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Influence of Organizational Knowledge on Organizational Performance: A Case Study of Kenya Civil Aviation Authority

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Abstract:
Aviation industry plays a vital role in Kenyan economy, to gain a dominant position in the era of knowledge economy, one part is to enhance organizational performance through employee's knowledge-sharing and absorption to hence create positive organizational performance through employee's knowledge-sharing. Organization knowledge if properly utilized generate higher business value, enhance organizational performance, bring a competitive edge to the company, and become the core competitiveness needed for the company to survive. A major concern is little has been done to understand and exploit the relationship between knowledge sharing practices of organizational knowledge and its influence on organizational performance gap. The main purpose of this research therefore, is to investigate ways in which organizational knowledge sharing practices influence organization's performance in Kenyan aviation industries via a case study focusing on Kenya Civil Aviation Authority (KCAA). This study adopted descriptive research design this is because it reports the way things are which involves observing and describing the behavior of a subject without influencing it in any way also it's a case study. The targeted population was made up of 701 employees of Kenya Civil Aviation Authority; the population was structured into 5 departments and 35 sections in different areas and regions, sharing different pieces of knowledge in different ways. The study used a sample size of 70 employees representing 10% of the total population of 701 eligible employees. The study used of stratified random and probability sampling technique which means that every member of the targeted population had a known, non-zero probability of selection. The study utilized questionnaire and interviews for data collection. Data from the field was coded and entered in the computer using. Data was analyzed using descriptive statistics means, standard deviations and cross tabulation to help generate influence, trends and patterns. The study findings revealed sharing individual knowledge will influence service delivery supported by 40.1% of the respondents. 37.2% of the respondents said sharing Knowledge embedded in organizations influences aviation standards and 35.5% of respondents said sharing of Systemic Knowledge influences safety. The study's recommendations will be beneficial to authorities in utilization of organizational knowledge to enhance their performance.

Keywords: *Kenya Civil Aviation Authority (KCAA), organizational knowledge, knowledge sharing, knowledge management*

1. Introduction

1.1. Background of the Study

While downsizing of the 1980s James Dalton, CAE, president, Strategic Counsel, in the USA, led corporate America to realize that they were hemorrhaging an asset that wasn't on their balance sheets, knowledge based assets play a key role in organization growth. Today, however, many people deem knowledge-based assets to be the new organizational wealth. Acquisition and enhancement of these assets have become crucial management concerns" (Kirrane, 1999). Many authors and practitioners (Quinn, et al., 1996, Albert and Bradly, 1997) argue that the emerging patterns it is evident that intellectual capital will replace natural resources, commodities, finance, technology and production processes as the key factor influencing competitive advantage.

The economic transformation, every organization has begun to change the way they evaluate and see the importance of knowledge. This is supported by Hoof, B.V.D. and J.A.D. Ridder, (2004), who asserted that knowledge is becoming strategically important resources and organizational performance is expected to be strong if an organization possesses and capitalizes on strategic resources, Wernerfelt, B., 1984. Therefore, knowledge can be considered as core competence and performance driver of the firms according to Lin, H., 2007.

Knowledge issue is both technical and non-technical, for example, the staff in an aviation industry needs to explain to the public the cause of an incident in order to maintain the reputation of the airline amplified by Erin Kwong W.B. Lee, (2009) Malaysian aviation industry with its scale, complexity, highly competitive and volatile nature, and its dependence on knowledge and information as a

source of competitive advantage makes an excellent case for demonstrating how Knowledge Management (KM) is used to gain competitive advantage, Rain L. S. F. & Lum S. E. (2010).

In general, Kenya civil aviation management has moved from being focused on operations under public ownership to an era where the management goal is to deliver a return on capital invested for shareholders, many of which are now private companies like East African School of Aviation (EASA). The pressure on aviation industry is to deliver improved performance across a diverse range of activities has increased over time in line with International requirements now being viewed largely as facilities that should be financially self-sufficient promoted with knowledge sharing practices.

