EFFECT OF KNOWLEDGE SHARING AND OWNERSHIP ON ORGANIZATION PERFORMANCE IN SELECTED STATE CORPORATIONS IN KENYA

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ABSTRACT

Knowledge management is known to optimize organizational productivity and performance. As organizations sought to improve their performance and try to achieve organizational performance, gaining knowledge was seen as a key component. The main objective of this research was to determine the effect of knowledge sharing and ownership on organization performance in selected state corporations in Kenya. The study adopted descriptive research design to obtain data from the target population of 179 State corporations in Kenya. The findings show that coefficient of correlation R was 0.866, an indication of a strong correlation between the variables. The coefficient of adjusted determination R^2 was 0.740 which translates to 74.0%, this shows changes in organizational performance can largely be explained by the two independent variables. The study concludes that knowledge sharing has a significant influence on State Corporation. This is due to use of knowledge to influence the kind of culture the State Corporation wants to prevail in and collaboration with other stakeholders in ensuring competitiveness. Knowledge ownership has a significant influence on organizational performance due to increased privacy on information breach. The study recommends that State corporations ought to approve secondment of employees to other departments, encourage teamwork among employees, hold regular town hall meetings and organize regular internal trainings for its staff. State corporations ought to patent its knowledge. Employees at state corporations ought to be bound by the signed agreement while still working and after they leave the organization.

Key Words: *knowledge sharing, knowledge ownership, organization performance, state corporations, Kenya*

INTRODUCTION

Unique knowledge possessed by organization is important in ensuring that such organizations achieve their set objectives in a highly competitive business environment. The internal procedures and the thinking behind them are important in ensuring a smooth flow of tasks (Kianto, Hussinki & Vanhala, 2018). The creation and disseminate information and knowledge within an organization, enhances efficient and effective operations which leads to the achievement of strategic advantage to the firm (Darroch and McNaughton, 2001). Darroch and McNaughton (2003) noted that knowledge management involves three main activities: acquisition, dissemination and responsiveness. It refers to the collection of data, processing, storing, managing and finally sharing for use. Through this chain, value is added thus transforming the raw and meaningless data into information which can be used as knowledge to improve organizational processes. Thus, knowledge becomes the ultimate output (Lee &Wong, 2015).

The knowledge resides in the individual employee’s mind and may not be important until it is articulated, captured and shared such that it gets captured in internal operational processes with proper documentation so that in case such an employee left the organization, the knowledge can be retrieved and applied to maintain operational efficiencies of the organization. Through knowledge creation, organization promotes learning and innovative abilities (Tseng, 2016). Developing new knowledge to replace obsolete ones is important in ensuring that the organization improves on its efficiency. Through knowledge acquisition, organizations search for ways of recognition and assimilation of knowledge that bears potential to benefit the organization from an external perspective (Lee, Foo, Leong & Ooi, 2016). Knowledge management is important in helping organizations sustain their competitive advantage as it contributes to persistent innovations and discovery of new and more efficient ways of performing tasks (Abas & Jali, 2015).

In order for the knowledge created to benefit future generation of employees, organizations have to ensure that they put in place sufficient mechanisms that would facilitate storage. The knowledge needs to be stored in a manner that it can easily be retrieved and disseminated whenever need arises. It is therefore important that organization build a knowledge sharing culture (Lee et all., 2016). A good sharing culture promotes organizational efficiency and effectiveness which are key ingredients in organizational productivity. Organizations need to accumulate adequate knowledge, utilize it, share it and protect ownership (Tseng, 2016).

On the other hand, there are two key measures of performance of an organization, either financial or non-financial. Financial measures of performance are basically extracted from the published accounts and information of the company. They include indicators like return on assets, return on equity and return in investments. Financial measures of performance are the ultimate goal for existence of any business (Delen, Kuzey & Uyar, 2013). Non-financial measures of performance of a business are in most cases not expressed into quantifiable terms. They are subjective measures of performance of an organization. They include indicators like customer satisfaction, employee retention and customer service (Berger & Bouwman, 2013).

Organizations today are not simply concerned about financial performance through financial reporting. This is because apart from the financial aspect, organizations have realized the social and environmental aspects of performance in reporting. This has resulted in the mainstreaming of sustainability reporting. Such a report details information about economic, environmental, social and governance performance of the business (Milne & Gray, 2013). This provides a more holistic reporting scheme.

