



**KNOWLEDGE MANAGEMENT ENABLER ON SERVICE DELIVERY AT NATIONAL TRANSPORT AND SAFETY
AUTHORITY, KENYA**

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Accepted: February 16, 2021

ABSTRACT

This research sought to analyse knowledge management enablers and service delivery at National Transport and Safety Authority. Specifically, this study sought to examine the role of organization's culture on service delivery at NTSA and to establish the role of human resource on service delivery at National Transport and Safety Authority. A descriptive research design was adopted as the study design and the population targeted was staff working with the National Transport and safety Authority. The sampling method used was stratified random sampling that divides the population into strata or groups that included the different departments. This researcher interviewed 90 participants whose selection was done randomly across existing departments. Questionnaires were used to collect primary information. Descriptive tools of statistics aided in data description and determination of the level employed. A simple regression model was employed to determine how much the independent variables influence the dependent variable. The study established that NTSA had developed a culture of knowledge sharing and the adopted organization's culture had a positive significant impact on service delivery at NTSA. The study also revealed that human resource impacted positively on service delivery at National Transport. NTSA should therefore continue propagating practices that promote a culture of knowledge sharing. Such may include offering rewards to employees who demonstrate absolute willingness to water these values within the organisation. Human resource managers must lead by example; they must develop strategic measures that are to be followed in realisation of all organisational values projected. Also Human resource managers should ensure that the HR policies are organised in a way that promotes information sharing values.

Key Words: *Organizational Culture, Human Resource, Service Delivery*

CITATION: Kihia, P. W., & Thairu, R. W. (2021). Knowledge management enabler on service delivery at National Transport and Safety Authority, Kenya . *The Strategic Journal of Business & Change Management*, 8 (1), 302 – 314.

INTRODUCTION

In the present information and knowledge era, knowledge has become a key resource that enhances organizational performance and service delivery. Faced with competition and increasing dynamic environments, organizations are beginning to realize that there is a vast and largely untapped asset diffused around the organization-knowledge (Gupta, 2017). Hence, knowledge management (KM) has become one of the most important tasks of organizations that seek to exploit this valuable asset (Chuang, 2016).

Knowledge management refers to a systematic and coherent process of harmonization of wide activities of organization consisting of: acquiring, creating, storing, sharing, and applying knowledge by means of individuals and groups to achieve organizational goals (Rastogi, 2016). According to Davenport and Prusak (2017) knowledge management is a processes which support knowledge collection, sharing and dissemination. The expectations for knowledge management were that it would be able to improve: growth and innovation, productivity and efficiency reflected in cost savings, customer relationships, decision making, innovation, corporate agility, rapid development of new product lines, employee learning, satisfaction and retention, and management decision making. This gives organizations a competitive advantage which results in organizational success (Pollard, 2018).

Globally, Knowledge Management, as a discipline, has developed to maturity over the past 10 years. The intensified competition among organizations has led to more focus in the field making it popular. Most organizations strive to acquire the latest technology assets by hiring the most innovative people with new ideas as much as they can afford. In the United Kingdom, companies have intensified competition among themselves by adopting the latest advancements in technology for purposes of knowledge management. The sole purpose of the strategies is to address strategic issues that

emphasize internal intelligence and knowledge retrieval systems.

Successful companies in Japan in the manufacturing sector like Kao, Sharp, NEC, Matsushita, Canon and Honda, have been popular because of their capacity of responding fast to the clients, creating fresh markets, rapidly developing fresh goods and dominating the up-and-coming technologies. Nonaka (2016) states that the cause is as a result of their extraordinary method to management of knowledge creation. They execute the strategies of KM to enable a company to leverage best its core asset, their employee's knowledge (Wiig, 2017). In western entities of doing businesses, there has been institutionalization of KM. Most huge firms in the US and a big number in Europe, have established an initiative of knowledge management counting every big company in the expert services, oil, pharmaceutical and automobile industries (Davenport & Volpel, 2016).

Ondari and Majanja (2017) contend that the basic economic source in Africa would no longer be capital or natural resources or even labour but knowledge. That implies Africa tends to be gifted with native Knowledge which is required in capturing, sharing and transferring knowledge. The ambitions of managing knowledge in the culture of Africa is featured by an African proverb which points out that in the region of Africa, where an old man dies, the whole library is burnt. By that, there's a necessity of capturing native knowledge, sharing and transferring it through networking amongst nations.