Appropriate management and application of knowledge can help organizations in their attempts to become more creative, more intelligent and more able to adapt within an ever-changing business climate (Wong and Aspinwall, 2004). Indeed, Knowledge sharing in the aviation industry should be viewed as a strategy used to assist organizations to envisage, make and control the whole decision-making process through the use of knowledge (Kongpichayanond, 2009). Furthermore, improved performance, arising from enhancement and cultivation of the individual knowledge of aviation authority members, can be achieved from a clearly defined strategy of continuous organizational learning (Nonaka, 1998; O'Dell and Grayson, 1998).

1.2. Statement of Problem

Many organizations including regulators have realized that the creation, transfer and management of organization knowledge are critical for organization success in today's business environment according to Anantatmula, 2007. Moreover, since the aviation industry plays a vital role in Kenyan economy, to gain a dominant position in the era of knowledge economy, one part is to enhance organizational performance through employee's knowledge-sharing and absorption to hence create positive organizational performance through employee's knowledge-sharing. Chiang, 2006 articulates that intellectual capital due to knowledge-sharing and absorption, generate higher business value, enhance organizational performance, bring a competitive edge to the company, and become the core competitiveness needed for the company to survive. A major concern is little has been done to understand and exploit the relationship between knowledge sharing practices of organizational knowledge and its influence on organizational performance gap. The main purpose of this research therefore, is to investigate ways in which organizational knowledge sharing practice influence organization's performance in the Kenyan aviation industries via a case study focusing on Kenya Civil Aviation Authority (KCAA).

2. Literature Review

2.1. Organizational Knowledge

Organizational knowledge is the collection of knowledge which exists in the organization that has been derived from current and past employees. This knowledge is "owned" by the organization in that the organization can take this knowledge and codify it in some way to preserve it within the organization itself even when an employee has left the company. As stated earlier, when knowledge is explicit, it can easily be codified to remain with the organization. However, when that knowledge is tacit, not only is it difficult to codify, but it may be even more difficult to identify.

Information can exist in an organization even when an employee is unaware of its existence, or vice versa. This includes information about policies, procedures and organizational culture. Ignorance is present when the information exists somewhere in the organization, but the individual does not have it. In order for the individual to seek out that information, he must see some value or need for possessing the knowledge (Johnson, 1996). This view of ignorance can be used in terms of an organization as well. By reversing the direction of the knowledge, the organization can be the one seeking the tacit knowledge that is present in the individual employees.

Knowledge can be embedded in individuals, technology, organizational structures and organizational culture, Argote (1999). Based on her own study, Argote divides the organizational knowledge into two categories: knowledge embedded in individuals and knowledge embedded in an organization itself in the form of technologies, structures, and routines.

2.1.1. Knowledge Embedded in Individuals.

Individuals are key repositories of organizational knowledge; Individuals represent different ways of storing, maintaining and transferring knowledge inside of the organization, according to Argote (1999). Additionally, individuals are capable of capturing information that technology could not store. Consequently, if knowledge is the most important asset of the organization, individuals have an irreplaceable value for the organization. Argote further mentions several important conclusions of the knowledge embedded in individuals. By moving personnel it becomes possible to transfer knowledge inside of the organization. Here the motivation of the individuals to share knowledge plays a significant role. According to research, individuals typically do not share information that they hold (Ciborra & Patriota 1998; Engerström, Brown, Engerström & Koistinen 1990; Strasser & Titus 1985). Thus, despite the fact that individuals possess a significant amount of organizational knowledge does not necessarily mean that knowledge is being shared. In addition, it is important to remember that individuals can easily leave the organization and take their knowledge with them (Argote 1999). In order to avoid losing the knowledge of the individuals, organizations can try several strategies. For instance, organizations can try embedding individual knowledge in technology or in organizational structures and routines.

2.1.2. Knowledge Embedded in Organizations

Knowledge is also embedded in the organization's technologies, structures, and routines (Argote 1999). When knowledge is embedded in technology, organizations can try to transfer the technology internally and thus gain productivity. For instance, in the case of knowledge embedded in documents or repositories (Riege 2007), knowledge can be shared internally by spreading the access

to these sources. To understand broadly knowledge embedded in organizations can be discussed under socio-political knowledge and strategic knowledge.

