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INDIVIDUAL FACTORS INFLUENCING KNOWLEDGE SHARING INTENTIONS AMONG CONSULTING ENGINEERS IN KENYA

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ABSTRACT

Knowledge hoarding is a challenge that is contributed to the sparing willingness or absolute lack of it to share knowledge at one's disposal with the colleagues in the departments, teams or organization at large. Since engineering problems and solutions are rarely well documented and valuable lessons learned are confined to the minds, intentions for sharing expertise and knowledge by consulting engineers can be an enabler or disabler of knowledge sharing. Willingness to share knowledge is one of the challenges facing knowledge transfer across engineering projects as well as knowledge sharing amongst engineering experts. Thus, the aim of this study was to assess individual factors influencing knowledge sharing intentions among consulting engineers in Kenya. Specifically, the objectives of the study were to establish how self-efficacy and reputation influence knowledge sharing intentions among consulting engineers in Kenya. To realize this, the researcher reviewed both theoretical and empirical literature and proposed to use the research methodology that addressed the gaps identified in literature as well as answer the stipulated research questions. A descriptive survey design was used. Structured questionnaires were used to collect data from the respondents who were selected from 403 consulting engineers in Kenya where a sample size of 80 was drawn through stratified simple random sampling. Statistical Package for Social Sciences (SPSS) version 25 was used for data analysis to generate descriptive (percentages, means, and standard deviations) and inferential statistics (Correlation and regression coefficients) results. The outputs were presented inform of statistical diagrams, tables and figures. The response rate was 72.5% and the findings were such that; self-efficacy ($t=3.274$, $p=0.002$) and reputation, ($t=2.334$, $p=0.022$) were statistically significant in influencing knowledge sharing intentions among consulting engineers in Kenya, where self-efficacy had the greatest influence on knowledge sharing intentions. Individual factors explained 68.2% ($R^2=0.682$, $F=28.37$, $p=0.001$) of variation in Knowledge sharing intentions. Based on the findings it was recommended that consulting engineering firms should seek to cultivate improvement of self-efficacy, reputation, deriving satisfaction in helping others and trust through organizational process of professional development and knowledge management.

Key Words: *Self-Efficacy, Reputation, Knowledge Sharing, Intentions*

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INTRODUCTION

Today's world is very complex, competitive and unpredictable; many countries' competitive advantage has changed over the years from the agricultural era to the industrial era and now to the Knowledge era (Hardia, 2013). Alqadami and Shelke (2018) observes that the concept of knowledge management has emerged as one of the methods that supports organizations to exploit their data and information resources to increase efficiency and effectiveness. In addition, knowledge management attempts to make organizations have a competitive edge and stay in the market by keeping up with the latest high technology to meet the customers' needs for services and goods. Saide, Aini, Sanneh and Nurjamaliah (2016) argues that basically knowledge management entail creating the proper knowledge or a suitable source for knowledge to be accessed by the right people and at the right time.

Knowledge sharing is an important process that contributes employee's ability to recover data and resources for learning, problem solving, and improving the individual skills (Kuzu and Özilhan, 2014). Its therefore conceivably the single most important aspect in this process, since most of knowledge management initiatives depend upon it (Ologbo, Nor & Okyere-Kwakye, 2015). In engineering and construction sector, sharing of knowledge is an important subject and several authors have discussed it from the challenges point of view. First, Carrillo et al. (as cited in Javernick-Will, 2008) observes that engineering/construction industry, like other sectors, started appreciating the need to share knowledge, diffusion of best practices, provision of a speedy responses to clients and reducing re-work. The authors further opine that, many engineering, and construction companies are starting to embrace knowledge management programs deployment for effective knowledge sharing. Secondly, Lin and Lee (as cited in Lundberg & Lidelow, 2015) further agrees that the experience and know-how to find solutions to most project-related problems lies in the minds of individual engineers and experts instead of being

shared within the organization. This is because knowledge sharing is a difficult task (Lam & Lambermont-Ford, 2010) and in the project-based construction industry sharing knowledge can indisputably be a challenging task (Lundberg & Lidelow, 2015).

According to World Economic Forum (2017), Engineering and Construction sector has been hesitant in fully embracing the latest technological opportunities, and its labour productivity has accordingly been stagnant. This unimpressive track record, according to the report, can be attributed to various internal and external challenges including insufficient knowledge transfer from project to project which is chief among the various cited challenges. Consequently, due to the need to transfer knowledge between those with tremendous experience and newer employees Sanaei, Javernick-Will and Chinowsky (2013) observes that global multinational engineering organizations that are headquartered in the United States are especially interested in aiding knowledge exchange between generations.