STATEMENT OF THE PROBLEM

State corporations in Kenya have kept with the old age bureaucratic systems and new information either tacit or explicit is not easily accepted and incorporated into the firm. If these corporations desire to improve their performance and increase service delivery, the adoption of knowledge management practices is compulsory. For them to ensure best practice at all levels within an organization, all the employees within the different cadre need to participate. All staff need to be involved in not only in the input of the data, but also in the sharing of both tacit and explicit knowledge. This is one of the options available that require minimum input of additional resources and have far reaching effects. A number of studies have been done to link knowledge management practices and organizational performance. Globally, Kianto, Hussinki and Vanhala (2015) focused on finding out the impact that knowledge management practices had on market value of firms trading on the Finland Securities Exchange. In this study, 91% of the companies stipulated that knowledge management was a strategic asset. In Thailand, Tikakul and Thomson (2016) looked at the knowledge management practices by SMEs in the manufacturing sector and established that the greatest hindrance to the capture of knowledge management was lack of clear guidelines. While doing a comparative analysis of Brazilian, Portuguese and Polish organizations on KM, Matos, Vairinhos, Batista, Paliszkiewicz and Do Rosário Cabrita, (2016) noted that KM is not used in strategic decision making. The study was done in developed countries and failed to link KM to performance. In Iran, research on the effects of customer knowledge management in e- commerce was carried out by Aghamirian, Dorri and Aghamirian in 2017. This research was limited to the management of information gained from customers. Hardia (2013) in his study on ICT based knowledge management for sustainable development and growth posits that competitive advantage has shifted over the years. Locally, Josephat (2017) investigated on knowledge management practices and performance of national government ministries in Kenya. The findings showed that knowledge management practices have highly been adopted in government ministries. While Kariuki and Wasike (2017) looked at the “Knowledge Management and Performance in Manufacturing Firms: The Mediating Role of Learning Organization”. 64% of variation in Learning Organization was explained by Knowledge Management. This study covered manufacturing firms and looked at learning processes within the organizations. Knowledge sharing and ownership are scantily used in the larger scope of the public sector. Furthermore, none of the studies above examined knowledge sharing and ownership *vis a vis* organizational performance in state corporations in Kenya, thus this results into gaps that the current study seeks to fill.

PURPOSE OF THE STUDY

The main objective of this research was to determine the effect of knowledge sharing and ownership on organization performance in selected state corporations in Kenya

THEORETICAL FRAMEWORK

Organizational Knowledge Conversion Theory

The birth of this theory can be traced to Nonaka and Takeuchi (2011) theory of organizational knowledge conversion that analyzes the interaction of explicit and tacit knowledge to bring about internal processes efficiency. Grant (1996) noted that the interaction of explicit and tacit knowledge four distinct modes of knowledge conversion emerges. These include: externalization, internalization, combination and socialization. These four modes make up the lifeline engine of the entire process from creation of knowledge to transfer (Chong, 2010). Organizations are able to retain knowledge through conversion from tacit to explicit forms. This can help in sharing where retiring employees leave the organization when the knowledge they possess has been transferred and grasped by new and young employees left behind. In the same breadth, senior and well experienced employees will be able to share their knowledge with their subordinates and other new staff joining the organization.

The externalization mode ensures that tacit knowledge is converted into explicit knowledge to facilitate the capturing of such knowledge in internal systems for storage. This theory is relevant in this study because it contributes to the management of knowledge. It explains different models that organizations can apply to ensure that they manage knowledge for competitive advantage (Ulrich & Nonaka, 2011). It explains how knowledge can be created, shared, stored and retrieved to help organizations streamline their processes in a competitive manner (Dalkir, 2013).

Knowledge Spiral Theory

This theory was formulated by Nonaka and Takeuch (1995). The theory focuses on the knowledge spirals that explain on the transformation tacit knowledge into explicit knowledge based on the individuals of the organization, group of the organization and the organizational learning and innovation (Dakri, 2011).

The four modes of knowledge conversion form the genes of the transformation of knowledge form tacit to explicit and vise-versa on a lateral level among individuals and groups as well as on a horizontal level in organizations, thus forming the spiral knowledge transformation in both form and subject. The provision of the four modes of knowledge conversion gives a clear understanding and articulation of the implementation of the knowledge management practices in the organization. Thus, the theory is essential as it provides a clear basis on the transformation and integration of the knowledge that it would create a link to foster on the implementation of the knowledge management practices. It would also guide the management of organizations on what best knowledge management practices can be adopted and lead to high performance.

