50 years (M= 2.48, SD = 0.50) were found to agree more that there was presence of knowledge *ba* in the study organization. In terms of their response, the results indicated that how the younger and the elderly responded on knowledge *ba* was significantly different; $F(3, 286) = 4.965, p = 0.001$.

Figure 4.3

Trend in means of knowledge ba across different age groups

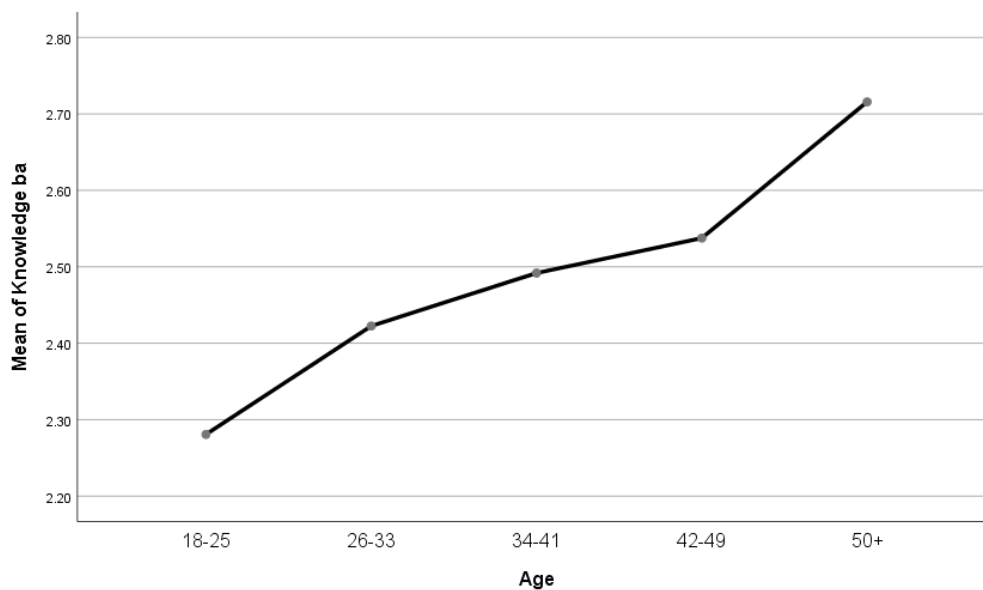


Figure 4.3 expresses a trend plot of means showing how the respondents in various age groups responded to knowledge *ba*. From the results it was established that mean increased with age where younger people were found to disagree more as compared to the middle aged and the elderly. On tacit knowledge sharing, the findings insinuated that the younger,

41 years and below, seemed to disagree more on issues relating to tacit knowledge sharing as compared to elderly people above 41 years who seemed to agree more; $F(3, 286) = 9.115, p = <0.001$.

On organizational agility, the response across the different age groups was found to be statistically significantly different with those aged 42-49 years having the highest mean value followed by those aged 34-41 followed by those aged 50 years and above. The younger, 26-33 years and 18-25 years, were found to have the least mean value. This indicated that the elderly group above 33 years agreed more on NHIF's organizational agility as compared to the younger group below 33 years of age; $F(3, 286) = 4.396, p = 0.002$. The younger group seemed to be well informed.

Figure 4.4

Trend in means of organizational agility across different age groups

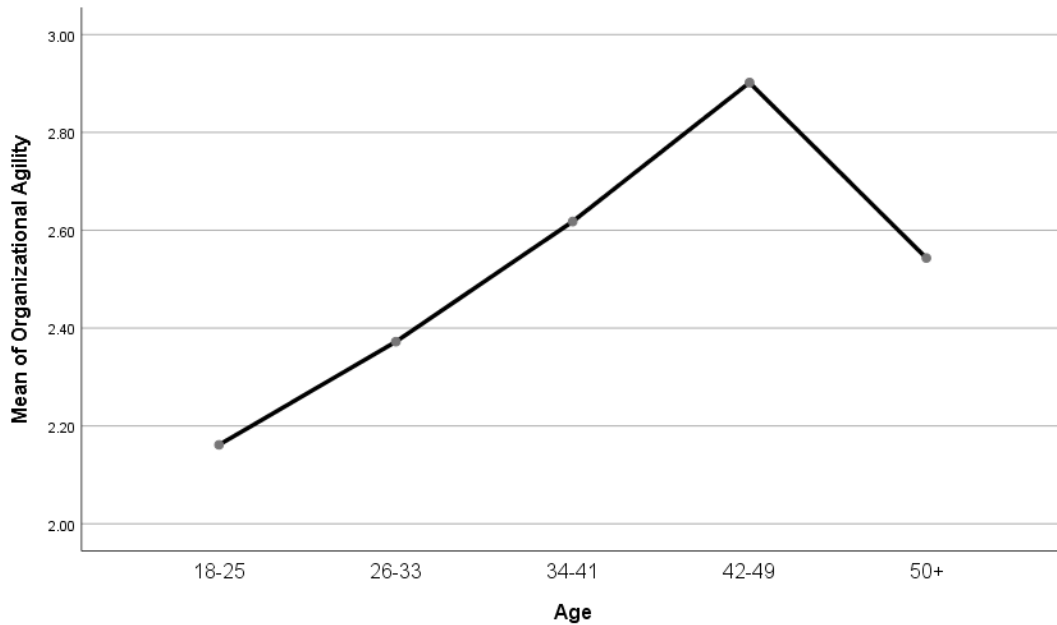


Figure 4.4 expresses a trend plot of means showing how the respondents in various age groups responded to organizational agility in NHIF. From the results the mean increased with age where younger people were found to disagree more as compared to the middle aged and the elderly. Finally, on organizational agility, the results indicated that the younger, 41 years and below, happened to disagree more on organizational agility at NHIF as compared to the elderly above 41 years who seemed to agree more; $F(3, 286) = 9.115$, $p < 0.001$.

Figure 4.5

Trend in means of tacit knowledge sharing across different age groups

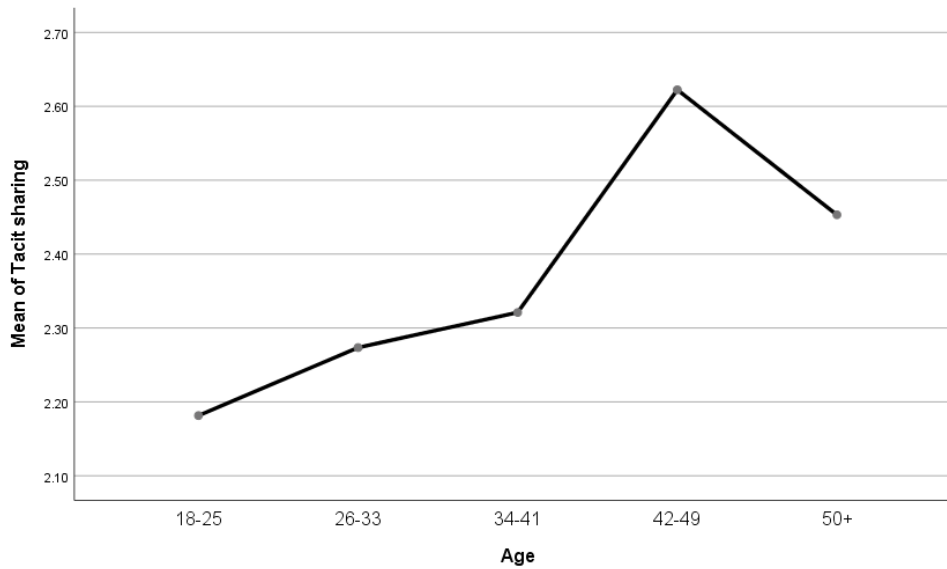


Figure 4.5 presents a trend plot of means showing how the respondents in various age groups responded to tacit knowledge sharing at NHIF. From the results it was noted that mean increased with age where younger people were found to disagree more as compared to the middle aged and the elderly.

Summary findings of how NHIF would improve in innovation, speed, efficiency, flexibility, quality and accountability

Based on interview questions, the respondents gave their opinions on what NHIF would do to improve in the areas of innovation, speed, efficiency, flexibility, quality and accountability. Each has been discussed in the subsections below.

(a) Innovation

The respondents felt that the hospitals should be well equipped as some of them do not have the required facilities. The NHIF processes are complicated according to some respondents and it is not easy to make payments during the so called “pick period”.

NHIF should enable the members to have access to their NHIF payment status through sending an SMS. NHIF should have a platform where members are reminded of their due date to make payment to avoid late payments which attracts huge penalties. Members felt the need for NHIF to address issues that are key to the public health regarding the issues like X-rays in all hospitals, modern lab tests, and other machines that majority of accredited hospitals do not have. Others felt that there is need to change the strategy of serving the customers.

(b) Speed

There is need to employ more workers as the clients wait for too long to be attended. Some employees seem not to know what the clients want and this forces the client to be taken round and round to a number of officers and eventually there is no assistance.

There is need to respond quickly to customers complaints and queries. There is need to upgrade the systems as members face serious problems when it comes to payment period. There are also delays when a client is making a claim. The 14 days stated in the customer charter does not hold at all. The NHIF systems are very slow and very disappointing. There is need to synchronize the systems to serve the customers faster. NHIF management should also move with speed to come up with strategies of engaging the stakeholders as some of the problems can be solved through knowledge sharing.

(c) Efficiency

The respondents felt the need for NHIF to create more branches in order for the members to have access to medical care. This was brought about by members who expressed their concern as they travel long distances to access the NHIF offices. The issue of bank networks was raised as there is a serious problem with cooperative banks and equity banks during the peak periods. The members could not understand why there is no network with these two banks.

Other respondents felt that NHIF need to be clear on how the information is given to the clients. Some information is given through the local radios, and when the client goes to the office to enquire, the officers have no idea at all. At the same time, NHIF should develop a platform where members can be updated on new changes, new products, and new branches opened, payment status among other things relevant to the customer. Some respondents felt the need for NHIF to motivate her employees as some are so negative while answering the customers.

(d) Quality

Respondents felt the need for NHIF providing young employees who are all rounded. Some employees seem to know only one thing – this is expressed when you have a question regarding payment and an officer refers you to another officer. There is need to lower the rates as the amount does not reflect the quality of services given in some hospitals. Again there is need to give freedom for members to pay as they are able and thus access the hospitals of their choice. There is a big concern why members are restricted to government hospitals and faith based hospitals which are of low standards. NHIF should develop

mechanisms of listening to customers' needs and attending to them within the shortest time possible.

NHIF should buy modern machines to avoid disappointing customers especially when customers are waiting for the cards to be printed. There is need for NHIF to train the members through groups and forums where members can get to know what the total benefits due to them are. Some respondents felt the need for NHIF employees to have a positive attitude while serving their customers. This was expressed as some employees seem not ready to serve the customers.

(e) Flexibility

Respondents felt the need for insurer to create a national framework and network with a geographical coverage where members' views and ideas can be reached and embraced. There is need for NHIF to help her members to understand the changes they are undertaking. This will reduce the disappointments of customers. This was experienced when the organization went online and majority of members' suffered in their struggle to understand what was happening.

There is need to alert members on the upcoming changes and keep on training them on how to cope with such changes. There is need for all the health facilities to understand what is happening at NHIF so that they can advise the patient accordingly.

(f) Accountability

There is need for NHIF to develop mechanism which can allow proper follow ups. There is need to explain to members what packages there are, how much they cover, who benefits from such, to which hospitals such services can be accessed etc. NHIF should bear the responsibility when the members fail to make payments due to system failures. The organization should have a soft heart when dealing with customers complaints. Fund structure of management seem to be so rigid which makes a simple decision to take ages to be resolved. There is a feeling of lack of customer centricity at some level. Members need to be involved in matters that concerns them. Sometimes NHIF is so “money-centered” than “customer-centered.”

Relationship between knowledge centered culture, tacit knowledge sharing and organizational agility

Inferential analysis is based on inferential statistics which enable a researcher to make an insinuation and prediction of a given populace based on data obtained from a subset representing the population in question (Cohen et al., 2014). In this study, inferential statistics analyzed was utilized in testing the study hypotheses. Hypotheses could be tested using two methods parametric and non-parametric methods. Non parametric methods have been defined to be types of statistics that do not necessitate that the population under analysis meet certain assumptions, or parameters (Larson-Hall, 2015). However, they are said to be less powerful as compared to the parametric methods and hence less preferred. Larson-Hall (2015) defines parametric tests as those tests that assumes a sample data is obtained from a populace that can be sufficiently modelled using a probability distribution with a fixed number or group of parameters.

Common statistical tests and methods such as Pearson's correlation, Analysis of variance, t-tests and linear regression analysis are only performed if the underlying population meets certain assumptions. These assumptions are: normality of the residuals, constancy of residuals' variance (Homoscedasticity), linearity of residuals against the predictor factors, and no high correlation among the predictor factors (multicollinearity) (Popović, 2015). This study embraced the parametric tests which comprised of Pearson's product correlation and both simple and multiple linear regression analysis. This section tests assumptions made by regression and Pearson's correlation first, performs the Pearson's correlation and finally performs the linear regression which helps the researcher to solve the study objectives.

4.8 Test of assumptions of analytical model

In order to infer statistically from the results, certain assumption should be fulfilled. The test assumptions considered in this study are Normality test of all study variables, test of normality for the residuals, test of homogeneity of variance of residuals, testing for outliers and testing for multicollinearity diagnostics. They have been discussed as below.

4.8.1 Test of normality for all variables

Prior to the use of linear regression analytical model to establish the impact of knowledge centered culture on organizational agility, and the mediating impact of tacit knowledge sharing on the association between knowledge centered culture and organizational agility, model diagnostic analyses were performed on all the variables.