African policy advisers and science researchers established the Knowledge Management Africa (KMA, 2016) which promotes utilization of the scientific as well as other knowledge forms by the makers of decisions both private and public in the region. KMA's mission was promoting utilization of the collective knowledge of Africa as a major resource of development and creating platforms of KM which are going to create accessibility to the present networks and facilitate use and sharing of knowledge throughout the industries (Mesheka &

Mosoti, 2016). In Africa there have been 3 conferences convened for fine tuning this fresh concept of management- one being in Johannesburg, SA in year 2005, the other in Nairobi in July year 2007 and last one in Dakar Senegal in 2009 (Karanja, 2017). That is because of the realization of the region of the essence of tapping the knowledge of her people as much as it can.

In South Africa, the government has stated clearly the essence of KM and Native systems of Knowledge towards achieving a knowledge environment. Johnson and Kruger (2017) in their study on the adoption of strategies, policies and principles of KM, this study revealed that there is a definite pattern to the creation of principles of KM and the effective execution of KM throughout the South African sectors.

The history of knowledge management within the Kenyan government started back in the 1960s when the treasury purchased and installed computerized payroll services. Since then the sector has grown over the years to include all government ministries. The growth of ICT companies in Kenya is commonly associated with success in knowledge management as the major influential factor. Knowledge is the most valued of the available resources to these companies because it not only embodies the best practices and routines but also encourages creative processes of problem-solving methods that are rarely easy to duplicate.

Kenya, just as many nations within the region of Sub-Sahara and in comparison to most nations which are developed, hasn't integrated KM productively into the agencies of its government (Ondari-Okemwa, 2017). This delay may be accredited to the lack of effective leverage of knowledge. Further, Kenya is still lagging behind the developed nations on the basis of information application, technologies of communication and establishment of e-governance. The least scores that Kenya attains on the variables that determine the capacity of a nation to influence a knowledge environment of business implies that there is need to increase the efforts towards engendering a

society in which there is free generation of knowledge and used effectively in the public industry.

The civil service is additionally afflicted with many impediments inhibiting knowledge generation and sharing, large bureaucratic chains, unavailability of incentives, barriers in terms of culture and technology shortages (Ondari-Okemwa, 2016). Referring to the barriers of technology, it can be seen clearly that the infrastructure of ICT needs urgent upgrade for facilitating establishment of e-governance, which as a result is going to allow effective execution of the KM programmes.

National Transport and Safety Authority (NTSA) is an independent government agency under the Ministry of Transport and Infrastructure. This cooperation was established by the Parliamentary Law, Law 33 of 2012 (NTSA Act 2012) with the objective of opposing the operations of the main road transport departments of Kenya, effectively managing the road transport sub-sector and to reduce the loss of life caused by traffic accidents. The mandates of the NTSA are: to provide advice and recommend on matters related to road and vehicle safety, improve and implement road safety measures and manage plans for the road transport sector in accordance with the law on transport, ensure the security of supply, reliability, and road transport services, and parliamentary legislation established in the first program, in addition to other laws.

Statement of the Problem

Knowledge Management is the latest driver of the economy, hence a Knowledge driven economy. Researchers and practitioners have already stated that knowledge management should be an integral part of business strategy, in order to enhance organisation competition (Snyman & Kruger, 2014). As, illustrated by Bell (2017), Kenya Public sector is faced by myriads of challenges among them including corruption, improper knowledge management and storage, poor information management infrastructures and political issues. Failure to properly manage knowledge in the public

sector, in this case, has resulted in a weak service delivery that requires not only significant investment in staff and facilities but also the proper investment in technology.

According to Yusuf and Wanjau (2016) nobody seems to know who in the Government needs what knowledge, when, and how such knowledge should be delivered. In addition, it looks like those in top-level management in Government bodies aren't knowledgeable that generation of knowledge can be done from different government's departments. Further, they don't look like they understand that part of the knowledge needed, workers from the different departments already own it.

National Transport and Safety Authority service delivery has been hampered by the fact that the Authority has failed to fully collaborate with citizens, companies and other government agencies in order to share information regarding roads usage and roads safety (Musamali, 2014). This puts the fight against poor road usage into perspective perhaps underpinning the important attention it needs to continue receiving from the government and other relevant institutions.