Socio-Political Knowledge refers to knowledge of the social and political composition of the organization including its people, roles and responsibilities (who does what) as well as coalitions, influence networks, and formal and informal decision-making processes. This is similar to certain aspects of 'social knowledge' (Brown & Duguid, 1998, 1996; Barley, 1996; Lam, 1997), or understanding of the broader societal context in which the organization is embedded including the social, cultural and economic contexts within which managers operate, and 'local knowledge', which is specific knowledge of the people and processes that managers encounter in their work (Spender, 1996). In its explicit form, socio-political knowledge includes knowledge of the organization's design, as well as formal decision structures and the expressed values of the organization.

Strategic knowledge, which refers to the position or context of the organization vis-à-vis its external environment and includes its history, status and position in the industry and society, its strategic plans, core competencies and competitive position. In its explicit form strategic knowledge includes the documented strategic context of the organization including knowledge of its history such as that recorded in annual reports and the news media. It also includes strategic plans, vision and mission statements, competitive analysis documents, and industry prospectus – the 'official word'. Strategic level as asserted by Child and Rodrigues (1996) description of 'strategic understanding' is somewhat similar however this is clearly an individual level of knowledge as it specifically refers to the mindsets of senior managers especially their criteria of business success and their mental maps of factors that are significant for achieving that success.

2.1.3. Systemic Knowledge

Systemic knowledge, or knowledge that is embedded in systems, policies, processes and procedures that govern how and what gets done in organizations. It includes the 'know how' 'know what' and 'know why' that is a popular orientation within the cognitive school of thought represented by Nonaka and Takeuchi (1995), Edmondson and Moingeon (1996), March and Olsen (1976) amongst others. In its explicit form, systemic knowledge is formally encoded in practices, procedures and routines and includes the acquisition and implementation of new techniques such as statistical quality control or the structure of compensation plans. In addition, our research found evidence of a tacit dimension to systemic knowledge that refers to the hidden meaning embedded in the design of the processes, practices and systems.

Documented and packaged information about customers and suppliers also belong here. Legally protected intellectual properties, such as licenses and patents, can also be considered a part of systemic knowledge assets. These knowledge assets can be transferred relatively easily. (Nonaka et al. 2001b)

2.2. Organizational Performance

Organizational performance has been identified as being a complex and multidimensional concept (Prieto and Revilla 2006) and to be comprised of both quantitative and qualitative components. Each stakeholder considers different criteria when evaluating organizational performance (Espinosa and Porter 2011). For regulators, performance means compliance with rules, openness and honesty, while for communities, organizational performance may mean regional employment, responsibility and prosperity for the members of the community.

Aviation performance indicators which include; accessibility to desired destinations through air transportation, accessibility to airport system, cost effectiveness of air transport, industry sustainability, air transport safety and security and customer satisfaction among other things, Geoffrey (1999). The United States Department of Energy (1995) also defined a set of system performance indicators, including system delays, flexibility, predictability, reliability and availability. These indicators have been used to define performance measurement criteria for the civil aviation industry within their states.

Kenya Civil Aviation Authority performance is based on an encouragement of employee participation in its knowledge sharing programmes and consistently strives to uphold acceptable resource management practices to enhance efficiency and effectiveness in regulation and service delivery. Also by adopting and promote relevant local, regional and global conventions and protocols relating to civil aviation. The operations and decision making processes will be undertaken in consistence with the following six values (mortar for our pillars); commitment to Safety and Security, customer focus, commitment to fairness and equity, commitment to staff, creativity and innovativeness and respect for diversity. The mentioned pillars are meant to assist in achieving the following key functions generally found in any civil aviation authority; policy advice, oversight and support functions International Civil Aviation Organization (2011).

3. Research Methodology

3.1. Research Design

This study adopted descriptive research design this is because it reports the way things are which involves observing and describing the behavior of a subject without influencing it in any way also it's a case study. Employing descriptive research design pinpointed to a pre-cursor of quantitative research approach designs, through interviewing, observing movement of concepts to give some valuable pointers as to what variables are worth testing quantitatively.