This study acknowledges that Normality of study variables is a requirement for a parametric test, since this was performed to show the distribution of the data. In multiple linear regression, the normality assumption only holds to the error term and does not hold to the explanatory factors as is believed over and over again (Statistics Solutions, 2013).

Ghasemi and Zahediasl (2012) stated that normality assumption is very important for validation of results in a parametric test. However, in large data sets with above 30 observations, normality is not a major requirement and may be ignored not affecting the end results.

In fact Pallant (2001) and Elliot and Woodward (2007) stated that with huge adequate sample sizes, approximated to be more than 40, when the assumption of data being normal need not to bring major problems and indicated that a researcher would proceed to perform parametric tests in the case of violation of the normality assumption.

In this study, the researcher performed normality test for all the study variables to examine the distribution of the data. There are various methods to test for normality these include: Skewness and Kurtosis, other tests such as Kolmogorov-Smirnov and Shapiro-Wilk etc. Other methods that can be used to test normality of variables include graphical methods.

These graphical methods are normal Q-Q plots, histograms and normal P-P plots. In this study, the kurtosis and skewness were used in testing for normality of the variables. For Skewness, if skewness is < -1 or > 1 , then it is highly skewed; if $-1 < \text{skewness} < -0.5$ or $0.5 < \text{skewness} < 1$, it is moderately skewed; and if $-0.5 < \text{skewness} < 0.5$, it is

approximately normal. Normal Q-Q plots were also presented to give a graphical presentation of the normality. For the graphs, Normality is indicated if the points tend to lie on the diagonal line.

Table 4.14

Statistics of skewness and kurtosis for all variables

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Participation	-.306	.127	.092	.254
<i>Ba</i>	.127	.128	-.359	.255
Motivation	-.424	.127	-.032	.253
Trust	-.315	.128	-.482	.255
Time	.084	.127	-.304	.253
Tacit knowledge sharing	-.392	.127	.351	.254
Organizational agility	-.234	.128	-.399	.255

The statistic values of skewness under the variables were found to be in a range of $-0.5 < \text{skewness} < 0.5$ which indicated that the data on the variables was approximately normal. This was confirmed in the Normal Q-Q plots where the points tend to lie on the diagonal line indicating normality of the distribution of data on the variables (see Figures 4.6,4.7,4.8,4.9,4.10,4.11,and 4.12).

Figure 4.6

Normal Q-Q plot of participation

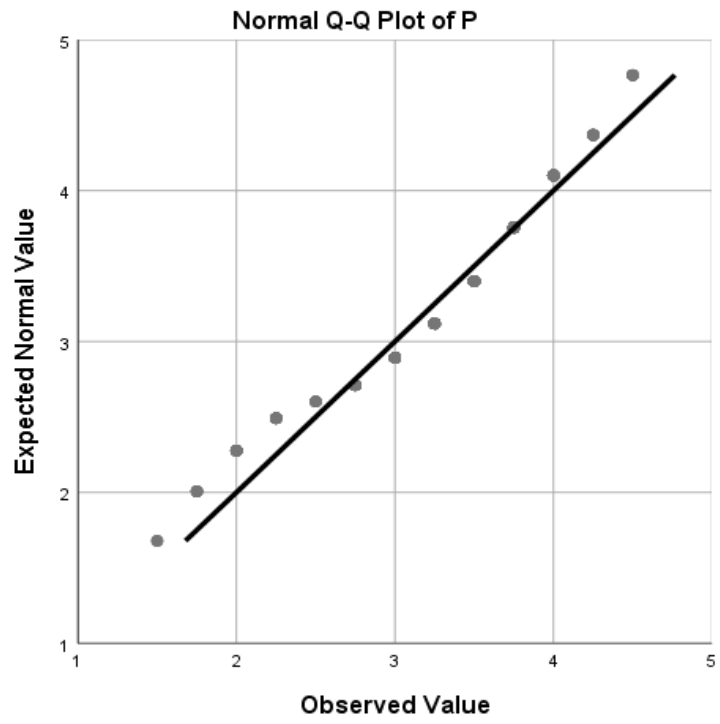


Figure 4.7

Normal quantile - quantile graph of knowledge ba

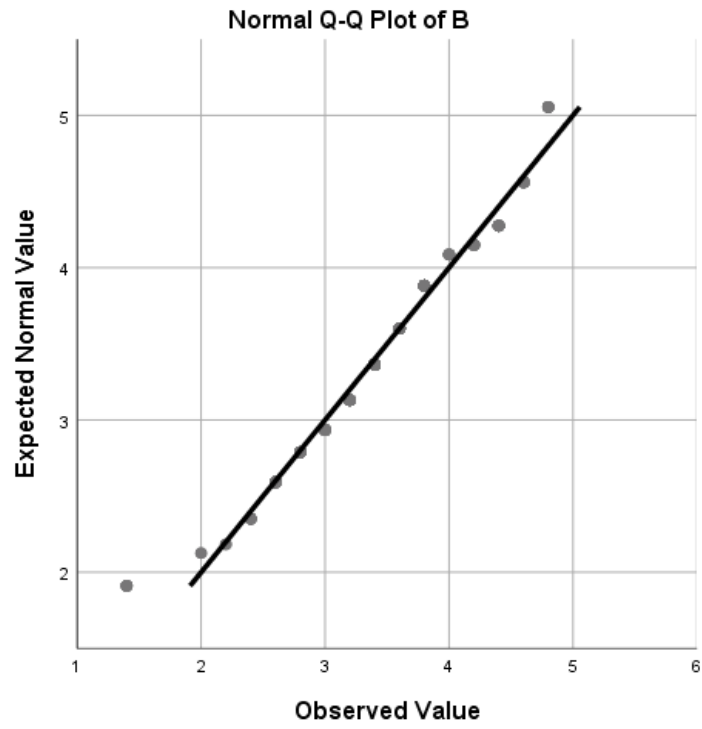


Figure 4.8

Normal quantile – quantile diagram of motivation

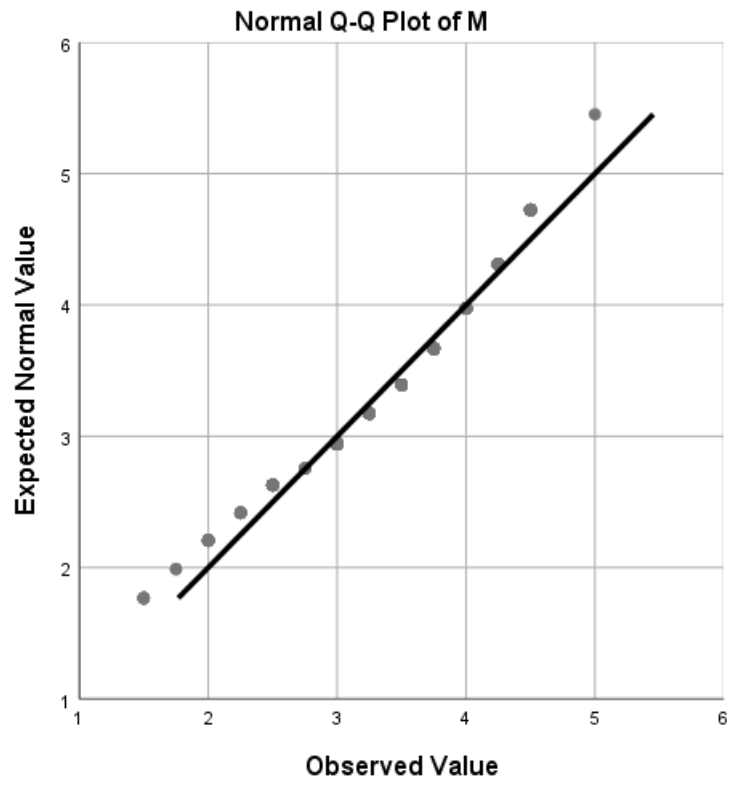


Figure 4.9

Normal quantile - quantile graph of trust

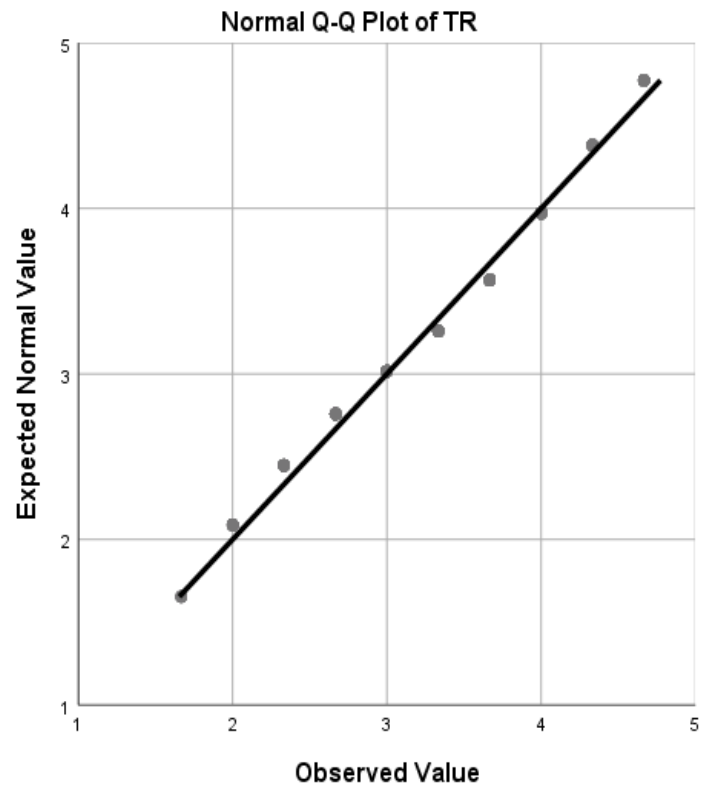


Figure 4.10

Normal quantile – quantile graph of time

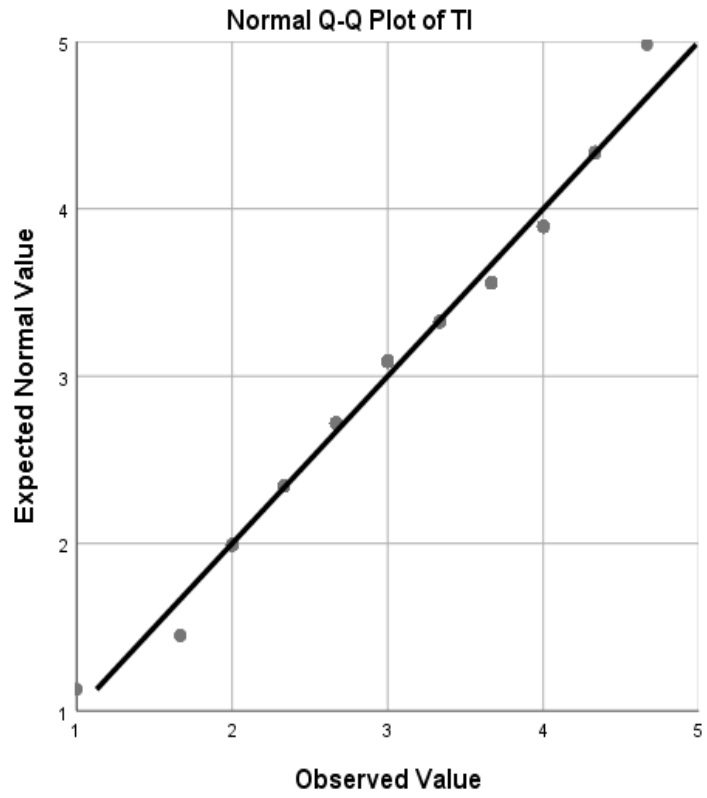


Figure 4.11

Normal quantile – quantile graph of tacit

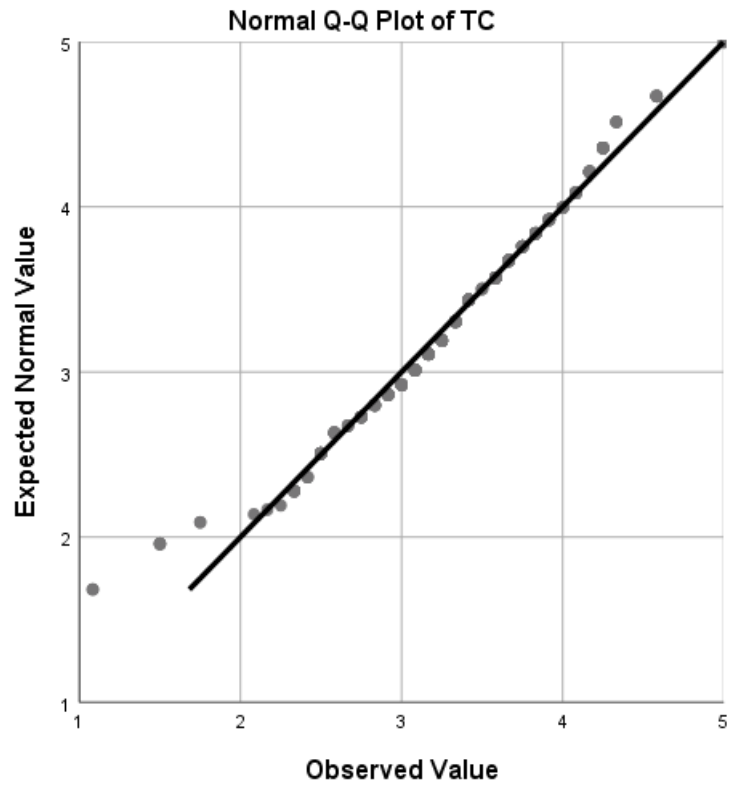
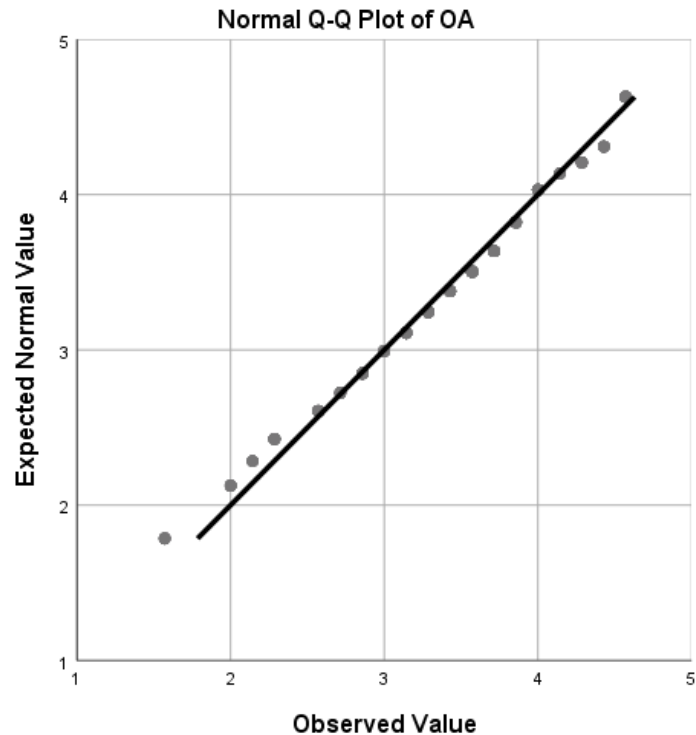