Despite the fact that knowledge management has been extensively discussed by many theorists and practitioners, very little literature and information on knowledge management has been found in the public sector. Mosoti and Masheka (2016) concluded that knowledge management practices influence efficiency of not-for-profit organizations. Yusuff and Daudi (2017) using correlation analysis and regression analysis concluded that knowledge application positively influences performance. Zaied, Hussein and Hassan (2018) concluded that knowledge conversion, storing and human resources affect performance.

Nevertheless, this study failed to integrate knowledge enablers in the KM framework and also concluded that knowledge application and culture do not affect performance. This study sought to analyse the influence of knowledge management

enablers on service delivery at National Transport and Safety Authority.

Objectives of the Study

This research sought to analyse the knowledge management enablers and service delivery at National Transport and Safety Authority.

The specific research objectives were:

- To examine the role of organizational culture on service delivery at National Transport and Safety Authority.
- To examine the role of human resource on service delivery at National Transport and Safety Authority.

LITERATURE REVIEW

Theoretical Framework

Human Capital Theory

This theory established by Becker aids the understanding and enhancement of global capacity administration, for specialists of human asset (Murray, 2016). This theory postulate that human capital to be that asset which firms can invest resources in and happens to be a benefit to the firm to an extent that it renders the firm performance in terms of return on assets (Murray, 2016). According to Carbery (2017), the theory that is concerned on the manner that persons within an institution or firm contribute their expertise, insight and capabilities to advancing authoritative ability and the role of that commitment.

Many institutions might utilize administration of human assets in various methods to extend human capital say; they may buy human capital from the markets through offering eye-catching remuneration or in the firm by giving opportunities for development and training to the workers (Murray, 2016). In the view of Becker, human capital tends to be frankly valued in the procedure of creation (King, 2016). Clearly, human capital creates the efficiency of a specialist in every undertaking, nonetheless potentially varied completely different circumstances, affiliations and assignments. The hypothesis is related with KM since it depicts ideas of auxiliary, social, human and

organizational capital (Carbery, McCarthy & Garavan, 2017).

This theory deems human capital to be the asset which forms the fountain of different competitive edge and differentiates the firm's performance from the rest. For this study, this theory is employed as a vital driver to a better competitive edge and innovation in today's economy that is knowledge-oriented and underpins the human resource variable. Based on this, KM gives the approaches for acquiring, training, maintaining of capital in firms (Murray, 2016). Therefore, effective execution of the process of KM in a firm makes sure proper acquisition and development of human capital that a result improves performance.

Learning Organization Theory

According to Siemens (2017) explains learning as the detection and correction of errors. In correcting an error, a person is supposed to first accept that they have committed that error at hand. In the organizations, error is viewed as the error of an individual (Siemens, 2017). Many frameworks of execution examination accentuate the error rate and compel the number of errors, in addition establishing a culture in which denial of mistakes tends to be to the best benefit of the person.

Organizations of learning are explained by the overall contribution of the worker within the time used cooperatively, everything deemed responsible transformation coordinated to shared standards or

qualities (Harasim, 2017). They may be portrayed as a culture of hierarchies where there is an essence for singular improvement, incorrect and outdated mind sets are effectively helped and recognized, and vision and reason of firms are understood and boosted by its individual entirety. Within this design, the use of context thinking enables persons to see the manner in which the relationship works; to profile a plan; and cooperating frankly, in groups, to achieve the plan (Siemens, 2016). The rationale that underlies the organizations of learning is that in occurrences of quick change fair the ones which are productive, flexible and versatile will surpass the expectations. In order to accomplish that, associations are required to discover the means of tapping responsibility of an individual and capacity to learn at every level.

Based on the theory, an organization that is learning has these 5 features; team learning, systems thinking, joint vision, mental models and personal mastery (Siemens, 2017). In the study, this theory is going to be employed as a method of making an organization adaptable to the external status and constantly improve its capacities of changing and adjusting through group advancement as well as sole learning and through using after impacts of reckoning the way of accomplishing better results. With respect to that the processes of KM safeguard a worker's knowledge thus bringing in a better competitive edge. This theory underpins the organisation culture variable in the study.