EMPIRICAL REVIEW

Knowledge Sharing Practices and Organization Performance

The purpose of knowledge sharing is to help a whole organization reach its set organizational goals. The only way for the entire organization to benefit from the acquired knowledge is sharing of information with all members, both internal and external stakeholders. With advanced technological systems, it is possible that knowledge is either within the organization or outside the organization. According to Bilgihan, Barreda, Okumus and Nusair (2016) on consumer perception of knowledge-sharing in travel-related online social networks; to facilitate the sharing of knowledge and attain high performance, each and every organization must develop systems, linkages and pathways to source for knowledge. These linkages can also act as conduits for knowledge transfer. There are three important mechanisms that create conduits to sources of knowledge; these include the forming of alliances, mobility of people, and the appropriation of informal networks (Bilgihan et al., 2016).

Knowledge sharing is the mutual exchange of information and expertise across an organization (Li-Wei & Jwu-Rong, 2013). It portrays a mutual understanding that the person who possesses knowledge willingly provides this information to the knowledge recipient and shows a greater density and unity in the teams working in the organization. Knowledge sharing entails transferring the dispersed know-how of the people in an organization more effectively and thus adding value to organization's activities and processes. Sandström et al. (2017) noted that as knowledge is passed from one person to another, it keeps being refined and enriched at the time of sharing. Sharing happens within an organization through avenues like memos, documented information in form of procedure manuals and records. The process of sharing also happens between workers of an organization utilizing avenues like discussions, forums at both formal and informal levels. There is also sharing that happens between workers of an organization with interested parties outside the four walls of an organization, mainly utilizing avenues like seminars and workshops. The process of knowledge sharing should be well established and implemented, it does not just happen in an ad hoc manner rather it should be encouraged and nurtured. Leaders in an organization play a key role in enabling sharing of knowledge through inculcation of the right culture that promotes the spirit of knowledge sharing through mentorship programs, training, peer education programs and apprenticeships (Masa'deh, Beidat & Tarhini, 2016).

Akinyi (2017) investigated the extent of application of knowledge management practices among financial institutions in Kenya by paying attention to insurance firms. The study employed a descriptive research design. The population of the study comprised of senior managers drawn from the financial institutions. The study established that knowledge sharing rides on enablers like technologies, operations and systems that kindle cooperation, enables the process of sharing to happen, and reward the workers that share knowledge. Those that apply the knowledge shared, enhance the performance of the organization and realization of expected results. Sharing practices like communities of practice by members in a common discipline, and who have a common interest, are excellent means to share practices that have been tried and tested. This rides on the concept of improving the wheel rather than re-inventing it. Enablers like information communication technologies and its avenues like social media usually make this possible. The information shared in communities of practice can range from simple details to complex procedures that have been invented and are successful in accomplishing the complex tasks.

Karani (2015) suggests that one of the practices of knowledge management is sharing of ideas, information and created knowledge with other stakeholders within the firm. The study revealed that the mobile telephone companies in Kenya have adopted measures in passing on information from one source to another. Older and more experienced employees in the mobile companies are expected to pass along the information on products, service delivery and operations of the company to newer and the less experienced employees. In addition, the study shares that knowledge the findings indicated that it will be difficult to share knowledge unless the person receiving it internalizes it and applied it in action. The rate at which knew knowledge gets absorbed depends on the respect held for the source, the environment in which it is shared, appropriateness of the knowledge and how it contributes to organizational competitiveness.

Knowledge sharing is an important part in the knowledge management and practices that yield higher returns in terms of productivity, effective operations and returns. Matin and Sabagh (2015) investigated on KM and performance of Iranian export companies. The study adopted a descriptive design. The population of the study comprised of managers of the studied companies. In total, 90 respondents were purposively sampled out to for the sampler size of the study. The findings of the study indicated that it is not enough for organizations to depend on their employees together with training systems that focus on picking out employees with specific knowledge capabilities and expertise but a shift in focus would be teamwork and cohesiveness with sharing of information at the workplace. Both tacit and explicit knowledge needs to be passed on to all employees of a company so as to increase their performance. In essence, these export companies and indeed any organizations must look for measures for sharing expertise knowledge from the experts who have it to novices who need to know. Adopting knowledge management practices would help facilitate sharing of knowledge that improved organizational performance.