3.2. Target Population

As informed by Mugenda & Mugenda, 2008; Sekaran, 2010 who define a population as the entire group of people or objects having

common observable characteristic of interest that the researcher desires to investigate and upon whom the research findings are generalized. According to Kenya Civil Aviation Authority establishment records, the target population was made up of 701 employees of Kenya Civil Aviation Authority (KCAA, June 2016). The employees had the observable characteristic of the population desirable and relevant to this study is the fact that all the individuals that constitute the population who engage in business of knowledge sharing.

3.3. Sampling Frame

In this study the population was structured into 5 departments and 35 sections in different areas and regions, sharing different pieces of knowledge in different ways. Each section or division was taken as a stratum and from each stratum the desired sample was selected using stratified non-random sampling and a probability sampling technique for employees in all departments. The study used a sample size of 70 employees representing 10% of the total population of 701 eligible employees. This is validated by Mugenda and Mugenda (2008) assertion that a sample size of 10% of the target population is large enough and allows for reliable data analysis and testing for significance of differences between estimates.

3.4. Sample and Sampling Techniques

The study used of stratified random and probability sampling technique which means that every member of the targeted population had a known, non-zero probability of selection. Orodho (2003) describes stratified sampling as applicable if the population is not completely homogeneous.

In this study the population was structured into 5 departments and 35 sections within the organization and others spread in different regions of Kenya at the same time sharing different pieces of knowledge in different ways. Each section or branch was taken as a stratum and from each stratum approximately 10% of the population was randomly selected by use of stratified sampling method. The stratums were selected based on the department then further according to sections of work, then random sampling was used to select a sufficient number of respondents form each stratum. This constituted a sample of 70 employees representing 10% of the population.

3.5. Research Instruments

The study utilized various tools to collect the data. They were questionnaire and interviews (both structured and unstructured).

3.6. Data Collection Procedure

The study used various question formats (closed and open ended type of questions), personalizes the questionnaire and organized interviews. This was to achieve flexibility of data collection which is determined primarily by the extent to which respondents can interact with the interviewer and the survey questionnaire, both telephone and Web survey methods were used to offer moderate to high flexibility of data collection.

3.7. Data Analysis

Data from the field was tabulated, coded and entered in the computer. Data was analyzed using statistical package for social sciences. Descriptive statistics was generated to help establish the influence, trends and patterns. This made it easy to understand and interpret the influence of independent variable on the dependent variable. Also a descriptive research design was employed to describe the characteristics of the respondents and those of each variable and each construct of interest (Strati 2000). Arithmetic means and standard deviations were used to describe these characteristics. The research findings were presented using frequency tables, percentages, line and bar graphs among others.

4. Research Findings and Discussion

4.1. Response Rate

Response from 70 questionnaires out of the administered 100 was received, since the sample target was 70 respondents, this represents a 100% response rate. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate, 60% is good and from 70% is very good. On this basis, the response rate for the study was very good. Use of convenient and time saving paper based questionnaire and telephone call follow up can be attributed to the high response rate. The researcher interviewed 10 employees spread throughout different sections representing a response rate of 100% of the targeted sample for interviewing.

4.2. Gender Distribution

The study sought to find out the gender of the respondents. The findings showed that 60% of the respondents were male while 40% of the respondents were female. The findings imply Kenya Civil Aviation Authority tends to employ more male as compared to female employees.

4.3. Age bracket of the Respondent

The study sought to find out the age bracket of the respondents. From the findings, none of the respondents were below 20 years and none were older than 60 years. 27.1% of the respondents were aged between 20 – 30 years, 28.6% of the respondents were aged between 31-40 years, 30.0% of the respondents were aged 41-50 years and 14.3% of the respondents were aged between 51-60 years. It is evident that majority of respondents were between 41-50 years, followed by those between 31-40 years of age then 20-30 years. An enriching

feature of this data is that young but mature respondents are shouldering the role of Knowledge sharing in Kenya Civil Aviation Authority. The findings also imply that most of employees have more than ten years before retiring. This strengthens the importance of Kenya Civil Aviation Authority adopting the initiatives of knowledge sharing.