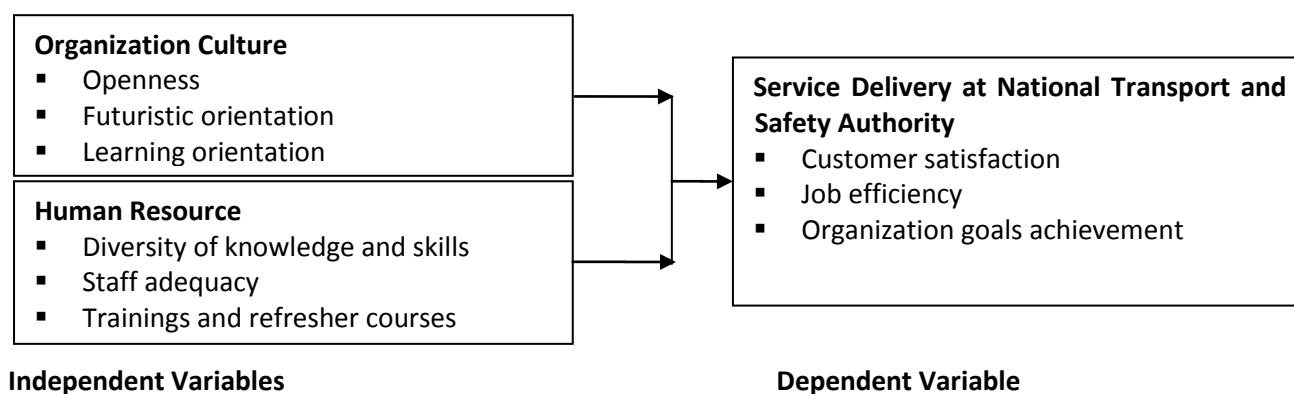


Figure 1: Conceptual Framework

Empirical Review

During the research on a Danish knowledge intensive business service firm, Larsen (2017) discovered, knowledge doesn't only dwell in the worker's minds, but as well built in the social engagements amongst the team members. Teigland, Fey and Birkinshaw (2016) discovered that flow in an MNC seemed to be enabled through establishment of a one-firm culture by: adoption of cooperation as the value of the firm, evaluation of a person's contribution of knowledge and incorporation in appraisals on performance, executing a goal which stimulates overall improvement of the firm and enabling extensive rotation of personnel. This outcome emphasizes the essence of culture of an organization in KM with stress or accentuation on the manner in which generation and sharing of knowledge happens. The effect is that activities in the culture of an organization are supposed to improve knowledge use in organisation.

In his study, Pla-Barber (2017) tried to establish the role played by KM among SMEs exporting their products in the technological sector. This study was conducted on 157 Italian and Spanish manufacturing firms as the sample. The research identified a substantial impact on the dynamic capacities on export that indicated that execution of KM is key but isn't important in improving the processes of exports which makes it necessary to have more capacities of convincing on reconfiguring the knowledge.

Oeba, Ombui and Bosieri (2018) surveyed the general take of the teachers, that the information sharing culture on different subjects amongst the workers has given schools a room for improvement in the national examination. As well, they came to an agreement that the openness culture amongst parents, students and teachers has facilitated excellence of their school. Thus Knowledge management is supposed to be adopted in the schools for purposes of improving administration as well as performance. Onyisi and Abebe (2016) assessed the impact of KM on a viable competitive

edge amongst Kenya's charitable institutions. A descriptive case research was adopted whereby both secondary and primary data was gathered by use of document analysis, questionnaire and triangulation. The outcome identified that KM strongly correlated with a viable competitive edge.

Ngahu (2017) aimed at investigating patterns in the high, medium and low dimensions and high KM capacity of the business process outsourcing (BPO) companies and exploring patterns in performance of BPO with various capability levels of KM of BPO companies. A research was used to gather data on managers from 605 companies. Cluster analysis was conducted on the total measures of 4 KM capacity dimensions and performance of BPO to show patterns. In this study, analysis of variance was employed towards evaluating the impacts of the 4 firm features in the KM capacity, and tests of ANOVA were conducted towards examining the specific variances amongst the 4 dimensions. They discovered that every dimension of KM capacity impacts positively on business process outsourcing. Knowledge application was revealed to be the most noteworthy dimension linked to performance of outsourcing of business processes. They determined that KM capacity is a success tool in enhancing performance because it gives organizations a better edge which renders it hard for rivals to copy.