Figure 4.12

Normal quantile – quantile diagram of organizational agility



4.8.2 Tests of normality, linearity and homoscedasticity for a multiple regression

This section sought to test for some assumptions made by tests based on distributions also known as parametric. In this study such tests used are linear regression and Pearson's product moment correlation. These assumptions are residuals assumed to be normal, explanatory variables assumed not to be correlated highly (multicollinearity) and variance of residuals across the predictor variables assumed to be constant (homoscedasticity). Each is as discussed in the parts that follow.

Normality test. Multiple regression that is linear makes the assumption that its error values should be normal. This is unlike what has been known that the predictor and outcome variables should be normal as well. The disturbance term is the error in the association of

the explanatory and outcome variables found in a regression model that is linear. Every scenario in the sample is found to have a unique random variable that incorporates all the error that accounts for dissimilarities in the observed and predicted terms values gotten from a model regression equation, and it is the distribution of these disturbance terms for all cases in the sample that should be normally distributed.

Normality test of the residuals or the error terms has been done in this section. This supposition was tested through performing a normal P-P diagram and a histogram chart. For a normal P-P diagram, it is interpreted that whenever the error values of cases tend to lie along the straight diagonal line cutting across, then the errors are said to assume normality. The results were presented in Figure 4.8 and Figure 4.9.

Figure 4.13

Histogram of residuals in a multiple linear regression with organizational agility as the outcome variable

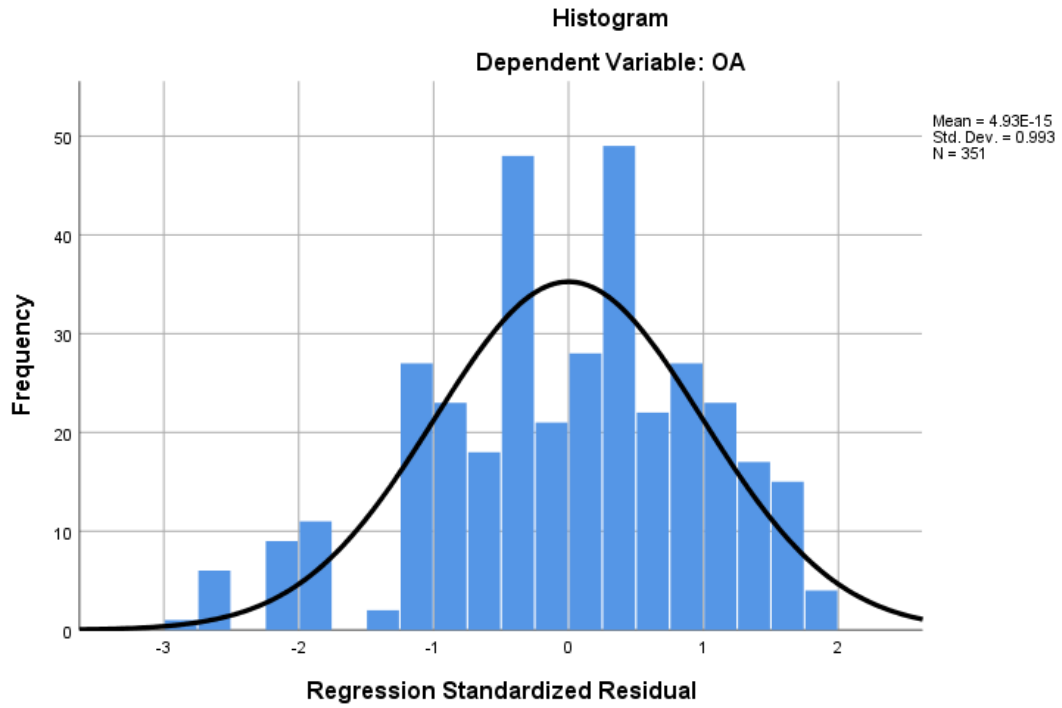
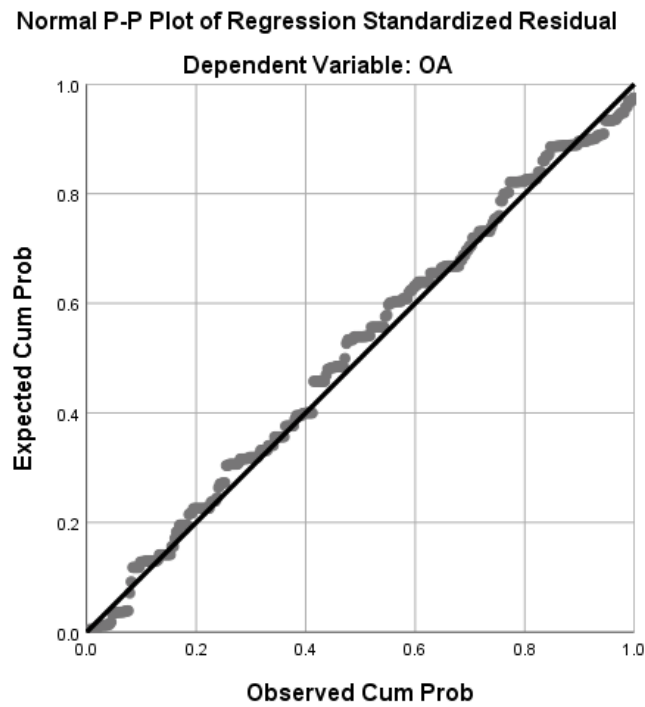


Figure 4.14

A normal P-P of residuals in a multiple linear regression with organizational agility as the outcome variable

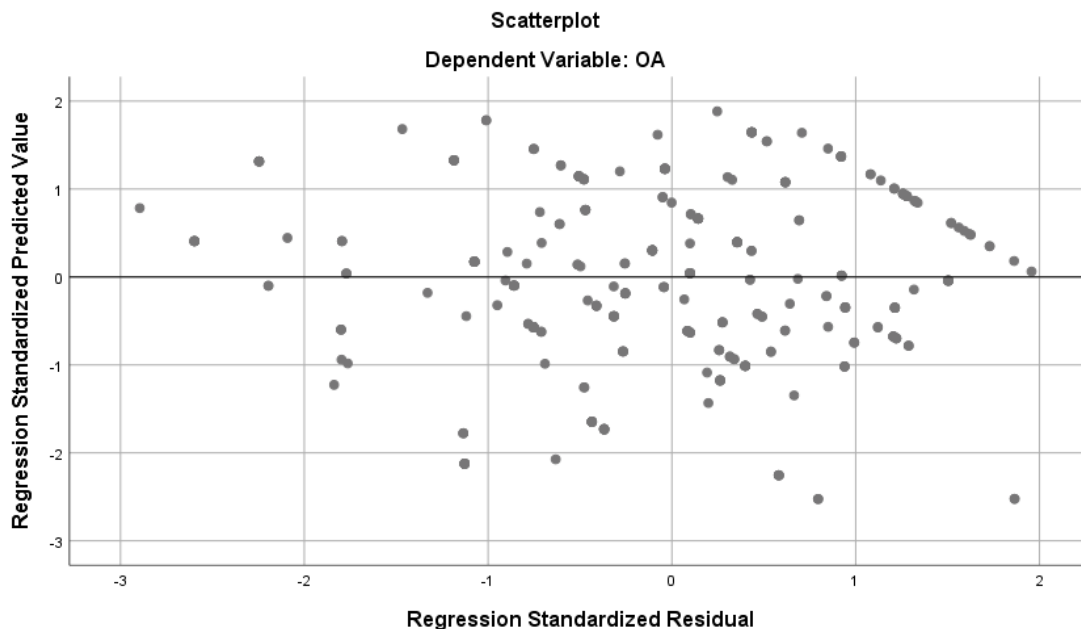


Research results in Figure 4.13 and Figure 4.14 showed that the residuals did not deviate significantly from normality. This was so as the error values of cases in the P-P diagram tend to lie along the straight diagonal line cutting across, hence the errors were concluded to assume normality. This was confirmed using a histogram with a normal plot where the residuals seemed normally distributed. Therefore, it can be concluded that normality was not violated hence the assumption was observed and therefore regression analysis results were validated.

Homogeneity of variance of error term. This is also known as homoscedasticity and means constancy or homogeneity of variance terms. In regression analysis, variance of the disturbance or ‘noise’ terms are taken to be similar across all values of the explanatory variables. A scatter diagram of forecasted or expected scores versus standardized disturbance or “noise” values also known as residuals was used to test for homoscedasticity. If the residuals do not fan out meaning that they do not form a triangular shape or fashion then it is said that they are the same and assumption on homoscedasticity is met otherwise it is not met.

Figure 4.15

A scatter diagram of the expected values versus the error scores of organizational agility



As from the results in Figure 4.15, it was observed that the scores or values were randomly dispersed or spread and again the residuals “dots” were seen not fanning out in any triangular manner. This point out that the disturbance or ‘noise’ terms were similar across all values of the explanatory variables hence the assumption was met.

Multicollinearity. Multicollinearity refers to the high correlation among the predictor factors. In linear regression analysis, the explanatory factors are assumed not to be highly associated with one other. In this study, variance inflation factor test (VIF) and tolerance were utilized while testing for multicollinearity. These tests were performed for the independent variables namely: These variables were; Member participation (P), Knowledge *ba* (B), Motivation (M), Trust (TR) and Time (TI).

Table 4.15

Multicollinearity test

Variable	Tolerance	VIF
Participation	0.710	1.409
<i>Ba</i>	0.609	1.641
Motivation	0.590	1.694
Trust	0.588	1.700
Time	0.903	1.108

From the results, it was observed that there was no high correlation among the explanatory variables namely member participation (P), knowledge *ba* (B), motivation (M), trust (TR)

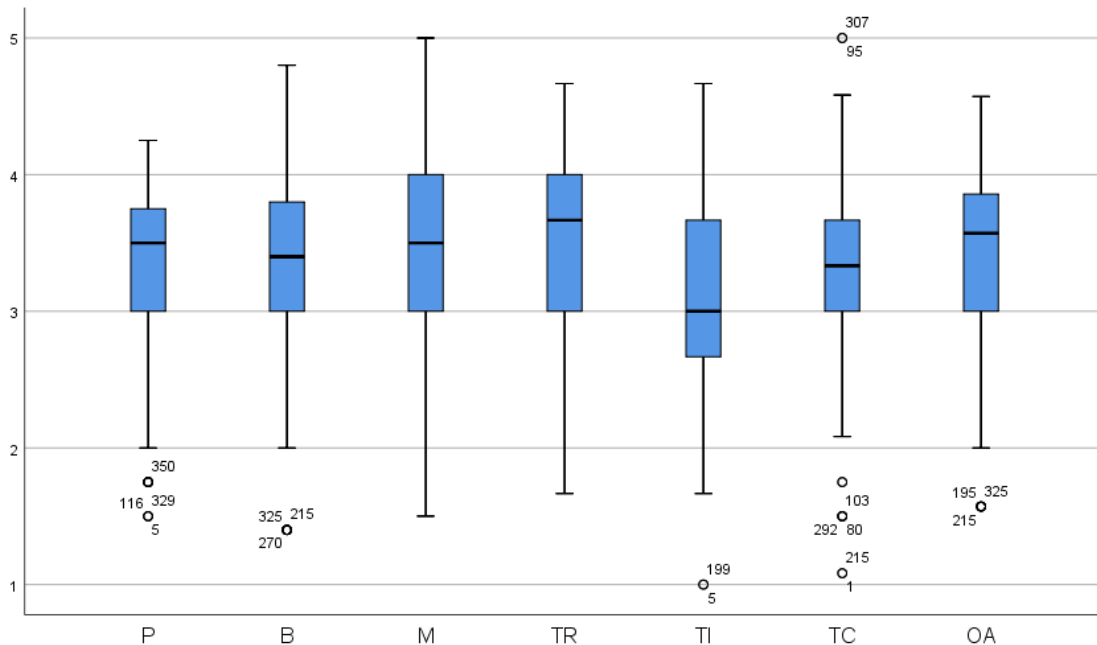
and time (TI). This was because the VIF values were below 5 (Gujarati & Sangeetha, 2007) while the tolerance value was more than 0.2 (Belsley, et al., 2004).

