

TACIT KNOWLEDGE SHARING AND PUBLIC SECTOR PERFORMANCE IN KENYA

SUSAN NJERI WAMITU

A PhD Thesis Submitted to the School of Business Management and Economics
in Partial Fulfillment for the Award of the Degree of Doctor of Philosophy in
Business Administration and Management of Dedan Kimathi University of
Technology

OCTOBER 2016

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DECLARATION

I declare that this is my original work and has not been presented in any University for a degree or for any consideration of any certification.

Student: Susan Njeri Wamitu

Sign.....

Date.....

Admission Number: B311-3-0008/2012

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This doctoral thesis has been submitted for a doctoral award with our approval as university supervisors

Professor Simmy Mwita Marwa (PhD) sign.....

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Department of Business Administration

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Institute of Tourism and Hospitality and Management

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ABSTRACT

The study sought to establish the influence of tacit knowledge sharing on the performance of public sector in Kenya. The study objectives were: To determine the tacit Knowledge factors and their effect on public sector performance, to establish interventions that the public sector can utilize to enhance tacit knowledge sharing and consequently public sector performance. The study was guided by intellectual capital theory, constructivism theory; self-efficacy theory, knowledge economy theory and Nonaka's model of knowledge creation. The study employed use of descriptive and comparative research design and targeted all public sector departments in Kenya. Eight counties namely Samburu, Makueni, Kirinyaga, Kilifi, Nairobi, Homa Bay, Bungoma and Garissa, formed the sample of the study. The study adopted purposive sampling and simple random sampling to seek responses from the management and the line staff in the chosen public departments. Questionnaires were dropped and picked and the data collected was analyzed using descriptive and inferential statistics. The analyzed data was presented in tables and other appropriate presentations. Chief among the conclusion made were that workforce communication and interactions, organizational culture and functional boundaries have a more significant influence on organizational performance than motivation. The county by county analysis showed that workforce communication and interactions were insignificant in all the counties. Both were positive in Garissa, Makueni and Kirinyaga counties. In all other counties, they were negative and insignificant. Functional boundaries were found to be positively significant in Samburu, Kilifi, Bungoma, Garissa and Kirinyaga counties. However in the remaining counties, they were positive but insignificant. Organizational culture was found to be positively insignificant in Samburu, Kilifi, Makueni and Nairobi County but was negatively insignificant in the other counties. Motivation was found to be positively significant in Samburu, Kilifi, and Bungoma counties but was positively insignificant in the rest of the counties. On the national government analysis, the national government was found to lack concrete policies on tacit knowledge sharing and counties displayed unique characteristics in the county by county analysis. The study also recommended that the government both national and county come up with knowledge sharing policies and also transform into resource centers that can generate knowledge. Recommended areas for further research are replication of the study to performing institutions and longitudinal research to establish the influence of tacit knowledge sharing on public sector performance.