Regionally, knowledge sharing systems and opportunities are yet to be fully exploited by the consulting engineering industry. According to Oyediran, Lawal, Abatan, and Alagbe, (2017), knowledge management practices are still at their early stages in most of engineering firms. In their study, Kasimu, Roslan and Fadhlin (2012) "Knowledge Management Models in Civil Engineering Construction Firms in Nigeria" noted that despite the different experts and professionals being brought together to actualize the dream of the clients, new problems and solutions emerged in the construction site. The authors opine that problems and solutions are rarely well documented and valuable lessons learned are confined to the minds of those who experienced them. Study results (research done in 10 small and medium enterprises with a selected number of participants from the consulting civil engineering industry in South Africa) by Mohsam and Van Brakel (2011) revealed that sharing of information and knowledge

(both tacit and explicit) was encouraged by means of dedicated forums and hands-on training and there was a definite culture of trust amongst management and staff, which facilitated the sharing of tacit knowledge.

Implementation of Knowledge Management in Kenya is yet to reach the acceptable required level meaning that much is needed to be done in this field (Wajau & Yusuf, 2017). According to Maingi (2007) there's a need to build knowledge management portfolio in order to boost profitability, sustainability and continuity in Kenyan organizations. Mosoti and Mesheka (2010) study which was inspired by the need to investigate implementation of knowledge management, focused on the knowledge management practices (KMP) in Kenya based organizations around Nairobi region. The study results revealed that many challenges being experienced by organizations in Nairobi included creation, implementation and integration of KMP to organizational culture, organizational leadership and organizational strategy. Ogare and Othieno (2010) undertook an investigation on the importance of knowledge management concept as a vital component in veterinary services delivery in Kenya. Cheruiyot, Jagongo and Owino (2012) study focussed on Kenyan manufacturing enterprises and how knowledge management had been institutionalized. One of the challenges cited in this study as affecting institutionalization of knowledge is developing a knowledge sharing culture. Notably, these studies do not expressly address the concept of knowledge sharing intentions influencing factors in Kenya's engineering sector. As a way to reinforce knowledge management adoption within state corporations, the (GoK) has programmes already in place.

Statement of problem

According to the GoK (2008) under the economic pillar in Kenya's vision 2030 blueprint, infrastructure implementation is one of the key projects that have been given priority. For this to be realized, stakeholders in the construction industry

need to deliver projects within budget while avoiding costs overruns, according to schedule and with limited workforce resources (Ikechukwu, Emoh & Okorochoa 2017). Complexity and risk of such projects can be minimized by transferring valuable knowledge from the most experienced, high-performing employees to others (Prusak, 2015). However, past research shows a setback of staff knowledge sharing willingness and intentions. First, effective knowledge sharing is challenging because employees cannot be compelled to do it (Amayah, 2013). Secondly, Aide, Aini, Sanneh and Nurjamaliah, (2016) confirms this assertion that a critical problem regarding the knowledge base in an organization is how to make staffs willing to transfer knowledge from staff to other staffs or to the organization. Lastly, the World Economic Forum (2017) cites insufficient knowledge transfer across projects. Though it is evident that there are challenges in staff intentions and willingness to share knowledge that require identification, little empirical evidence exist on the factors which influence Kenyan consulting engineers' intentions to share knowledge specifically regarding the influence of self-efficacy, reputation, deriving pleasure in helping others and trust on intentions to share knowledge. Accordingly, this study sought to empirically assess these factors in order to gain clarity on what factors influence knowledge sharing intentions.

Objectives of the study

The study was guided the following objectives

- To establish the influence of self-efficacy on knowledge sharing intentions among Kenyan consulting engineers
- To assess the influence of reputation on knowledge sharing intentions among Kenyan consulting engineers

LITERATURE REVIEW

Theoretical review

Self-Determination Theory (SDT)

One of the theories that are commonly used to explain human beings' motivation processes is the theory of self-determination which was postulated in 1980s by a duo American psychologists, Deci Edward and Ryan Richard. This theory focusses on 3 types of motivation, namely, intrinsic, extrinsic and non-motivational (Deci & Ryan, 2008). This theory has got an important principle in that, it moves beyond the traditional divide between intrinsic and extrinsic motivation and specifies a more important divide between two types of motivations; the autonomous and the controlled motivations. Two years after Ryan and Deci's views on SDT, Cockrell and Stone (2010), postulated that the central premise of the SDT is that individuals may be motivated to perform certain behaviours both externally (i.e., controlled motivation) and internally (i.e. autonomous motivation). Wang (2016) expounds this by describing autonomous motivation as the incentives based on which individuals perform certain behaviours that do not contribute to their core-self needs and benefits. Individuals feel autonomously motivated when they perceive self-determination in selecting their objectives freely based on self-interest, curiosity, care, or abiding values.