Therefore, this affirms that the assumption was met meaning that the explanatory variables namely member participation (P), knowledge *ba* (B), motivation (M), trust (TR) and time (TI) were not highly related.

Test of outliers. Outliers are the extreme values or points which fall above 1.5 times the interquartile range beyond the third quartile or beneath the first quartile in a set of data. Outliers can cause errors in statistical analyses. In this study, outliers were tested using box plots and the results were seen in Figure 4.16.

Figure 4.16

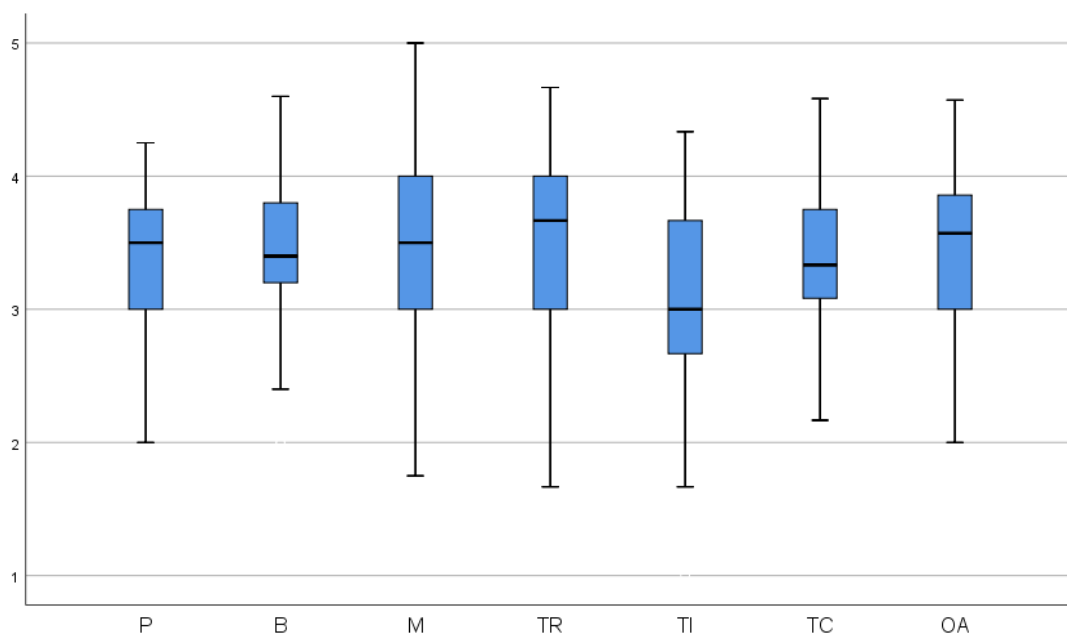
Boxplots of the study variables



The results indicated that there was the presence of outliers in participation which had four, knowledge *ba* which had three, time which had two, tacit knowledge sharing had five while organizational agility that had three. The researcher, as a way of dealing with the outliers deleted them. After deletion, outliers were again tested and the new box plots in Figure 4.17 were plotted.

Figure 4.17

Boxplots of the study variables to test outliers



From Figure 4.17 it was observed that the responses on all the variables fell within the overall distribution pattern indicating the absence of outliers. The remaining data was then used for further analysis.

4.9 Correlation of knowledge centered culture and tacit knowledge sharing with organizational agility

Correlation analysis was performed as the study wanted to find out the direction, how significant and how strong the association was between organizational agility (OA), which is the dependent variable, and member participation (P), knowledge *ba* (B), motivation (M), trust (TR) and time (TI) which were the explanatory factors. This was realized through the performance correlation analysis by Pearson's. The coefficient values are between negative one and positive one where negative one shows that an association is negative and perfect, 0 shows that there is no association at all among the variables while positive one shows a positive relationship that is perfect. Again an absolute coefficient of 0.5 and above shows strong association between variables under study while one below 0.5 shows a weak association. The sign value signposts direction taken by a relationship with a positive sign denoting a positive association and a negative denoting a negative association. Finally, the resultant probability (p) less than a significance level taken to be 0.05 in this study indicates that the linear relationship between two factors under study is significant in statistical terms.

Table 4.16***Correlation analysis***

		OA	P	B	M	TR	TI	TC
Organizational Agility (OA)	Pearson	1						
	Correlation							
	Sig. (2-tailed)							
Participation (P)	N	364						
	Pearson	.421**	1					
	Correlation							
Knowledge <i>ba</i> (B)	Sig. (2-tailed)	.000						
	N	360	367					
	Pearson	.476**	.471**	1				
Motivation (M)	Correlation							
	Sig. (2-tailed)	.000	.000	.000				
	N	362	359	363				
Trust (TR)	Pearson	.520**	.412**	.480**	1			
	Correlation							
	Sig. (2-tailed)	.000	.000	.000	.000			
Time (TI)	N	364	367	363	371			
	Pearson	.471**	.394**	.521**	.524**	1		
	Correlation							
Tacit sharing knowledge (TC)	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	356	360	355	363	363	371	
	Pearson	-.002	.087	.172**	.116*	.283**	1	
Tacit sharing knowledge (TC)	Correlation							
	Sig. (2-tailed)	.964	.095	.001	.026	.000		
	N	364	367	363	371	363	371	
Tacit sharing knowledge (TC)	Pearson	.655**	.395**	.450**	.479**	.432**	.147**	1
	Correlation							
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.005	
Tacit sharing knowledge (TC)	N	362	363	361	367	359	367	367

and shows a relationship is significant at 0.05 significance level*

From the results, it was observed that there was a positive significant moderate linear relationship between participation in tacit knowledge activities (P) and organizational agility, $r = 0.421$, $p = <0.001$; knowledge *ba* (B) $r = 0.476$, $p = <0.001$. The results also indicated that there was a strong association between organizational agility (OA) and motivation (M), $r = 0.520$, $p = <0.001$.

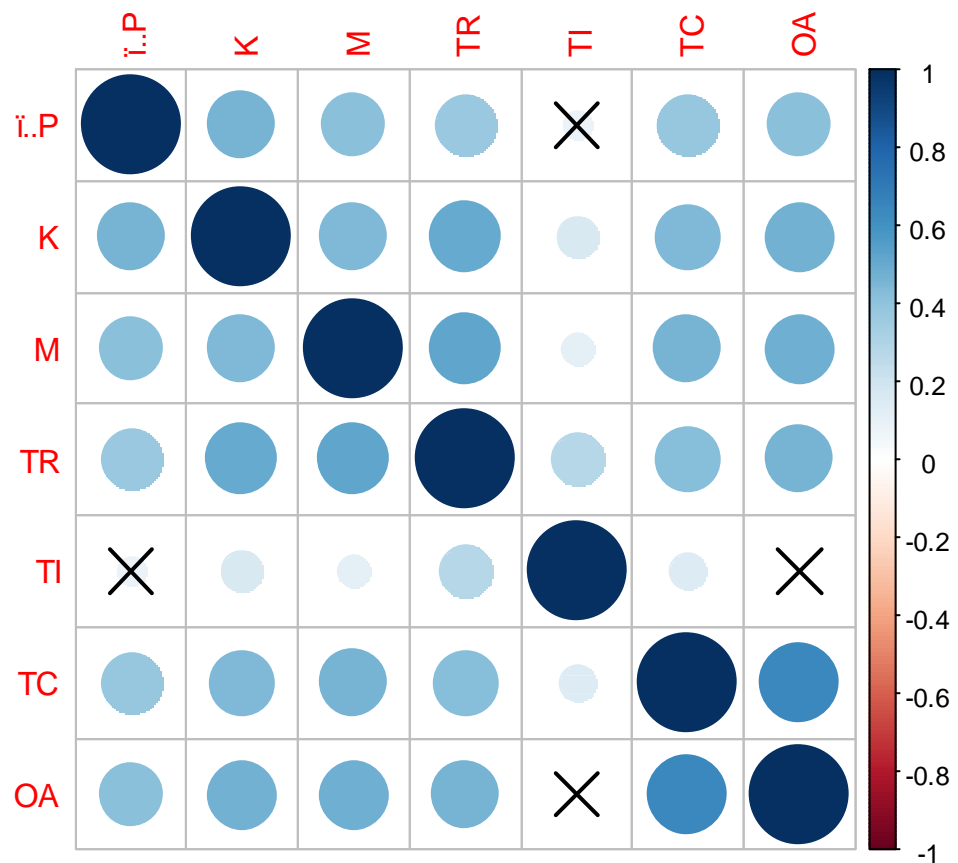
There was a significant moderate association between organizational agility and trust (TR), $r = 0.471$, $p = <0.001$. Lastly, tacit knowledge sharing (TC) which was a mediating variable, was found to significantly and strongly influence organizational agility in a positive direction, $r = 0.655$, $p = <0.001$. These were signposted by significant probability values found to be less than 0.05 at 95% confidence level. However, there was a negative insignificant linear relationship between organizational agility (OA) and time (TI), $r = -0.002$, $p = 0.964$.

This implies that the mediator tacit sharing knowledge and predictor variables (knowledge centered culture practices apart from Time) has a significant relationship (impact) on organizational agility indicating a positive association.

Figure 4.18 further illustrates these relationships using a collogram.

Figure 4.18

A correlogram showing association between the explanatory factors and the dependent variable



The results in Figure 4.18 confirms the results on correlation analysis. Participation (P), knowledge ba (B), motivation (M) and trust (TR) were found to significantly and positively influence organizational agility (OA) while time (TI) did not. Further, the results showed that tacit sharing knowledge (TC), which is the mediator is significantly associated to organizational agility.

4.10 Influence of knowledge centered culture on organizational agility

Regression modelling was used in finding out the influence of participation, motivation, knowledge *ba*, time and trust on organizational agility. Regression modelling involves sorting out variables with an impact on an aspect under investigation mathematically. This is preferred as it is a very powerful statistical procedure which gives allowance to a researcher in examining an association between and among interested variables.

There are two forms of linear regression analysis namely simple linear regression involving only one independent variable and multiple linear regression which involves more than one independent variables. This study utilizes both simple and multiple models in regression while assessing the influence of knowledge centered culture on organizational agility and how tacit knowledge sharing mediates this relationship. In this study, each deliverable of knowledge centered culture was regressed on organizational agility.

4.10.1 Effect of participation on organizational agility

A simple regression was performed where organizational agility was used as the response variable while member participation in tacit knowledge activities was taken to be the explanatory variable. To assess the effect of participation on tacit knowledge sharing activities on organizational agility the following hypothesis was tested:

H₀₁: Participation in tacit knowledge activities do not have a significant effect on organizational agility

The results are presented in tables 4.17, 4.18 and 4.19.

Table 4.17***Model summary for participation***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.421	.177	.175	.61190

From the results in table 4.17, participation in tacit knowledge sharing activities explained 17.5% of the change occurring in organizational agility. Coefficient of determination 0.175 indicated this ($R^2 = 0.175$).

Table 4.18***ANOVA for participation***

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.913	1	28.913	77.220	.000 ^b
	Residual	134.044	358	.374		
	Total	162.957	359			

Table 4.18 presents results of analysis of variance in the case of regression between participation and organizational agility. This was used to test whether the model with participation as the explanatory factor was significant in forecasting the response variable which was organizational agility. The results again were used to test the hypothesis whether the coefficient associated with participation was equal to zero or not ($H_0: \beta_1 = 0$ vs $H_1: \beta_1 \neq 0$).

The study results pointed out that the model significantly forecasted organizational agility. The hypothesis was rejected insinuating that participation in tacit knowledge activities do not have a significant effect on organizational agility ($F(1,358) = 77.220, p < 0.001$).

Table 4.19***Model coefficients for participation***

Model		Unstandardized coefficients		Standardized coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.849	.192		9.653	.000
	Participation	.493	.056	.421	8.787	.000

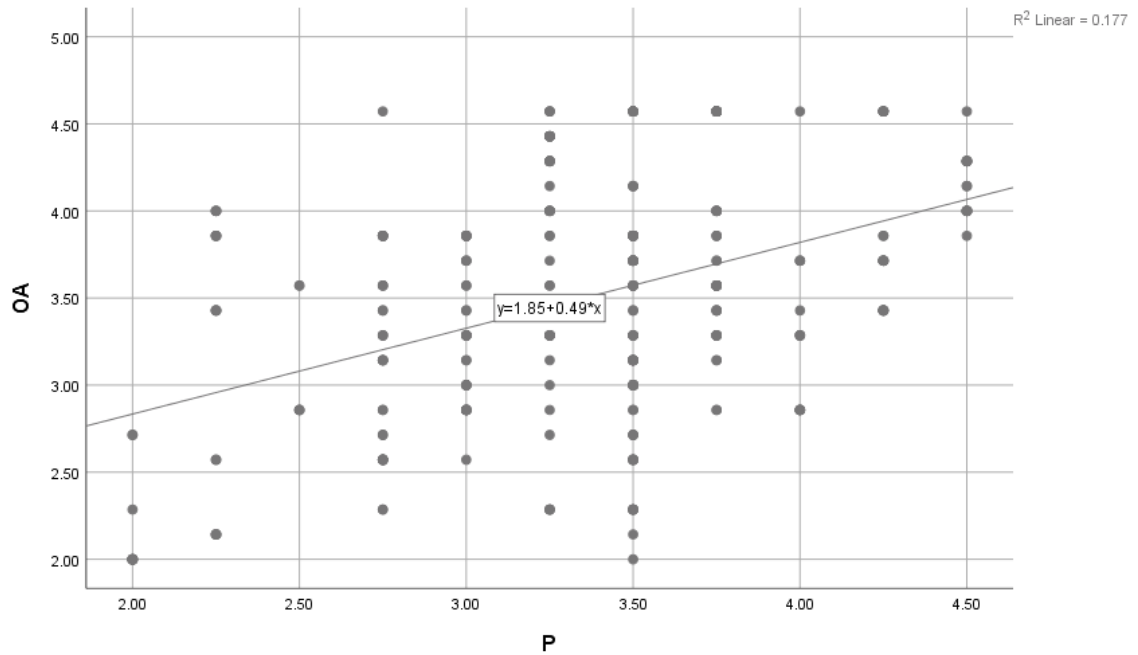
The model below has been obtained from the study results in table 4.19.

$$\text{Organizational agility} = 1.849 + 0.493 * \text{Participation}$$

The association between participation in tacit knowledge activities and organizational agility was found to be significant and positive, $\beta = 0.493$, $t(358) = 8.787$, $p = <0.001$. Therefore, there was sufficient proof to reject the null hypothesis concluding that there was a significant association between participation in tacit knowledge activities and organizational agility. In addition a scatter diagram in Figure 4.19 further illustrated the relationship between participation and organizational agility.