Nyaboga and Senaji (2016) studied KM process capacity: operations strategy perspective in Kenya. Their paper's objectives involved documenting empirical proof from the available literature concerning the impact of KM process capacity on companies' performance and identifying opportunities for additional study that can produce additional knowledge to aid in comprehension of this relation resulting in the enhancement of knowledge contribution to performance. An empirical literature survey technique was employed to gather information that regard KM process capacity and its impact on performance. The suggested outcomes were that the operations of KM process impact positively on performance.

METHODOLOGY

A descriptive research design was adopted in this study. This research's population was 450 Members of Staff that serve at NTSA head offices in Nairobi County. This study adopted a stratified random sampling whereby the study population was divided into strata and in this case were the different departments. Because of the large population of the research, the research adopted 20 percent population into consideration. This researcher also interviewed 90 participants whose selection was done randomly across existing departments. Questionnaires were used because they are convenient and require little supervision. The gathered data was in form of both qualitative and quantitative form. Analysis was carried out qualitatively and quantitatively using descriptive statistics. This entailed standard deviation, percentages and mean and presentation of the same done by use of bar charts and tables for purposes of giving a true picture regarding the outcomes of research. A simple regression model was employed.

RESULTS

Organizational Culture and Service Delivery

The study sought to examine the role of organization's culture on service delivery at NTSA. Majority of the respondents agreed that NTSA has a clear strategy for developing competencies and knowledge in the organization (M=4.30 SD=0.46). This implies that the organisation had system that sought to nature competencies and knowledge and that there is continuous improvement in the organization attributed to knowledge management (M=4.24 SD=0.68). These findings concur with the study deduction by Oeba, Ombui and Bosieri (2018) that culture defines the relationships between individual and organisational knowledge thus forming the context for social interaction that determines how knowledge will be used in particular situations.

Also the study established that there is encouragement for cooperation across all NTSA

departmental units (M=4.20 SD=0.74). This implies that departmental heads and supervisors were committed towards ensuring team cohesion and solidity as a way of creating a knowledge sharing culture (M=4.19 SD=0.68). It was also established that organisation, had embraced employee appraisal that were used to determine employee competences and weakness. The findings are in harmony with research evidence by Bhatt, (2017) assets that organisational culture determines who is expected to control specific knowledge, as well as who must share it and who can hoard it.

The study established that there is recognition of knowledge as a major component constituent of strategic planning in the organization (M=4.19 SD=0.68). The firm through the HR office had embraced measures that motivated employees toward demonstrating their competencies in the process of executing roles assigned also the NTSA values openness and trust (M=4.16 SD=0.79). The findings support the research evidence by Chase (2017) organizational culture influences behaviours central to knowledge management, such as culture shapes assumptions about what knowledge is and, hence, which knowledge is worth managing.

The findings of this study revealed that there is high value placed on workers who take own initiative of learning (M=3.99 SD=0.75). This means that the management accorded employees some level of autonomy in execution of assigned roles. Also lessons learnt are valuable in the organization (M=4.07 SD=0.69). This implies that the organisation used information from past Task evaluation assessments to better their future strategies thus in order to enhance retrieval accuracy, an effective performance evaluation mechanism is necessary. These findings support the research evidence by Du, Wu, Li, and Li (2016) discovered collaboration of the peers and transparent communication relies on the culture of the organization.

Table 1: Effect organizational culture on service delivery

Statement	Mean	Std Dev
Your organization values openness and trust	4.16	0.79
There is high value placed on workers who take own initiative of learning	3.99	0.75
Willingness for sharing the learned lessons is appreciated in our organization	4.32	0.47
Lessons learnt are valuable in our organization	4.07	0.69
There is encouragement for cooperation across units in my organization.	4.20	0.74
Competences and knowledge are systematically evaluated	4.19	0.68
There is recognition of knowledge as a major component constituent of strategic planning in our organization	4.31	0.47
There is a clear strategy for developing competencies and knowledge in our organization	4.30	0.46
There is improvement in our organization attributed to knowledge management.	4.24	0.68