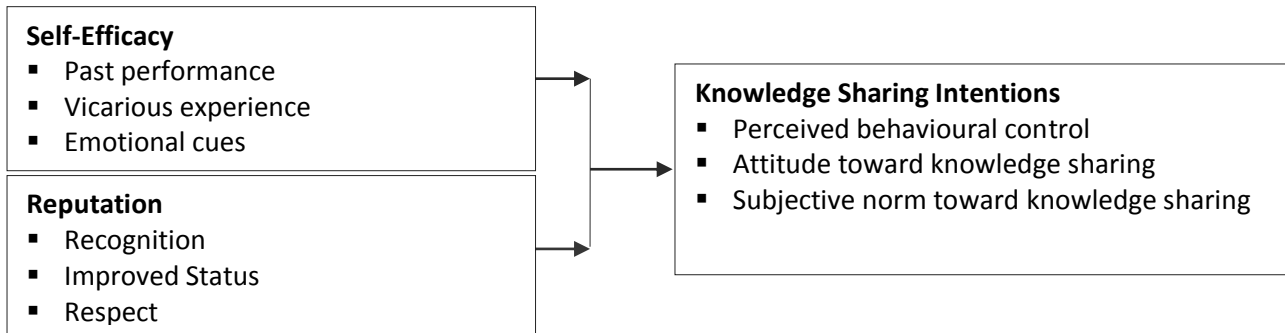
On the contrary, controlled motivation refers to the incentives based on which individuals perform certain behaviours that explicitly contribute to their core-self needs and benefits. In this fall, individuals have a feeling of being controlled to performing a behaviour in the sense that they experience pressure or the necessity of performing the behaviour to achieve desirable outcomes. SDT according to Stenius, Haukkala, Hankonen and Ravaja, (2017) presents motivation as a continuum ranging from a motivation, which means no motivation at all, to intrinsic motivation, meaning that a behaviour is performed for its own sake, out of enjoyment or interest. SDT continuum therefore, appears to be a good model to explain diverse and conflicting findings about knowledge sharing motivation (Ozlati, 2012).

Social Cognitive Theory

According to LaMorte (2018) Social Cognitive Theory (SCT) started as the Social Learning Theory (SLT) in the 1960s by Albert Bandura. It developed into the SCT in 1986 and the theory hypothesizes that, learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior. SCT according to Bandura (2001), is rooted in a view that people function due to their anticipative, purposive, and self-evaluating proactive regulators of the motivation that they have and actions they intend to engage in.

Bandura and Locke (2003) further observes that among the mechanisms of human agency, none is more central or pervasive than beliefs of personal efficacy. The authors assert that, whatever other factors serve as guides and motivators, they are rooted in the core belief that one has the power to produce desired effects; otherwise one has little incentive to act or to persevere in the face of difficulties. This confirms an earlier proposition by Bandura (1989) in his paper, "Human Agency in Social Cognitive Theory," that individuals are neither self-directed agents nor simply influenced by their surrounding environment but somewhat there is an underlying influence on their own motivation and action.

Given that all the four factors of affective, cognitive, personal factors and environmental events in Bandura's reciprocal causation framework all function as determinants that are interacts with one another, Bandura posits that any account of human actions determinants must be included in self-generated influences. Evidence from these meta-analyses as conducted by Bandura and Locke (2003) is consistent in showing that efficacy beliefs contribute significantly to the level of motivation and performance. It therefore follows that SCT is very fundamental in the development and conceptualizing Self-Efficacy as a personal/individual factor which influences consulting engineers to share knowledge.



Independent Variables

Dependent Variable

Figure 1: conceptual framework

Empirical review

In his study, Lin (2007) examined knowledge self-efficacy in relation to employee knowledge sharing attitudes in the Taiwan organizations. The study results demonstrated that there is a significant and positive impact of knowledge self-efficacy to the employees’ attitudes towards knowledge sharing. Similarly, Chen and Hung (2010) further found that self-efficacy in knowledge sharing positively affected knowledge sharing behaviour. In their study Shaari, Abdul-Rahman and Rajab (2014) of assessing self-efficacy as a factor of knowledge sharing awareness amongst academic staff in Malaysian public universities, the “self” concept (self-efficacy) is observed to have an influence in the knowledge sharing propensity of the studied academicians. While examining the role of self-efficacy on knowledge sharing behaviour, Olowodunoye (2015) revealed that self-efficacy significantly predict knowledge sharing behaviour. The author therefore concluded that self-efficacy is a significant factor to be considered for any employee to exhibit knowledge sharing behaviour. Similarly, Phung, Hawryskiewicz, Chandran and Ha (2017) in their study “Knowledge Sharing and Innovative Work Behaviour,” found out that self-efficacy significantly influenced employee KSB.