Knowledge Ownership Practices and Organization Performance

Knowledge management has become a very important concept in the business world. There is no business or economic issue that is more important to organizational long-term competitiveness and standard of living than making the knowledge worker more productive as knowledge is considered one sure source of lasting competitive advantage. Muthee (2014) carried out a study on the knowledge management as a strategic tool for competitive advantage at Safaricom Limited Kenya. The study adopted a case study design. The target population of the study comprised of senior managers at Safaricom. The researcher purposively picked 50 managers to form the sample size. Questionnaires helped in collection of data for the study. The study revealed that knowledge ownership looks at aspects of patents, copyrights and trademarks.

In commercial environment, knowledge must be put into work in three primary areas; customer needs, concern processes and body of knowledge. Li, Yuan, Ning and Li-Ying (2015) studied knowledge sharing and affective commitment: the mediating role of psychological ownership, the commercial entities take a lot of time, financial and human resources to gain this knowledge. Many big corporations and multinational companies invest heavily in their research and development departments in quest for sourcing for new information on markets, consumers, product enhancements and new channels of service delivery. Knowledge has been seen as a source of competitive advantage hence companies protect their information by paying for special licensing, patenting their innovations and inventions and copywriting their works. This is to avoid competitors from stealing their information and gaining an upper hand in the industry and at the market place.

Each individual has their own knowledge and expertise which they are protective of as there are no clear mechanisms to motivate and encourage them to share and reuse knowledge as well as generate new knowledge that could add value to the individual performance and overall organizational output (Massingham, 2014).

In order to survive in a competitive business and the changing market environment, organizations need to maintain their own unique knowledge and innovation. Knowledge itself and the ability to create and utilize knowledge are the most important considerations for an organization’s sustainable competitive advantage. The owner of the knowledge has the right to hoard or share the knowledge that they have (Rechberg & Syed, 2013). The rapid evolution of technology has accelerated the emergence of knowledge ownership. As both employers and employees have realized the value of knowledge and intellectual property, arguments over ownership have increased and become the most important issue in the field of employment law. Attempts to claim and protect the rights over intellectual property have resulted in the widespread use of legal force using intellectual property rights. This legal force has raised disputes particularly with the concerns over human rights such as privacy rights.

Intellectual property rights have been enforced by many organizations to ensure that the information and knowledge they hold does not spread to other industries and competition in the same sector of the economy. Information privacy law is the law that allows individuals to have control over their information with respect to its use and disclosure. Firms have their employees sign disclosure agreements that prevent them from sharing key information on manufacturing components, operating procedures, ingredients of elements and organizational structure, culture and working operations. Employees are bound by the agreement whether they work in that firm and even after they leave the firm. This action ensures that pertinent information is not shared with competition and others in the market (Nesheim & Gressgard, 2014).

RESEARCH METHODOLOGY

A research design is the blueprint that guides the researcher in the process of answering the questions that define the purpose of the research. It further checks the consistency between the research questions and the proposed research method (Yin, 2017). The study adopted a descriptive research design since the information is collected without changing the environment. The design that was adapted answered five basic questions: who, what, why, when and where (Cox, 2013). The design has been deemed appropriate because of the observational nature of data that was collected from respondents who are employees working in the state corporations as they give their insight on knowledge management practices and its impact on organizational performance. The target population usually has varying characteristics and it is also known as the theoretical population. The target population is the population which the researchers are concerned about in the study (Clark & Creswell, 2014). In this study, the target population is the 179 State Corporations in Kenya. The study adopted a selection approach in choosing participating State Corporations based on those that are Head quartered in Nairobi. Thus, the sample size was 155 State Corporations which surpasses the sample size of between 10-30% of the population that is deemed adequate for generalisation of the study findings to the entire population according to Bryman and Bell (2015). The questionnaires were divided into six sections; A, B, C, D, E and F covering the background information of the respondents and the two study objectives (Knowledge Sharing and Knowledge Ownership). The questionnaire used the five-point Likert scale where: 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent. Questionnaires were issued to respondents on a drop and pick latter method. At the point of dropping questionnaires, the researcher noted the contact information of respondents. A follow up was made using the identified contact details of respondents to answer any concerns and issue that may have arose while filling in questionnaires. The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analysed using the Statistical Package for Social Scientists (SPSS V. 23.0) computer software. The researcher analysed the quantitative data using descriptive statistics including: frequencies, percentages, means and standard deviations. Pearson's correlations analysis was conducted at 95% confidence interval and 5% confidence level 2-tailed to determine the extent to which the knowledge management practices affect organizational performance in state corporations. If the findings were positive it showed positive correlation between the study variables. Multiple regression analysis was conducted to test the relationship between the independent variables (Knowledge Sharing and Knowledge Ownership) and the dependent variable of (Organizational performance). In addition, the study adopted multiple regression analysis using the model below:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_i}$$