Human Resource and Service Delivery

The study sought to examine the role of human resource on service delivery at National Transport and Safety Authority. From the findings, majority of the respondents agreed that the management of NTSA rewards creation of knowledge with financial incentives (M= 4.26 SD=0.74). This means that providing incentives to encourage hesitant colleagues, and devoting some budget toward the technology that will help knowledge sharing culture to take root, Supervisors at NTSA inspire knowledge sharing at place of work (M=4.23 SD=0.63). This means that by encouraging knowledge sharing at work, this will not only improve the health of the organization, but give employees a reason to stick around, and make it easier for new employees to find their footing. These findings go hand in hand with research conclusion by Pandey and Duta, (2013) HR management practices related to the development of individuals can increase the performance of the company, facilitating the creation and flow of knowledge capable of generating innovation

Further the study established that transfer of knowledge from skilled to unskilled workers occurs through work orientation, apprenticeship and mentoring (M=4.22 SD=0.69). This means that knowledge creation can be more effective if various specialists cooperate with each other and are all engaged in problem solving and knowledge creation and update processes. The organization

continuously gathers best practices and lessons learnt (M=4.20 SD=0.74) accepting critical view will enable every department to get the information they need and to have a supportive platform for sharing fresh, new idea. This finding supports the research conclusion by Zangiski et al., (2013) through the HR development practices, organizations can develop an organizational culture that encourages the acquisition and sharing of knowledge.

Descriptive statistics also confirm the NTSA rewards sharing of knowledge with financial incentives (M=4.22 SD=0.60). Studies show that knowledge sharing won't happen unless organizations are willing to commit the resources to make it happen. Also supervisors acknowledge worker's mistakes, and they view this as opportunities for learning (M= 4.16 SD=0.73). These findings concur with the study observations by Rothaermel and Hill (2016) argue that persons and their linked human capital fountain are important to expose the entity to boundaries of technology which raise its capacity of absorbing and deploying knowledge domains to creating organizations that are quite effective and efficient.

The study also established that Supervisors at NTSA share knowledge in an open manner (M=4.11 SD=0.75) this also means that managers and employees within the organization should know the organization's mission statement, vision, strategy, and shared values. This knowledge explains the

organizational activities and it is helpful in making decisions that are convergent with the organizational objectives. These findings correspond with the study observations by Choi &

Chong, (2017) HR practices play the role of mediating on the relation between performance and KM.

Table 2: Statements relating to human resource practices at NTSA

Statement	Mean	Std Dev
The organization rewards sharing of knowledge with financial incentives	4.22	0.60
Our organization rewards creation of knowledge with financial incentives	4.26	0.74
Transfer of knowledge from skilled to unskilled workers occurs through work orientation, apprenticeship and mentoring	4.22	0.69
The organization continuously gathers best practices and lessons learnt	4.20	0.74
Supervisors inspire knowledge sharing at place of work	4.23	0.63
Supervisors give acknowledge workers mistakes. They view it as opportunities for learning	4.16	0.73
Supervisors share knowledge in an open manner	4.11	0.75

Service Delivery

Results show that knowledge sharing has positively enhanced on service delivery at NTSA. This was observed through performance measurement such as cost reduction, enhanced internal efficiencies, customer satisfaction and trust this finding's concurs with the argument by Al-Alawi (2017) that organizational structure, strong HR policies, adoption of ICT and organisational culture affects knowledge sharing and knowledge creation, thus improving knowledge management in the organization.

The study wanted to assess the participant's agreement level on the following statements relating to quality of service delivery at NTSA. Majority of the respondents agreed that new knowledge management processes has enhanced service delivery in NTSA (M=4.30 SD=0.52). Improving the circulation of knowledge throughout the organization and boost efficiency, improve the bottom line, and encourage wide innovation also Knowledge management has enhanced efficient and effective customer service at NTSA (M= 4.08

SD=1.22) and that continuous improvement in the quality of services offered against the expectations by the user should be anchored on Knowledge management. This deduction concurs with similar findings by that Mohammed, Gawaher and Abdel (2018) assessed the part played by KM in enhancement of performance of the Egyptian firms.