Figure 4.19

Scatter diagram showing relationship between participation in tacit knowledge activities and organizational agility



4.10.2 Effect of knowledge *ba* on organizational agility

A simple regression was performed where organizational agility was used as the response variable while knowledge *ba* was taken to be the explanatory variable. To assess the effect of knowledge *ba* on tacit knowledge sharing activities on organizational agility the following hypothesis was tested:

H₀₂: Knowledge *ba* do not have a significant effect on organizational agility

The results were presented in the following tables 4.20, 4.21 and 4.22.

Table 4.20*Model summary for knowledge ba*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.476	.227	.225	.59622

From the results in table 4.20, knowledge *ba* for tacit knowledge explained 22.5% of the change in organizational agility. Coefficient of determination of 0.225 indicated this ($R^2=0.225$).

Table 4.21*ANOVA for knowledge ba*

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	37.585	1	37.585	105.731	.000 ^b
	Residual	127.972	360	.355		
	Total	165.557	361			

Table 4.21 presents results of analysis of variance in the case of regression between knowledge *ba* and organizational agility. This was used to test whether the model with knowledge *ba* as the explanatory factor was significant in forecasting the response variable which was organizational agility. The results were also used to test the hypothesis whether the coefficient associated with knowledge *ba* was equal to zero or not ($H_0: \beta_2 = 0$ vs $H_1: \beta_2 \neq 0$).

The study results pointed out that the model significantly forecasted organizational agility. The hypothesis was rejected insinuating that knowledge *ba* in tacit knowledge activities do not have a significant effect on organizational agility ($F(1,360) = 105.731, p < 0.001$).

Table 4.22

Model coefficients for knowledge *ba*

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.645	.183		8.966	.000
	Knowledge <i>ba</i>	.532	.052	.476	10.283	.000

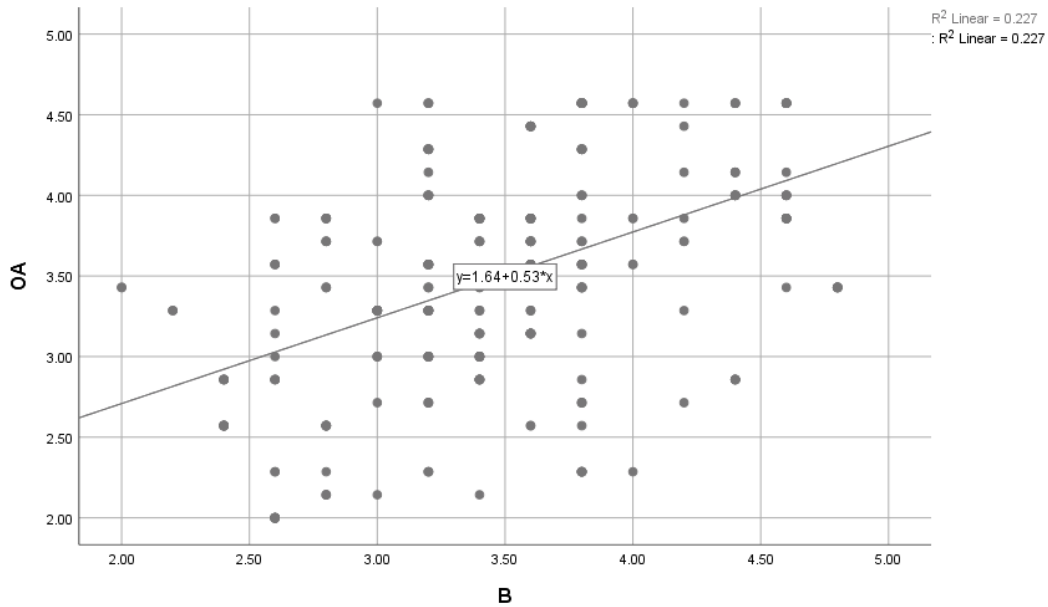
The model below has been obtained from the study results in table 4.22.

$$\text{Organizational agility} = 1.645 + 0.532 * \text{knowledge } ba$$

The association between knowledge *ba* and organizational agility was found to be significant and positive, $\beta = 0.532, t(360) = 10.283, p < 0.001$. Therefore, there was adequate confirmation to reject the hypothesis concluding that there is a significant association between knowledge *ba* in tacit knowledge sharing and organizational agility. The scatter diagram in Figure 4.20 further illustrated the relationship between knowledge *ba* and organizational agility.

Figure 4.20

Scatter diagram showing association between knowledge ba for tacit knowledge sharing and organizational agility



4.10.3 Effect of motivation on organizational agility

A simple regression was performed where organizational agility was used as the response variable while motivation for knowledge sharing was taken to be the explanatory variable. To assess the effect of motivation for knowledge sharing on organizational agility the following hypothesis was tested:

H₀₃: Motivation do not have a significant effect on organizational agility

The results were presented in the following Tables 4.23, 4.24 and 4.25.

Table 4.23***Model summary for motivation***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.520	.271	.269	.57790

From the results in table 4.23, motivation in tacit knowledge sharing activities explained 26.9% of the change occurring in organizational agility. Coefficient of determination 0.269 indicated this ($R^2 = 0.269$).

Table 4.24***ANOVA Table of motivation***

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.918	1	44.918	134.497	.000 ^b
	Residual	120.897	362	.334		
	Total	165.815	363			

Table 4.24 presents results of analysis of variance in the case of regression between motivation and organizational agility. This was used to test whether the model with motivation as the explanatory factor was significant in forecasting the response variable which was organizational agility. The results again were used to test the hypothesis whether the coefficient associated with motivation was equal to zero or not ($H_0: \beta_3 = 0$ vs $H_1: \beta_3 \neq 0$).

The study results pointed out that the model significantly forecasted organizational agility. The hypothesis was rejected insinuating that motivation in tacit knowledge activities do not have a significant effect on organizational agility ($F(1,362) = 134.497, p < 0.0001$).

Table 4.15*Model coefficients for motivation*

Model		Unstandardized		Standardize		
		coefficients		d coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.639	.163		10.028	.000
	Motivation	.539	.046	.520	11.597	.000

a. Dependent Variable: OA

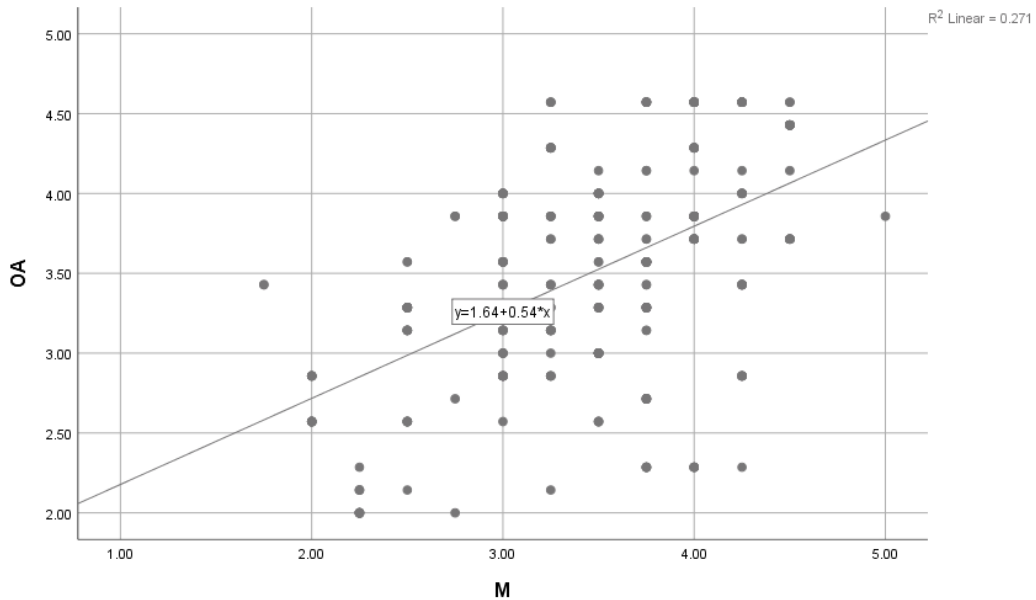
The model seen below has been obtained from the study results in table 4.25.

$$\text{Organizational agility} = 1.639 + 0.539 * \text{motivation}$$

The association between motivation in tacit knowledge activities and organizational agility was found to be significant and positive, $\beta = 0.539$, $t(362) = 11.597$, $p = <0.001$. Therefore, there was sufficient proof to reject the null hypothesis concluding that there was a significant association between motivation in tacit knowledge activities and organizational agility. In addition a scatter diagram in Figure 4.21 further illustrated the relationship between motivation and organizational agility.

Figure 4.21

Scatter diagram showing association between motivation for tacit knowledge sharing and organizational agility



4.10.4 Influence of trust on organizational agility

A simple regression was performed where organizational agility was used as the response variable while level of trust in tacit knowledge activities was taken to be the explanatory variable. To assess the effect of the level of trust on organizational agility the following hypothesis was tested:

H₀₄: The level of Trust do not have a significant effect on organizational agility

The results were presented in the following Tables 4.26, 4.27 and 4.28. In table 4.25

Table 4.26

Model summary for trust

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471	.222	.219	.60009

From the results in table 4.26, the level of trust explained 21.9% of the change occurring in organizational agility. Coefficient of determination 0.219 indicated this ($R^2 = 0.219$).

Table 4.27

ANOVA for trust

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.305	1	36.305	100.816	.000 ^b
	Residual	127.479	354	.360		
	Total	163.783	355			

Table 4.27 presents results of analysis of variance in the case of regression between trust and organizational agility. This was used to test whether the model with trust as the explanatory factor was significant in forecasting the response variable which was organizational agility. The results again were used to test the hypothesis whether the coefficient associated with trust was equal to zero or not ($H_0: \beta_4 = 0$ vs $H_1: \beta_4 \neq 0$).

The study results pointed out that the model significantly forecasted organizational agility. The hypothesis was rejected insinuating that trust in tacit knowledge activities do not have a significant effect on organizational agility ($F(1,354) = 100.816, p < 0.001$).

Table 4.28*Model coefficients for trust*

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.954	.156		12.507	.000
	Trust	.452	.045	.471	10.041	.000

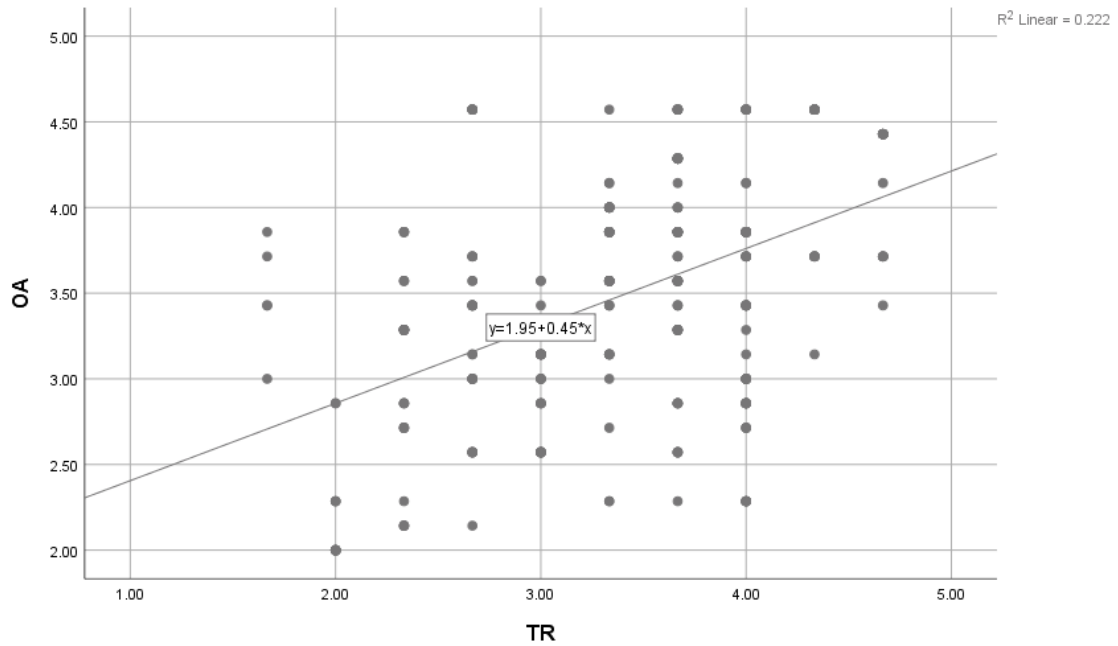
a. Dependent Variable: Organizational agility

The model below has been obtained from the study results in table 4.28. Organizational agility = 1.954 + 0.452 * Trust

The association between trust and organizational agility was found to be significant and positive, $\beta = 0.452$, $t(354) = 10.041$, $p = <0.001$. Therefore, there was sufficient proof to reject the null hypothesis concluding that there was a significant association between trust and organizational agility. In addition a scatter diagram in Figure 4.24 further illustrated the relationship between trust and organizational agility.