Where: $\mathbf{Y}$ = Organizational Performance; $\mathbf{X_1}$ = Knowledge Sharing; $\mathbf{X_2}$= Knowledge Ownership; $\boldsymbol{\varepsilon}$ = Error Term; $\boldsymbol{\beta_0}$= Constant in the regression model that shows the determining effect of knowledge management practices on organizational performance

RESEARCH RESULTS

The researcher conducted inferential statistics and correlation analysis to establish the effect and relationship of knowledge management practices on organization performance in the selected state corporations in Kenya. The findings of correlation analysis are as shown in Table 1. Huber (2004) states that in the interpretation of results for the linear relationships in the study, for a weak correlation, "r" ranges from ± 0.10 to± 0.29; in a moderate correlation, "r" ranges between ±0.30 and ±0.49; while in a strong correlation, "r" ranges from ±0.5 and ± 0.9. The findings in Table 1 pointed out that knowledge sharing had a Pearson Correlation to organization performance of 0.366 an indication of moderate correlation, knowledge ownership had a Pearson Correlation to organization performance of 0.026 an indication of weak correlation.

Table 1: Correlation Analysis

		Organizational performance		**Knowledge Accumulation**		**Knowledge Utilization**
Organizational performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	117				
Knowledge Sharing	Pearson Correlation	.366**	.885**	.627**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	117	117	117	117	
Knowledge Ownership	Pearson Correlation	.026	.817**	.691**	.682**	1
	Sig. (2-tailed)	.781	.000	.000	.000	
	N	117	117	117	117	117

**. Correlation is significant at the 0.01 level (2-tailed).

The researcher conducted regression analysis to establish the effect of knowledge management practices on organization performance in the selected state corporations in Kenya. The findings of coefficient of correlation R and coefficient of adjusted determination R^2 is as shown in Table 2.

Table 2: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.866[a]	.749	.740	.98504

a. Predictors: (Constant), sharing, ownership
b. Dependent Variable: performance

The findings show that that coefficient of correlation R was 0.866, an indication of a strong correlation between the variables. The coefficient of adjusted determination R^2 was 0.740 which translates to 74.0%, this shows changes in organizational performance can be explained by the two independent variables (sharing and ownership). The remaining 26% is explained by other factors beyond the scope of current study.

An ANOVA was carried out at 95% level of significance. The findings of $F_{Calculated}$ and $F_{Critical}$ are as shown in Table 3.

Table 3: ANOVA

Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	325.018	4	81.254	83.741	.000[b]
Residual	108.675	112	.970		
Total	433.692	116			

a. Predictors: (Constant), sharing, ownership
b. Dependent Variable: performance

An F test was carried out in a bid to establish if the means of regression and residual were significantly different. This was done by comparing the findings of $F_{Calculated}$ as per the computed table above and the $F_{Critical}$ as informed by the F distribution table. The findings show that $F_{Calculated}$ 83.254 > $F_{Critical}$ 2.452. This served as an indication that the overall regression model was significant in predicting the effect of knowledge management practices on organization performance in the selected state corporations. This was further supported by significance result of 0.000. The p value was 0.00<0.05, an indication that at least one variable significantly influenced organizational performance. The findings of regression coefficients are as distributed in Table 4.

Table 4: Regression Coefficients

	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	-2.239	1.140		-1.964	.052
Knowledge Sharing	.587	.038	1.067	15.273	.000
Knowledge Ownership	.160	.029	.569	5.543	.000

a. Dependent Variable: performance

The regression analysis formula further indicated the extent to which the independent variables affected the dependent variable whereby:

$$\mathbf{Y = -2.239 + 0.587X_1 + 0.160X_2}$$

Thus, by holding other factors constant, organizational performance would be at -2.239. A unit decrease in knowledge sharing when holding other factors constant, organizational performance would be at 0.587. A unit decrease in knowledge ownership while holding other factors constant, organization performance would be at 0.160.