Results also show that knowledge management has resulted and has quickened service delivery (M= 3.88 SD=0.66) knowledge sharing is one of the viable means through which government entities could improve their services delivery. NTSA should strengthen their abilities for capturing, learning from, and sharing their knowledge and experiences and reap the benefits. These findings concur with the study conclusion by Mionne and Turner, (2017) discover that effective sharing of knowledge entails extension of the processes of learning as fresh knowledge is incorporated into business procedures, services and products.

Table 3: Quality of service delivery at NTSA

Statement	Mean	Std dev
Knowledge management has resulted and has quickened service delivery	3.88	0.66
New knowledge management processes has enhanced service delivery in NTSA	4.30	0.52
Knowledge management has enhanced efficient and effective customer service at NTSA	4.08	1.22

Correlation Test

In order to determine the relationship between the variables under study, the study used Karl Pearson's product moment correlation analysis. The study also found strong positive correlation between service delivery at NTSA and organisation culture as

shown by correlation coefficient of 0.708, this too found to be significant at 0.00 level of confidence. The study further found strong positive correlation between service delivery at NTSA and human resource as shown by correlation coefficient of 0.677 at 0.000 levels of confidence.

Table 4: Correlation Test

		Service Delivery	Organization Culture	Human Resource
Service Delivery	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	74		
Organization Culture	Pearson Correlation	.708**	1	
	Sig. (2-tailed)	0.000		
	N	74	74	
Human Resource	Pearson Correlation	.677**	.577**	1
	Sig. (2-tailed)	0.000	0.000	
	N	74	74	74

Regression Test

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The coefficient of determination (R-Square) shows the overall variations caused by organization culture and human resource practices on service delivery at NTSA. The R-square for the

model was 0.677. This implies that, organization culture and human resource practices account for 67.3% of the variation on quality of service delivery at NTSA. Additionally, the coefficient suggests that other factors account for 32.3% of the variation in service delivery at NTSA.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.695	.677	.47314

From the ANOVA statics, the study established the regression model had a significance level of 0.002% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the

critical value (41.88 > 3.126) an indication that organization culture, and human resource have a significant effect on service delivery at NTSA. The significance value was less than 0.05 indicating that the model was significant.

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.076	2	15.538	41.88	.002 ^b
	Residual	26.341	71	0.371		
	Total	57.417	73			

In addition, the study used the coefficient table to determine the study model. The findings imply that holding the (organization culture and human resource) at constant, the quality of service delivery at NTSA would remain at 1.546. Additionally, a unit change in organization culture while holding the other factors constant would positively enhance service delivery at NTSA by a factor of 0.568. Results show that a unit change in human resource

management practices while holding the other factors constant would positively enhance service delivery at NTSA by a factor of 0.509. These findings go hand in hand with research conclusion by Pandey and Duta, (2013) HR management practices related to the development of individuals can increase the performance of the company, facilitating the creation and flow of knowledge capable of generating innovation.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.546	.313		4.942	.000
Organization Culture	.568	.177	.298	3.213	.002
Human Resource	.509	.178	.270	2.868	.005

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that organization’s culture has a positive significant impact on service delivery at NTSA. The organisation had developed a culture of knowledge sharing. NTSA valued openness and trust and the management was keen to ensure that all the employees uphold highest level of ethics and that there is high value placed on workers who take own initiative of learning.

The research concluded that human resource has a positive significant impact on service delivery at National Transport. Supervisors at NTSA share knowledge in an open system where both managers and employees within the organization know the organization’s mission statement, vision, strategy, and shared values. HR managers have been encouraging knowledge sharing at work and this has not only improved the health of the organization, but also gives employees a reason to stick around.

Given that organizational culture enables individuals to understand how an organization functions and shapes their behaviour, NTSA should therefore continue propagating practices that

promote a culture of knowledge sharing. Such may include offering rewards to employees who demonstrated absolute willingness to water these values within the organisation.

Human resource managers must lead by example; they must develop strategic measures that are to be followed in realisation of all organisational values projected. Also human resource managers should ensure that the HR policies are organised in a way that promotes knowledge sharing values.

Areas for Further Research

The study sought to determine knowledge management enablers and service delivery at National Transport and Safety Authority. Results show that organization culture and human resource practices account for 69.5% of the variation on quality of service delivery at NTSA. Additionally, the coefficient suggests that other factors account for 30.5% of the variation in service delivery at NTSA. The study suggests that these factors should be established and their effect investigated.

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