Figure 4.12

Scatter diagram showing relationship between trust for tacit knowledge sharing and organizational agility



4.10.5 The effect of time constraints on organizational agility

A simple regression was performed where organizational agility was used as the response variable while time constraints was taken to be the explanatory variable. To assess the effect of participation on tacit knowledge sharing activities on organizational agility the following hypothesis was tested:

H₀₅: Time constraints do not have a significant effect on organizational agility

The results were presented in the following tables 4.29, 4.30 and 4.31.

Table 4.29*Model summary of time constraints*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.002	.000	-.003	.67679

From the results in table 4.29, time constraints explained 0% of the change occurring in organizational agility. Coefficient of determination 0.0 indicated this ($R^2 = 0.0$).

Table 4.30*ANOVA of time constraints*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.001	1	.001	0.002	0.964
	Residual	165.814	362	.458		
	Total	165.815	363			

Further, table 4.30 presents results of analysis of variance in the case of regression between time constraints and organizational agility. This was used to test whether the model with time constraints as the explanatory factor was significant in forecasting the response variable which was organizational agility. The results again were used to test the hypothesis whether the coefficient associated with time constraints was equal to zero or not ($H_0: \beta_1 = 0$ vs $H_1: \beta_1 \neq 0$).

The study results pointed out that the model did not significantly forecast organizational agility. The hypothesis was not rejected insinuating that time constraints do not have a significant effect on organizational agility ($F = 0.002$, $p = < 0.964$).

Table 4.31***Model coefficients of time constraints***

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.509	.158		22.214	.000
	Time	-.002	.050	-.002	-.046	.964

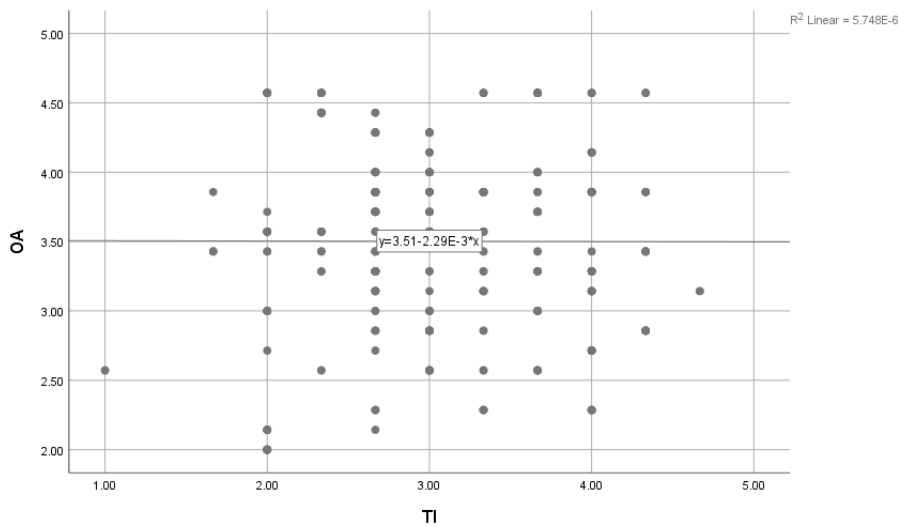
The model below has been obtained from the study results in table 4.30.

$$\text{Organizational agility} = 3.059 - 0.02 * \text{Time constraints}$$

The association between time constraints and organizational agility was found to be insignificant and negative, $\beta = -0.002$, $t(362) = -0.046$, $p = 0.964$. Therefore, there was no sufficient proof to reject the null hypothesis concluding that there was a significant association between time constraints and organizational agility. In addition a scatter diagram in Figure 4.25 further illustrated the relationship between time constraints and organizational agility.

Figure 4.23

catter diagram showing association between time constraints for tacit knowledge sharing and organizational agility



4.10.6 Combined influence of organization’s knowledge centered culture on organizational agility

A multiple linear regression was performed with organizational agility as the response variable, participation in tacit knowledge activities, knowledge *ba* for tacit knowledge sharing, motivation for tacit knowledge sharing and trust which are the independent variables. Time was left out as it was not found to be a significant factor therefore did not make any significant impact on NHIF’s organizational agility. The results are presented in the Tables 4.32, 4.33 and 4.34.

Further, from the results in table 4.32, participation, knowledge *ba*, motivation and trust explained 36.5% of the change occurring in organizational agility. Coefficient of determination 0.365 indicated this ($R^2 = 0.365$).

Table 4.32*Model summary of the combined model*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.372	.365	.54034

Table 4.33 presented results of the analysis of variance (ANOVA) used to examine the significance of the model.

Table 4.33*ANOVA of the combined model*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.953	4	14.988	51.335	0.000
	Residual	101.021	346	.292		
	Total	160.974	350			

Further, as seen in table 4.33 shows an ANOVA Table that was used to find out the model significance. The F-critical (4, 346) was found to be 51.335 and a probability value of <0.0001. The probability value was found to be less than 0.05 at 5% level of significance (<0.001 was smaller than 0.05) signifying significance of the model thus insinuating that there was a linear association between the explanatory variables and the response variable. Therefore, the model was considered to be a good fit for the data and hence it was appropriate in predicting the organizational agility.

Table 4.34

Model coefficient of the combined model

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.715	.209		3.416	.001
	Participation	.151	.061	.125	2.464	.014
	Knowledge	.158	.062	.138	2.527	.012
	<i>ba</i>					
	Motivation	.319	.057	.310	5.615	.000
	Trust	.183	.051	.192	3.585	.000

The model below has been obtained from the study results in table 4.34.

$$OA = 0.715 + 0.151 P + 0.158 B + 0.319 M + 0.183TR$$

Where OA is the organizational agility, P is the level of Participation, B is the knowledge *ba*, M is the level of motivation and TR is the level of trust.

From the results in Table 4.34, it was seen that the explanatory factors variables namely: trust, participation, knowledge *ba* and motivation significantly predicted organizational agility at 5% level significance.

4.11 To examining the mediating role of tacit knowledge sharing on the relationship between knowledge centered culture and organizational agility

A mediating variable is a hypothetical variable used to explain causal links between other variables. Mediating variables are also called Intervening variables and cannot be observed in an experiment (that is why they are hypothetical). To determine whether a variable is a mediating variable, a linear regression is first performed with the study variables and the significance of each variable examined (results). A regression analysis is

then performed with the study variables and the mediating variable and the significance of each study variable and the intervening variable examined (results). If the significance of study variables changes i.e. from significance to insignificance, then the variable is said to be a mediating variable.

H₀₆: There is no mediating effect of tacit knowledge sharing on the relationship between knowledge centered culture and organizational agility at NHIF

In this study, a multiple linear regression was performed with organizational agility (OA), which is the dependent variable, and participation (P), knowledge *ba* (B), motivation (M), trust (TR) and time (TI) which are the independent variables and tacit knowledge sharing (TC) as the mediating variable. Two models were produced where the first model showed a linear regression with the study variables only in order to examine their significance. The second model showed the combined regression model with study variables and the mediating variable. The results were presented in the Tables 4.35, 4.36 and 4.37.

The study variables had significant betas. In the second model, the mediating variable, tacit knowledge sharing, was found to be a significant predictor as well. However, when the mediating variable was brought on board in the second model, the significance of participation, knowledge *ba* and motivation were affected where they failed to be significant. This was not reflected in the other study variables as they remained significant at 5% level of significance. This proved that tacit knowledge sharing (TKS) fully mediated the relationship between organizational agility and participation, knowledge *ba* and motivation. However, it did not mediate the relationship between organizational agility and the other variables.

As noted in table 4.35, the independent variables were found to explain 38.3% of the variation in organizational agility while the study variables and the mediating variable in the second model showed that they explained 52.5% of organizational agility (OA) as indicated by a coefficient of determination (R^2) values of 0.383 and 0.525 respectively. This explains the change in R-square after bringing mediating variable on board.

Table 4.35

Model summary of the mediation model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.383	.53394
2	.730 ^b	.533	.525	.46882

Table 4.36 presented results of the analysis of variance (ANOVA) used to examine the significance of the model.

Table 4.36

ANOVA table of the mediation model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.096	5	12.619	44.263	.000 ^b
	Residual	97.787	343	.285		
	Total	160.882	348			
2	Regression	85.712	6	14.285	64.994	.000 ^c
	Residual	75.170	342	.220		
	Total	160.882	348			

Table 4.37 shows an ANOVA Table which determined the significance of the models. The results indicated that the two models significantly predicted Organizational Agility ($F=44.263, p<0.0001$) and ($F=64.994, p<0.0001$) respectively

Table 4.37***ANOVA Table of the mediation model***

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.974	.227		4.298	.000
	Participation	.154	.061	.127	2.545	.011
	Knowledge <i>ba</i>	.174	.062	.151	2.806	.005
	Motivation	.296	.057	.287	5.227	.000
	Trust	.230	.052	.240	4.379	.000
	Time	-.133	.043	-.137	-3.092	.002
2	(Constant)	.313	.209		1.493	.136
	Participation	.104	.053	.085	1.942	.073
	Knowledge <i>ba</i>	.121	.055	.105	2.207	.068
	Motivation	.131	.052	.127	2.506	.053
	Trust	.170	.046	.178	3.667	.000
	Time	-.164	.038	-.170	-4.347	.000
	Tacit sharing	.563	.056	.457	10.144	.000

From the results in table 4.37, it was observed that the independent variables significantly predicted organizational agility at 5% level significance as indicated. Regression analysis was used to investigate the hypothesis that Tacit sharing knowledge mediates the effect of organizational agility at NHIF. The results indicated that the level of participation (P) was a significant predictor of organizational agility at NHIF, $\beta = 0.154$, $t = 2.545$, $p = 0.011$, knowledge *ba* was a significant predictor, $\beta = .174$, $t = 2.806$, $p = 0.005$ and the level of motivation was a significant predictor, $\beta = .296$, $t = 5.227$, $p = 0.001 < .05$.

When correlated with organizational agility, tacit sharing was a significant predictor. These results support the mediational hypothesis. Knowledge *ba*, the level of participation and the level of motivation were no longer significant predictors of organizational agility after controlling for the mediator, tacit sharing knowledge as their p-values were found to be

greater than 0.05 in the second model. The variation in organizational agility explained by the variables increased from (R^2) 38.3% to 52.5%. This indicated that tacit sharing knowledge mediated the relationship between the independent variables and the dependent variable.

Therefore, in conclusion, the hypothesis was rejected concluding the alternative hypothesis that stated that tacit knowledge sharing fully mediated the relationship between organizational agility and participation, motivation and knowledge *ba* which are knowledge centered culture at NHIF.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This last part is on summarization of findings in this assessment, making conclusion together with recommendations for policy as well as practice drawn from the study results. Further, proposals of further research are also made under this chapter. The objective of this research was to examine the influence of knowledge-centered culture on organizational agility and how tacit knowledge sharing mediates this relationship.

Organizational agility ought to be founded keenly on an drawn-out collection of institutional planning as well as constant corporate learning because the future of any dedicated organization belongs to businesses who devise a learning system focused at serving the developing markets and members' demands in addition to readiness to change the way of doing things to guarantee quality performance and survival and thus observance to clients satisfaction while retaining customer royalty which in the longer end provides firm's sustainability.

Organizational agility according to this study was broadly categorized by two features. Dynamic capability which is associated with the knack to move with quickness and stability which is a firm foundation or a platform, where culture is anchored and it becomes a springboard of endless high performance.

This work applauds that leaders of businesses today have an obligation to continually evaluate and respond accordingly to fresh prospects as well as industrial challenges by implementing appropriate strategies. This is because the nature of customer expectations are changing every moment thus demanding management to offer innovative solutions to her clients. Further, mounting a more agile approach to leadership aids groups and corporations to flourish more so in industries offering services to the members of public.

A number of big institutions stay loaded and are struggling with legacy issues and complex bureaucracy. This deters workers' determinations in experimenting and risk-taking, occasioning slowing down innovation and development and subsequently making it extremely difficult for simple, quick and vital decisions to be endorsed as higher approval must be sought. Members' lack trust ensuing non-existence of progress and frustration.

5.2 Summary of study findings

The research was based on realization a research problem from literature review, that knowledge centered culture is crucial to organizations. The study brings on board two aspects of knowledge centered culture that have not been studied in line with organizational agility. They are participation and knowledge *ba*. The study therefore, aimed at examining the influence of knowledge cantered culture on organizational agility and how tacit knowledge sharing mediates this relationship. To achieve this, the study adopted two main objectives namely: examining how knowledge-cantered culture influenced organizational agility and to determine the intervening role of tacit knowledge sharing. The independent variables used were knowledge *ba*, participation, motivation, trust and time which indicated knowledge-centered culture.

To meet the above objectives, the study adopted quantitative strategy and a correlational survey research design. The study targeted the 2.8 million contributors of NHIF in Kenya from which a sample of 385 respondents was chosen using the Cochran sample size formula and a total of 371 were fully filled and returned representing a response rate of 96.36% which was excellent and sufficient for analysis. Two stage cluster sampling method was used to distribute the 385 sample where Kajiado and Nairobi counties were sampled and further a 385 sample obtained from the two counties in Kenya where simple random sampling method was used.