4.4. Respondent Department of Work and Job Designation

The study sought to find out how the representation of departments and job designation of the respondents that is represented as below Table 1.

Department	Staff Population	Respondents
Office of the Director General	23	3
Directorate of Aviation Safety Standards and Regulation (DASSR)	86	9
Directorate of Air Navigational Services	360	37
Directorate of Corporate Services	185	17
Directorate of East African School of Aviation	47	4
TOTALS	701	70

Table 1: Summary of respondents

4.5 Respondents' Length of service

The study sought to find out how long the respondents had worked at the Authority. The findings revealed that 35.7% of the respondents had worked at Kenya Civil Aviation Authority for between 1-5 years, 5.7% for 6-10 years, 17.1% for 11-15 years, 15.7% for 16-20 years and 25.7% had worked for more than 21 years. The findings shows despite higher percentage having 1-5 years of experience, the highest percentage had more than 6 years of experience to a maximum of more than 21 years of service. This implies that majority of respondents have adequate experience thus sharing knowledge acquired during employment life enriches this study.

4.6. The Extent to which Organizational Knowledge Influences Organizational Performance at Kenya Civil Aviation Authority

The study sought to find out the extent to which respondents agree that organization knowledge sharing aspects happen in KCAA to influence performance.

4.6.1. Knowledge Embedded in Individuals

The study sought to find out the extent to which respondents agree that sharing new insights will enable Kenya Civil Aviation Authority to attain aviation safety, compliance, aviation standards & service delivery. The findings were analyzed and represented in the Table 2 below.

	Frequency	Percent
Low extent	1	1.4
Moderate extent	7	10.0
Great Extent	24	34.3
Very great extent	38	54.3
Total	70	100.0
Mean	4.41	
S. Deviation	.732	

Table 2: Sharing New Insights

The study discovered as shown in Table 2 above, 54.3% said to a great extent sharing new insights will enable Kenya Civil Aviation Authority to attain aviation safety, compliance, aviation standards & service delivery, 34.3% said to a great extent, while 10% they said to a moderate extent and 1.4% said to a low extent. The standard deviation was .732, the practice has low dispersion from the mean. This indicates that the respondents have the great degree of acceptance that sharing new insights will enable Kenya Civil Aviation Authority to attain aviation safety, compliance, aviation standards & service delivery. This study conquers with van Gils and Zwart (2004) who found that knowledge sharing on new insights and learning increased turnover, produced higher profits and an extension of the product range.

4.6.2. Knowledge Embedded in Organizations

- Documenting and communicating regularly lessons learned from past actions

The study sought to find out the extent to which respondents agree that documenting and communicating regularly lessons learned from past actions will assist make decisions to enhance safety, security compliance, aviation standards & service delivery. The findings were analyzed and represented in the Table 3 below.

	Frequency	Percent
Moderate extent	4	5.7
Great Extent	21	30.0
Very great extent	45	64.3
Total	70	100.0
Mean	4.59	
S. Deviation	.602	

Table 3: Documenting and communicating regularly lessons learned from past actions

The study discovered as shown in Table 3 above that 64.3% agree to very great extent documenting and communicating regularly lessons learned from past actions will assist make decisions to enhance safety, security compliance, aviation standards & service delivery, 30% agreed to great extent and 5.7% agreed to moderate extent. The standard deviation was .602, the practice has low dispersion from the mean. This indicates that the respondents have the great degree of acceptance that documenting and communicating regularly lessons learned from past actions will assist make decisions to enhance safety, security compliance, aviation standards & service delivery.

The finding supported by Argote (1999) knowledge is also embedded in the organization's technologies, structures, and routines). Argote further notes that when knowledge is embedded in technology, organizations can try to transfer the technology internally and thus gain productivity. The study states supported by findings above that the ability of authority to manage its knowledge resources effectively and efficiently will become essential to maintaining improved performance, a competitive edge and satisfied stakeholders through best way of service delivery.