The findings pointed out that knowledge sharing had a significant influence on organization performance. This is supported by Matin and Sabagh (2015) who stated that knowledge sharing is an important part in the knowledge management and practices that yield higher returns in terms of productivity, effective operations and returns.

The findings show that knowledge ownership had a significant influence on organization performance. This is supported by Massingham (2014) who stated that generation and utilization of new knowledge that could add value to the individual performance as well the overall organizational output.

HYPOTHESIS TESTING

H_{03}: Knowledge sharing has no significant effect on organization performance in selected state corporations in Kenya

H_{04}: Knowledge ownership has no significant effect on organization performance in selected state corporations in Kenya

The Shairo-Wilk test a carried out yet again in order to test the above null hypotheses.

Table 5: Shapiro-Wilk Test

	Shapiro-Wilk		
	Statistic	**df**	**Sig.**
Organization performance	.899	117	.000
Knowledge Sharing Practices	.866	117	.000
Knowledge Ownership Practices	.947	117	.000

The significance level of all the independent variables (sharing and ownership) were reported as 0.00 less than the 0.05 threshold. Thus the null hypotheses were rejected.

A Regression Coefficient test run, further attested to the significant effect that the independent variables had on the dependent variable. The significant value of all the independent variables were 0.00<0.05 threshold as depicted in the table below. This was in support of the rejection of the null hypotheses. The null hypotheses were thus restated in support of the below findings.

Table 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	-2.239	1.140		-1.964	.052
Knowledge Sharing	.587	.038	1.067	15.273	.000
Knowledge Ownership	.160	.029	.569	5.543	.000

The study found out that knowledge sharing had a significant influence on organizational performance. This shows that we reject the null hypothesis and fail to reject the alternative hypothesis that states that knowledge sharing has a significant effect on organization performance in selected state corporations in Kenya. The study further showed that knowledge ownership had a significant influence on organizational performance of state corporations in Kenya. Therefore, we reject the null hypothesis and accept the alternative hypothesis that states that knowledge ownership has a significant effect on organization performance in selected state corporations in Kenya.

CONCLUSION

In view to knowledge sharing, the study concludes that knowledge sharing had a significant influence on organizational performance. This was attributed to the following factors; state corporations held sessions to share new developments, encouraged teamwork among employees, established a culture that promoted sharing of knowledge and encouraged mentorship of junior employees. State corporations organized regular internal trainings for its staffs, encouraged on the job training and seminars for its staff, had proper plans for conduction orientations and inductions and approved secondment of employees to other departments. State corporations held regular town hall meetings, had clear knowledge flow paths across all departments and had apprenticeship programs.

In view to knowledge ownership practices, the study concludes that knowledge ownership positively influenced organizational performance. This was due to the following factors; state corporations had patented its knowledge, had several trademarks for its knowledge and had copyrights for its knowledge. State corporations' employees had signed disclosure agreements that prevented them from sharing key information on the organization, employees were bound by the signed agreement while still working at state corporations and after they left the organization and the organization had classified access to its accumulated knowledge. State corporations had a clear audit trail of individuals accessing stored knowledge at all times and stored adequate stock of knowledge.

RECOMMENDATIONS

Knowledge Sharing Practices and Organization Performance

The study further recommends that state corporations ought to have clear knowledge flow paths across all departments, establish a culture that promotes sharing of knowledge and encourage teamwork among employees, as well as share new developments. The state corporations also need to have proper plans for conducting orientations and inductions to ensure effective onboarding of new personnel. State corporations ought to hold regular sessions for; on and off the job employee trainings, and seminars for its staff. State Corporations should also need to have apprenticeship programs, mentorship of junior employees and approve secondment of employees to other departments. Regular town hall meetings should also be organized.

Knowledge Ownership Practices and Organization Performance

The study recommends that state corporation ought to store adequate stock of knowledge, have a clear audit trail of individuals accessing stored knowledge at all times and have classified access to its accumulated knowledge. State Corporations ought to have several trademarks for their knowledge and have copyrights and patents for their knowledge. Employees at state corporations ought to be bound by the signed agreement while still working and after they leave the organization. The employees also ought to sign disclosure agreements that prevent them from sharing key information on the organization.

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