Data analysis was further performed using descriptive methods and inferential analysis methods mean, standard deviation, kurtosis and skewness were the statistics used to summaries the collected data and the results were put in form of tables and charts. Parametric methods were adopted as they were more powerful as compared to the non-parametric methods. An independent samples t-test and an analysis of variance tests (ANOVA) were used to examine mean differences in the study variables across gender and age of the respondents.

The tests helped to examine whether age and gender had an effect on how the respondents responded to different questions regarding the study variables. Pearson's Correlation was used further to investigate direction and strength of the association between the explanatory variables (knowledge centered culture) with the dependent variable (organizational agility).

Prior to regression analysis, test for various assumptions were made by linear regression analysis were carried out. These tests included: normality test which was tested using normal Quantile – Quantile (Q-Q) plots and a histogram, linearity which was tested using Pearson's correlation analysis, homoscedasticity which was tested using a residual scatter plot for predicted scores and standardized residual values, and multicollinearity which was examined by use VIF test and tolerance test. The results of the study demonstrated that knowledge *ba*, participation, motivation and trust significantly predicted organizational agility and that tacit knowledge sharing mediated the relationship.

Open-ended questions are defined as free-form survey questions that allows a respondent to answer in open text format such that they can answer based on their complete knowledge, feeling, and understanding. This means that response to this question is not limited to a set of options. There are no limits on the responses and the medium for respondents to answer creatively as well as getting replies to complicated situations.

5.2.1 Influence of participation on organizational agility

This research aimed at investigating the influence of participation on organizational agility. Correlation analysis established that there existed a positive and moderate linear association between participation and organizational agility. The regression analysis established that 17.5% of any variation or change happening on organizational agility is explained by participation.

When the workforce is afraid of making mistakes, the only thing they will learn is probably how to evade them for fear of a harsh action taken against them. Though different organizations may have recognized barriers to their efforts of achieving agility, tactics of reacting to new opportunities swiftly and decisively must be established because agility facilitates industries to embrace openings which seemed impossible in the past. A risk-averse generation is the greatest obstacle to nimbleness. It is essential to empower the work-force through participation in making-decisions and via sharing knowledge as this results in developing skills for collaboration, and enhancing creativity in them.

5.2.2 Effect of knowledge *ba* on organizational agility

A test on examination on the effect of knowledge *ba* on organizational agility gave a statistically significant prediction. Correlation analysis established knowledge *ba* was linearly related significantly to organizational agility. The regression analysis findings published that 22.5% of any variation or change occurring in organizational agility is explained by knowledge *ba*.

The insurer to explore experimentation of modern scientific methods to methodically pursuit for and assess new knowledge that brings about positive organizational culture. This will upsurge the menace of captivating and supporting the notion that one can learn from the experiments and mistakes of other. Studies has shown that agile personalities are bold enough to try-out as well as implement first-hand ideas on a continuous base. This is because the adventuresome attitude decreasing fears and thus obtaining candidness and there after makes is easy to disseminate information consequently upholding agility both at individual level and business level. In the longer end, organizations are able to deal with external shocks and bring about relationships with external parties, structural systems that

promote teamwork and group problem-solving mechanisms between employees and interestingly decrease the workers' dependence on the top managers.

5.2.3 Influence of motivation on organizational agility

Further, this research examined the effect of motivation on organizational agility at NHIF. Correlation analysis established that motivation was significantly and positively related to organizational agility. The regression analysis results showed a statistically significant at 26.9% and that any variation or change occurring in organizational agility is explained by motivation.

NHIF leadership ought to re-think of practices and methods or means they can deploy to obtain agility capabilities such as provision of a supple structure intended for speedy and proper application of corporate resources and stimulus progress packed with technical, individual and organizational skills. These skills are critical in carrying out environmental scanning, knowledge sharing and learning acumens.

Management should take into account strategies of developing new skills and deepen capabilities to guarantee corporate drive to perform and use this as a strategic pedal to advance economical advantage together with overcoming turbulence in doing business which has turned out to be the highest cause of failure for organizations to achieve agility.

5.2.4 Effect of the level of trust on organizational agility

The study results on finding out the effect of the level of trust on organizational agility established a correlation analysis with a significant moderate positive linear relationship between the level of trust and organizational agility. The regression analysis finding

presented a 21.9% of any variation or change occurring in organizational agility is explained by the level of trust. The relationship was statistically significant. There is need for refining internal and external cooperation by instituting partnerships with all stakeholders. NHIF should create in-house conditions that nurture mutual benefits. This can be accomplished by providing the staff with awareness about customer expectations and thereafter developing and supplying innovative packages which best complement their contributions.

5.2.5 Effect of time on organizational agility

Further, the study established the effect of time constraints on organizational agility and it was established that there was no statistically significant association between time and organizational agility. The regression analysis results established that there was no significant effect of time constraints on organizational agility. This explained that time constraints did not have an effect on organizational agility.

5.2.6 Mediator role on association between knowledge centered culture and organizational agility

The last objective in this study sought to examine the mediating or intervening function of tacit knowledge sharing on the association between knowledge centered culture and organizational agility in NHIF Kenya. The regression analysis results indicated that the variation in organizational agility explained by the independent variables was 38.3%. Consequently, when tacit knowledge sharing which was the mediating variable was brought on board the variables were found to explain 52.5% of the organizational agility.

Further, when correlated with organizational agility, tacit knowledge sharing was a significant predictor as well as knowledge *ba*, participation, motivation and trust.

However, when regressed together after controlling for the mediator, knowledge *ba*, the level of participation and the level of motivation are found to no longer be significant predictors of organizational agility. This established that tacit knowledge sharing mediated the association between the explanatory factors and the outcome variable. Therefore, it was further proven that there was a mediating or intervening effect of tacit knowledge sharing on the association between knowledge centered culture and organizational agility at NHIF.

5.2.7 Key conclusions from demographic

It was noted that more female than male participated in the study with majority of the respondents aged below 33 years. At the same time, majority of participants had contributed for less than 10 years and notably the majority of respondents made contributions as self-employed.

It was noted that there was low participation in tacit knowledge activities, knowledge *ba* as compared to motivation, time constraints, trust, tacit knowledge sharing and organizational agility as reported by female. Female and male respondents significantly deviated in their response to participation in tacit knowledge activities at NHIF. Female respondents disagreed more on NHIF participation as compared to male respondents.

Further, examining across age groups, the younger people (below 33 years) responded significantly different from the middle aged group (34-49 years) and the older group (above 50 years) on participation, knowledge *ba*, tacit knowledge sharing and organizational

agility. The young people disagreed more followed by the middle age group and the older group agreed more. The younger group seemed well informed on issues relating to knowledge *ba*, participation and tacit knowledge sharing.

5.2.8 Summary conclusions on key relationships

The study established a significant positive linear relationships which are discussed here below. First, there was a positive significant linear association between organizational agility and participation, knowledge *ba*, motivation, trust and tacit knowledge sharing. Second, motivation had the highest effect on organizational agility followed by knowledge *ba*, trust and finally participation.

Tacit knowledge sharing, which was the mediating variable, had a strong effect on organizational agility at NHIF. Time constraints was not a significant predictor of organizational agility. Most important to note is that tacit knowledge sharing fully mediated three relationships i.e. relationship between organizational agility and participation, knowledge *ba* and organizational agility and lastly relationship between motivation .organizational agility.

5.3 Conclusions in relation to literature reviewed

The overall aim of this research was to examine the influence of knowledge centered culture on organizational agility with the mediating role of tacit knowledge sharing. To accomplish the goal, the study found it necessary to come up with a conceptual model which hypothesized the significance of the relationships as guided by the variables under study.

First, the study concluded that knowledge centered culture played a weighty role in organizational agility at NHIF. The study established that participation in tacit sharing was critically important in an organization's agility. The findings further indicated that knowledge *ba* in knowledge sharing was a very key factor in determining organizational agility at NHIF. This study established that these two new variables under knowledge centered culture, knowledge *ba* and participation has a significant influence on organizational agility and this was in agreement with the studies of both (Peralta & Saldanha, 2014; Mehrabi et al., 2013). Therefore, there is a strong need for NHIF to come up with mechanisms of how to tap the tacit knowledge and enable the members to share the knowledge freely through intrinsic motivators.

Secondly, it was established that motivation in tacit knowledge sharing had a significant positive role on the organizational agility as well as trust. However, the study established that time constraints for tacit knowledge sharing was not a key significant factor for organizational agility. Subsequently, study concluded that sharing of implicit knowledge significantly and positively intervened the association between knowledge centered culture and organizational agility. This study agrees with research by Bob (2013) which views knowledge-centered culture as a complex web that combines components of individual traits, group and teams and that this web should be flexible enough to create room for discovering new avenues of achieving organizational agility.

Thirdly, the study provided fresh insight about knowledge centered culture and organizational agility and an overall look at the knowledge centered culture was found to be collectively significantly positively affecting the NHIF's organizational agility.

Subsequently, the study had a solid ground to conclude that tacit knowledge sharing play a significant role on the NHIF's organizational agility.

The above three conclusions concur with those established by Gurteen (1999) which acknowledged knowledge centered culture great modifier of behavior of both internal and external environments in which an organization operates. These two environments should make knowledge sharing a standard with an ultimate objective of attaining agility.

5.4 Study recommendations

Based on above conclusions, this research comes draws a set of recommendations. These recommendations are explained in the discussion that follows.

5.4.1 Knowledge centered culture

Knowledge centered culture brings about an essential principle of exactness which benefits in sustaining closeness with end-users. This kind of a connected culture allows the business to provide what is valuable to consumers more speedily and economically. Management should employ tactics to invest on frontline staffs who interact with clientele on a regular basis because they expect digital products and services

An agile culture exhibits the following six elements: Governance commitment where individuals' sense they have backing of their leaders; collective nous of purpose with a clarity of direction which is steered by a clear mission and agreed priorities; Dependable governance who are role models for the institutional values; Decentralized platforms for decision- making which ought to be close to the consumer as possible; Cooperation across

teams and departments facilitating dissemination of hidden knowledge thus building up on organizational intellectual capacity and lastly, giving continuous response arising from frequent enquiries of clients and learning from them. Therefore, based on the study parameters, recommendation of each is stated here below:

Knowledge *ba*. Fund to safeguard value-creation for her contributors or otherwise members' supplementation by concentrating on satisfying customers, by providing quality services, and clarifications in addition to making sure the perception of customers is paramount besides protecting the image of the organization. There is need for NHIF to establish a knowledge centered culture in order to experience high level of organizational agility. This can be done by providing a knowledge *ba* or space or a platform where members can share their knowledge freely.

Time. NHIF should remove the difficulties experienced by members while attempting to reach to the persons with solutions to a problem. The problem of general lack of time to share can be overcome by NHIF coming up with policies and programs that put management, employees and members together to share knowledge. NHIF to develop internal mechanisms where employees can post their views, ideas and express their feelings on issues relating to their work and the problems they are facing. The forum of how feedback is given should be developed and communicated to all members.

Participation. Fund should embrace participative decision making. This necessitates decreasing bureaucratic within different levels of management. It reduces problems within organization because participation of the personnel in establishing guidelines and decisions

procures cohesiveness, trust and decent relationships among members and the greatest results is workforce democratization. Inclusive participation brings birth to agile organizational culture which is reflected in market focus by strong internal systems which facilitate member's empowerment hence consistency in robust relations and trust between management and employees subsequent to solid decision making which enables the organization to sail through even in hard economic times.

Agility can also be improved by creating time for members to share their views as well as allowing vibrant participation of employees and outside members in all matters that concerns them. There is need for a conducive environment for sharing knowledge to be created by management in order to enable employees to freely participate in sharing their tacit knowledge. Members also to be involved and informed on key issues which touch on their well-being.

Tacit knowledge sharing

Obstructions in conveying information and knowledge at individual or organizational level, weakens organizational effectiveness. Additionally, hoarding tacit knowledge based on circumstances of monetary crisis heightens work-related tension and individual competition which is not healthy as it leads to knowledge devaluation.

This study recommends NHIF to establish strategies of rewarding employees who actively share their knowledge, come up with forums where members can have face-to-face communications and lastly made knowledge sharing a routine for all employees. There is need for NHIF to invest in mentorship programs which should allow skills development through socialization. This helps in ensuring that employees acquire relevant skills

necessary for effective service delivery. NHIF management should encourage sharing of knowledge by pairing junior and senior employees with a view of enhancing knowledge transfer and synergy during service delivery.

5.4.2 Specific recommendations

For policy

- a) NHIF should develop a strategy of how to cultivate a conducive culture which brings about cohesiveness through participation, motivation, trust, and time and provision knowledge *ba*.
- b) Fund should come up with knowledge sharing strategies which are well anchored in her vision.

For practice

There is need to challenge prevailing culture at NHIF by developing a new mind-sets for both employees and outside members. This can be attained by establishing solid informal networks with a feedback loop where members can be updated on what is happening in the organization pertaining their welfare. Any challenges in accessing the information by respondents can be addressed with ease of communication. For agility to be realized, organizations ought to generate opportunities for workers to formulate organic networks across the entire business. This would free up teams time to work on value creating activities and ensure the enterprise has the accurate tools for sustenance of nimble way of working. Thus,

- a) The organization to consider establishing a knowledge *ba* aimed at developing strong socialization ties among members.

- b) NHIF ought to embrace countrywide workshops to enlighten members on her products and processes.
- c) The Insurer to develop feedback mechanisms for quick response to customer complaints.

5.5 Contributions to the body of knowledge management

The study contributes significantly to the body of knowledge management by examining how knowledge centered culture affects organizational agility as well as how tacit knowledge sharing mediated the relationship. By doing so, answers to the two critical questions which were the focal point were clearly answered.