- Maintaining company database of Frequently Asked Questions (FAQ)

The study sought to find out to the extent to which respondents agree that maintaining company database of Frequently Asked Questions (FAQ) will enhance setting aviation standards and service delivery. The findings were analyzed and represented in the Table 4 below.

	Frequency	Percent
Very Low Extent	2	2.9
Moderate extent	13	18.6
Great Extent	24	34.3
Very great extent	31	44.3
Total	70	100.0
Mean	4.17	
S. Deviation	.932	

Table 4: Maintaining company database of Frequently Asked Questions (FAQ)

The study discovered as shown in Table 4 above that 44.3% agree to very great extent that maintaining company database of Frequently Asked Questions (FAQ) will enhance setting aviation standards and service delivery, 34.3% they agreed to great extent, 18.6% agreed to moderate extent and 2.9% agreed to very low extent. The standard deviation was .932, the practice has low dispersion from the mean. This indicates that the respondents have great degree of acceptance that maintaining company database of Frequently Asked Questions (FAQ) will enhance setting aviation standards and service delivery. The findings agrees with Malhotra, Hall et al. (2008); Leedy and Ormrod (2010) who discovered that a key strategy in item generation is to revisit the research questions frequently asked and to ensure that the items reflected in organization strategy these will enable organization to remain relevant.

4.6.3. Systemic Knowledge

Documenting and Sharing Vision, Strategy, Procedures and Training Employees

The study sought to find out the extent to which respondents agree that documenting and sharing vision, strategy, procedures and training employees understand supports organizational performance. The findings were analyzed and represented in the Table 5 below.

	Frequency	Percent
Moderate extent	8	11.4
Great Extent	22	31.4
Very great extent	40	57.1
Total	70	100.0
Mean	4.46	
S. Deviation	.695	

Table 5: Documenting and sharing vision, strategy, procedures and training employees

The study discovered as shown in Table 5 above that 57.1% agree to very great extent that documenting and sharing vision, strategy, procedures and training employees understand them supports organizational performance, 31.4% agreed to great extent and 11.4% agreed to moderate extent. The standard deviation was .695, the practice has low dispersion from the mean. This indicates that the respondents have great degree of acceptance to the practice of knowledge sharing to influence organizational performance.
The findings supports Yang and Wu (2008) that discovered that documenting means always seeking effective policies that encourage employees to share their knowledge with others in an organization.

- Interview results

About half of interviewed respondents were for the opinion that acquiring knowledge embedded in individuals through sharing new insights, documenting and communicating regularly will highly assist the authority in achieving its set strategy while others were for the contrary opinion. This was greatly attributed that less effort has been put in place to acquire and disseminate organization knowledge.

4.7. Discussion

Cross tabulation analysis was conducted to predict the influence of organizational knowledge practices on organizational performance. The predictors were knowledge embedded in individuals, knowledge embedded in organization and systematic knowledge as shown in Table 6.

Organizational Knowledge	Safety	Aviation standards	Service delivery	Total
Knowledge embedded in individuals	25.5%	34.4%	40.1%	100%
Knowledge embedded in organizations	34.5%	37.2%	28.3%	100%
Systemic Knowledge	35.5%	35.3%	29.2%	100%

Table 6: Discussion of influence of organizational knowledge practices on organizational performance