First, the assessment of how knowledge centered culture influenced organizational agility was positively established by the findings when the results showed that organizational agility was affected by knowledge centered culture significantly and positively.

Secondly, the study sought to investigate how the intervening role of tacit knowledge sharing influenced organizational agility. The intervening task of tacit knowledge sharing was seen to have an impact, which was significant on organizational agility and interestingly, three relationships were fully mediated. Further, the two variables namely knowledge *ba* and participation stood out as the variables contributing significantly to both knowledge centered culture and organizational agility.

The choice of the study organization was informed by the Kenyan government promise for free health care to her citizens in all public health care facilities. Arising from the above, NHIF was positioned as a key health financing institution to carry out that task of enrolling

Kenyans to the National Scheme. The study therefore sought to establish the association between organizational agility and knowledge-centered culture and how tacit knowledge sharing mediated this relationship at NHIF.

Thirdly, this study acknowledges that strategic management is about making viable strategies and as such, the art of strategy is switching between the positioning school and resource based approach of the organization to come up with a stand that utilizes resources outstandingly to bring about an advantage which withstands to justify investment resource. This study believed strongly in resource-based approach which brings about an argument indicating that in an ever more unsteady environment, the ownership of rare, valuable, unmatched, and resources that cannot be substituted, is better key to competitive success and in essence organizational agility.

This study based its foundation on the resource based view and in particular, knowledge-centered culture as an organizational capability that NHIF should invest on and get remarkable performance milestones. In view of this, the study regarded tacit knowledge sharing as a major intangible resource which NHIF should exploit to achieve her agility. Arising from this, this study recommends NHIF processes to be well positioned as to add value to the performance of the organization.

Fourthly, this study has established that knowledge centered culture can be viewed in different and new perspectives which in this regard are inclusion of presence of knowledge *ba* and participation as they have shown to have a higher contribution to knowledge centered culture and organizational agility. This research has filled the gaps where research

demanding knowledge-centered culture to be tested using different variables other than trust and motivation.

Fifth, knowledge centered culture has been found to be a well-known competence in navigating through the process of knowledge creation. Theoretically, from the framework (theoretical) that is presented in this research, proposed that knowledge structure capability which in this study was referred to as knowledge-centered culture, was found to enable the knowledge-process that brings about greater performance in an organization which transforms to organizational agility. Tacit knowledge has been shown to have a strong mediating role between knowledge centered culture and organizational agility.

Lastly, this study has established that tacit knowledge is a critical intangible resource that NHIF possesses and that it has a strong mediating effect on both knowledge centered culture and organizational agility and as such strategies to salvage and exploit this noble resource should be undertaken. NHIF should indeed compel her in-house structures to be tactically leveraged by a sober knowledge structure that directs the changes of employees' tacit knowledge to explicit knowledge so as to bring resourcefulness and efficiency for organizational agility.

5.6 Areas for further research

In knowledge management, the central focus is the conviction that the performance of an organization can be realized by maximally utilizing resources i.e. employees' skills (Pandey & Dutta, 2013). This knowledge is fundamental to organizations since it acts as a guide for comprehensive and clear understanding of initiatives and processes made by the

management. When organizations do not utilize their tangible and intangible assets maximally, they undergo economic consequence which automatically affect their agility.

There are many directions for upcoming research presented by this study. First, the study focused on the influence of knowledge-centered culture on organizational agility as mediated by tacit knowledge sharing and thus was limited to study organization. Therefore, findings arising from this study cannot be generalized to other medical insurance institutions. This therefore suggests that a similar study be carried out in other public institutions as well as private sector.

Secondly, this study focused on the mediating influence of sharing implicit knowledge on the association between knowledge centred cultures on organizational agility. Future scholars should consider the intervening effect of tacit knowledge sharing on the relationship between knowledge centered culture on other organizational aspects e.g. organizational performance or organizational change management with a keen focus on a private entity. Thirdly, a similar study can be carried using different variables to establish the holistic nature of a knowledge centered culture.

Lastly, the findings assume that organizational agility aids the organization to quickly adapt and respond and has been associated with the success of any business. In fact, organizational agility has domineered in the subsistence of an organization as opposed to choice in itself (Harraf et al., 2015). Nonetheless, the academic scope is probing for an in-depth examination of this phenomenon between a knowledge centered culture and organizational agility. As suggested by Chan, et al. (2015), due to the difficulty in the

concept of organizational agility, its focal or antecedent factors need a deeper research and additional evidence empirically. In this disposition, the findings of this study enable a more profound understanding of the effects that the knowledge-centered culture has on organizational agility as mediated by other variables.

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APPENDICES

Appendix I: Introduction Letter to the respondents

Dear participant,

Thank you for participating in this research, participation is voluntary. You may choose to give your email address if you desire to get the findings of the study. The data collected during this study will be used only for academic purposes. At first, the study would collect your background information and afterwards, ask you to answer a number of questions which are estimated to take utmost 15 minutes.

I was one of your colleagues and currently a student of Kenya Methodist University pursuing a PhD in Strategic Management and as part of the requirement for the award of this degree; I am required to submit a research project.

In light of the above, this questionnaire has been brought to you so that you can give your input on the questions posed. This will be of great value to the researcher, NHIF and her members, other institutions and the government. Your kind participation will be highly appreciated. Also note that the information provided will be treated with utmost confidentiality

RESEARCH TOPIC:

INFLUENCE OF KNOWLEDGE CENTERED CULTURE ON ORGANIZATIONAL AGILITY: THE MEDIATING ROLE OF TACIT KNOWLEDGE SHARING. MEMBERS OF NATIONAL HOSPITAL INSURANCE FUND

I thank you for your willingness to assist me.

RIBUTHI JANE NJOKI
RESEARCHER

SECTION B – KNOWLEDGE CENTERED CULTURE

This is an organization set up which facilitates knowledge related activities.

Kindly indicate in the spaces provided the extent to which you agree with the statements

(SA- Strongly Agree (5); A- Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

No.		Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	P ₁	NHIF provides opportunity for members to freely articulate their ideas for mutual benefit.					
2.	P ₂	NHIF has an environment which allows information to flow freely from the outside to units and groups where it is most valuable					
3.	P ₃	NHIF has developed mentorship programs which allow sharing of ideas through socialization.					
4.	P ₄	NHIF has a value system or culture intended to promote knowledge sharing.					
5.	B ₁	NHIF management is a good example to members in setting standards of behavior which drives a vision of customer focus.					
6.	B ₂	NHIF management has provided members with an environment where people are encouraged to explore, discover, take risks and develop trust.					
7.	B ₃	NHIF has a well-developed knowledge sharing platform which is aligned to its mission statement.					
8.	B ₄	NHIF information systems facilitate the sharing of information and knowledge across all the stakeholders.					
9.	B ₅	NHIF has provided online networks and social gatherings.					

10.	M ₁	I get satisfaction when I share what I know with my friends and colleagues					
11.	M ₂	I believe that by sharing what I know with others NHIF members, I get to learn more.					
12.	M ₃	The organization structure at NHIF facilitates effective knowledge sharing easy					
13.	M ₄	There is recognition for members who share knowledge at NHIF.					
14.	TR ₁	NHIF is transparent on issues relating to new information to her members					
15.	TR ₂	I believe that NHIF equip every member with knowledge and skills so as to perform the responsibilities better.					
16	TR ₃	All members' views are considered whenever they are raised					
17.	TI ₁	Sufficient time is provided to train members on knowledge policies at NHIF.					
18.	TI ₂	There is sufficient time to share knowledge at NHIF.					
19.	TI ₃	It is difficult to reach to the person who has the solution to a problem at NHIF.					

SECTION C – TACIT KNOWLEDGE SHARING

Knowledge sharing is the exchange of knowledge among members of the organization. Kindly indicate in the spaces provided the extent to which you agree with the statements. **(SA- strongly agree (5); A- agree (4); Neutral (3); Disagree (2) and strongly disagree (1)**

No.		Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	TC ₁	NHIF has established a page (wiki) where members can share their ideas, pass hot spot information and track emerging customer needs					
2.	TC ₂	NHIF has conducts training and mentorship for its employees and other members where experiences can be passed on					
3.	TC ₄	NHIF rewards members who actively share their knowledge					
4.	TC ₅	NHIF has established face-to-face opportunities where members meet to exchange knowledge					
5.	TC ₆	NHIF has made knowledge sharing a routine for all members					
6.	TC ₇	NHIF has established problem solving sessions where members can learn from the problems.					
7.	TC ₈	NHIF members are involved in brainstorming programs which allows new knowledge to flow.					
8.	TC ₁₀	NHIF has activities where members can socialize outside office hours allowing employees to pursue collaborations and innovation.					
9.	TC ₁₁	NHIF has a calendar for teams' retreats with its members whose aim is to broaden the organizational knowledge.					
10.	TC ₁₃	NHIF members are free to ask questions and get feedback.					
11.	TC ₁₄	NHIF has established communities of practice to ensure organization's competitiveness.					

SECTION D – ORGANIZATIONAL AGILITY

Agility is the dynamics capability of organization designing which can diagnose needs to change from internal and external sources.

Kindly indicate in the spaces provided the extent to which you agree with the statements

(SA- strongly agree (5); A- agree (4); Neutral (3); Disagree (2) and strongly disagree (1)

No.		Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	OA ₂	NHIF systems are flexible and customer friendly.					
2.	OA ₃	NHIF employees are empowered to make simple and quick decisions to satisfy the customer.					
3.	OA ₅	NHIF officers are equipped to solve critical problems within the shortest time possible.					
4.	OA ₆	NHIF is innovative in her products and services					
5.	OA ₇	NHIF is responsiveness in all her undertakings.					
6.	OA ₈	NHIF makes adjustments quickly for the benefit of her members.					
7.	OA ₉	NHIF is fast in implementation of customers' expectations.					

SECTION E

In your own opinion, what can NHIF do to improve in these areas?

1) Innovation - (Ability to create value for the customer)

.....
.....

2) Speed – (Ability to do things quickly)

.....
.....

3) Efficiency – (Ability to do things well)

.....
.....

4) Quality – (Ability to satisfy customer needs)

.....
.....

5) Flexibility – (Ability to change without struggle)

.....
.....

6) Accountability- (Ability to be answerable to all stakeholders for actions and results)

.....
.....

THANK YOU

Appendix III: Authorization letter from the University



Kenya Methodist University

P. O Box 267 - 60200, Meru, Kenya, Tel: (+254-020) 2118423-7, 064-30301/31229 Fax: (+254-064) 30162 Email: info@kemu.ac.ke , Website: www.kemu.ac.ke

July 5, 2017

Executive Secretary
National Council for Science and Technology
P.O Box 30623 – 00100

NAIROBI

Dear Sir/ Madam

RE: RIBUTHI JANE NJOKI – BUS-4-1685-1/2014

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Doctor of Philosophy Business Administration and Management.

Jane Njoki is undertaking a research study on “Influence of knowledge centered culture on organizational agility. The mediating role of tacit knowledge sharing. A case of National Hospital Insurance Fund”. To successfully complete her research work, she requires relevant data in her area of study.

In this regard, we kindly request your office to issue her a research permit to enable her collect the data for her academic research work.

We thank you in advance for your cooperation.

Yours faithfully

Dr. Evangeline Gichunge
Associate Dean, Research Development & Board of Postgraduate Studies



Nairobi Campus: Koinange Street, P.O. Box 45240-00100 Nairobi - Tel: +254-20-2118443/2248172/2247987/0725-751878. Fax: 254-20-2248160. Email: nairobicampus@kemu.ac.ke
Nakuru Campus: Mache Plaza, 4th Floor. P.O. Box 3654-20100, Nakuru, Tel +254-51-2214456 Fax 051-2216446, Email: nakurucampus@kemu.ac.ke
Mombasa Campus: Former Oshwal Academy, P.O. Box 89983, Mombasa. Tel: +254 - 041-2495945 / 8, Fax 041-2495946. Email: mombasacampus@kemu.ac.ke
Nyeri Campus: Lware Building, 4th Floor. Tel: +254-61-2032904. Fax: 254-61-2034100 Email. nyericampus@kemu.ac.ke

The Future is Here!

Appendix IV: Authorization Letter from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/76714/18202**

Date: **18th July, 2017**

Jane Njoki Ributhi
Kenya Methodist University
P.O. Box 267- 60200
MERU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of knowledge centered culture on organizational agility: Mediating role of Tacit Knowledge Sharing. A case of National Hospital Insurance Fund,”* I am pleased to inform you that you have been authorized to undertake research in **Kajiado County** for the period ending **18th July, 2018.**

You are advised to report to **the Chief Executive Officer, National Hospital Insurance Fund, the County Commissioner and the County Director of Education, Kajiado County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The Chief Executive Officer
National Hospital Insurance Fund.

Permit No. : **NACOSTI/P/17/76714/18202**
 Date Of Issue : **18th July, 2017**
 Fee Received : **Ksh 2000**

THIS IS TO CERTIFY THAT:
MS. JANE NJOKI RIBUTHI
of KENYA METHODIST UNIVERSITY,
51721-200 NAIROBI, has been permitted
to conduct research in Kajjado County
on the topic: INFLUENCE OF
KNOWLEDGE CENTERED CULTURE ON
ORGANIZATIONAL AGILITY : MEDIATING
ROLE OF TACIT KNOWLEDGE SHARING, A
CASE OF NATIONAL HOSPITAL
INSURANCE FUND,
for the period ending:
18th July, 2018

Jane Njoki Ributhi
 Applicant's Signature

Dr. J. M. Njoroge
 Director General
 National Commission for Science,
 Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licensee and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This License does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this License including its cancellation without prior notice.

Serial No. A 14966
CONDITIONS: see back page

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

RESEARCH CLEARANCE PERMIT