Results indicated that there is significant influence on organizational performance in terms of service delivery via sharing of knowledge embedded in individuals to a great extent with support of 40.1% of respondents agreeing, this is followed by 34.4% of respondents stating that sharing of knowledge embedded in individuals results to enhancing aviation standards while 25.5% said it influences safety. The findings indicates sharing knowledge embedded in organization influences aviation standards, 37.2% of respondents attributing to that, 34.5% of respondents stated sharing knowledge embedded in organization influences safety while 28.3% stated that sharing knowledge embedded in organization influences service delivery. The study sought respondents' opinion on systematic knowledge, after cross-tabulation analysis 35.3% said sharing systematic knowledge influences aviation standards followed closely by 35.5% of respondents who said sharing systematic knowledge influences safety, only 29.2% of respondents who said sharing systematic knowledge influences service delivery.
The findings indicate the role of organizational knowledge is vital as the most influential power for an organization to reach successfulness in the fast changing aviation industry. The strategic management perspective centers on the perspective of organization knowledge as the core competencies that define the unique value that the organization provides to customers, shareholders, and other key stakeholders (Hamel, 1991; Hamel & Prahalad, 1993). These competencies define the strategic growth of the organization and determine its capability to compete with others in an open marketplace and growth. They include the ability of the organization, and its members, to deal effectively with changing market environments through a combination of learning how and learning why (Edmondson & Moingeon, 1996).
The findings also amplifies Child and Rodrigues (1996) description of 'strategic understanding' communicated by systematic knowledge and knowledge embedded in organization is somewhat similar however this is clearly an individual level of knowledge as it specifically refers to the mindsets of executives and senior managers especially their criteria of business success and their mental maps of factors that are important for achieving the required success.
Generally, from the findings imply employee willingness to help each other to learn creates a condition of sharing and trust. Learning together either in a formal team or in an informal one may be the basis for building organizational knowledge and knowledge embedded in organization in through knowledge base (Spector and Davidsen 2006). Building trust among employees is an important aspect of creating a harmonious working environment in an organization (Spector and Davidsen 2006). Finally, maintaining an up-to-date database of employee skills enables an organization to quickly use its employee's skills in order to complete a certain task or to improve their skills thus improves Authority's performance.

5. Summary, Conclusions and Recommendations

5.1. Summary

The study findings revealed sharing individual knowledge influences service delivery supported by 40.1% of the respondents. 37.2% of the respondents said sharing Knowledge embedded in organizations influences aviation standards and 35.5% of respondents said sharing of Systemic Knowledge influences safety. From the findings it is confirmed significantly sharing organizational knowledge influences Kenya Civil Aviation Authority performance. Allowing employees to share new insights enable Kenya Civil Aviation Authority to attain aviation safety, compliance, aviation standards & service delivery also knowledge embedded in organization

through documenting and communicating regularly lessons learned from past actions and maintaining company database of Frequently Asked Questions (FAQ) enhances performance. Sharing systematic knowledge documented in terms of vision, strategy, procedures will boost too Kenya Civil Aviation Authority performance. The findings imply unless organization knowledge is shared Kenya Civil Aviation Authority's performance will not be realized.

5.2. Conclusions

The study concludes that knowledge sharing practices are key drivers of efficiency and effectiveness in organization proficiency. Innovative use of knowledge sharing practices such as organization knowledge upsurge organization performance. The study found out that knowledge management strategy availability is inevitable precondition for effective Knowledge Sharing and application of knowledge are convenient ways of remotely sharing knowledge. The study therefore concludes that knowledge sharing strategy based knowledge management practice is compulsory for sustainable and result-based Knowledge sharing in aviation industry.

The study findings indicate that the authority uses employee's experience and position of employee held in the company; How-to-guides to disseminate knowledge and employee imitative to disseminate new knowledge. Therefore, the study concludes that strategic and focused use of Knowledge sharing practices can positively transform not only regulation safety and security compliance and monitoring of aviation standards but also service delivery in state agencies in Kenya. Finally, the study found that to very great extent knowledge sharing practices influences organization's performance. This implies that comprehensive, non-restrictive and less-sophisticated knowledge sharing structures strategically aligned with the organizational structures would greatly improve safety and security compliance, monitoring of standards, innovativeness and productivity in service delivery in aviation industry and overall Stage Agencies in Kenya.

5.3. Recommendations

From the findings:

High personnel mobility considering ever changing nature of the aviation industry can be harmful to the authority if there is no mechanism in place to retain experiential knowledge. The study recommends to the authority to use mobility as lubricant or a catalyst of knowledge flows within the organization by managing knowledge sharing practices in a correct way. The outcome of such practices and management will be an increase of the organizational knowledge base therefore the strengthening of safety, monitoring aviation standards and service delivery. At the authority level, such practices effectively increase the knowledge base of the whole organization from which employees will benefit greatly. It is therefore the responsibility of the authority to dedicate its resources to effectively develop and manage its knowledge assets in order to mitigate the problem of skill shortage.

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