In a study conducted by Abbasi, Barzaki and Abzari (2011) where 204 top managers and experts of agricultural bank in Fars state, Iran were respondents, the study findings showed that both the subjective norm and attitude have a direct

impact on knowledge sharing intentions. Furthermore, attitude has a direct consequence on knowledge sharing behaviour.

In an empirical study carried out by Chennamaneni et al. (2012) amongst MBA and senior university level students in the United States, study results revealed that perceived reputation enhancement positively affected the attitudes toward knowledge sharing. Moreover, Chang and Chuang (2011) in their investigation of participant behavior and participants’ relationships from individual and organization’s perspectives found out that reputation influenced knowledge sharing in a positive way. These results confirm earlier studies like that of Wasko and Faraj (2005) who explored the effect reputation would have on the individuals’ contribution capacity of to an electronic network of practice. Their results indicated a positive, significant effect, meaning that enhanced reputation was an important factor for people to engage in knowledge sharing. Interestingly, Fausboll (2015), while testing the hypothesis, “Individuals who perceive that participating will enhance their reputation in the community was motivated to contribute to the electronic network of practise”, she found out that the aspect of reputation, is not a motivating factor for volunteers regarding knowledge sharing. Agreeably, a study conducted by Khalil, Atieh, Mohammad, and Bagdadlian (2014) while examining the social and technical factors influencing school teachers’ knowledge sharing intentions the study results showed that reputation

enhancement demonstrated an insignificant, weak positive effect on the teachers' attitude towards knowledge sharing. Therefore, it can be suggested that intentions to share knowledge may be influenced by employees' desire to have their reputation enhanced. Consequently, this study assumes that enhanced reputation influences knowledge sharing intentions.

METHODOLOGY

The research employed the descriptive research design. The target population comprised the consulting engineers working across the Kenyan engineering firms from whom a sample was drawn from. According to EBK (2019), there were 403 consulting engineers in Kenya. The sampling frame for this study consisted of all consulting engineers as registered in the EBK's consulting engineers list. This study adopted stratified random sampling method. A sample size of 80 consulting engineers was thus obtained. A survey was conducted through administering questionnaires to the respondents to collect quantitative data. SPSS software-Version 25 was used to analyse quantitative data and both descriptive.

A total of 80 questionnaires based on the sample size were distributed to the consulting engineers and 58 were returned representing a response rate of approximately 72.5%. The study's response rate was excellent. This was in line with Mugenda and Mugenda (2003), that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a rate of 70% and over is excellent

FINDINGS

Description Statistics of Self-efficacy

Table 1: Influence of Self-efficacy on Knowledge Sharing Intentions

Statements	Mean	Std. Deviation
I am confident in my ability to provide knowledge that others in organization consider valuable	3.68	0.885
I have the expertise required to provide valuable knowledge for my company	4.13	0.648
It does really make difference when I share my knowledge with colleagues	3.46	1.010
Most other employees cannot provide more valuable knowledge than I can		

The respondents were asked to indicate their responses on influence of self-efficacy on knowledge sharing intentions among consulting engineers in Kenya. In the first place, the results showed that majority of the respondents with a mean of (3.68) agreed with the statement that I am confident in my ability to provide knowledge that others in the organization consider valuable. The measure of dispersion around the mean of the statements was (0.885) indicating the responses were varied.

Secondly, the result established that majority of the respondent as indicated by a mean of (4.13) agreed with the statement that I have the expertise required to provide valuable knowledge for my company. The standard deviation for this item was 0.648 signifying a variation. Thirdly, the results showed that majority of the respondent as indicated by the mean of (3.46) neither agreed nor disagreed with the statement that it does really make difference when I share my knowledge with colleagues. The results were varied as shown by a standard deviation of 1.01. Lastly, the average response for the statement most of the employees cannot provide more valuable knowledge than I can was (3.80) confirmed that majority of the respondents agreed. The results were varied as shown by a standard deviation of 0.74.

The average mean of all the statements was (3.78) indicating that majority of the respondents agreed on self-efficacy having an influence on knowledge sharing intentions among consulting engineers in Kenya. However, the variations in the responses were varied as shown by a standard deviation of 0.843.

	3.80	0.740
Average	3.78	0.843

Description Statistics of Reputation

The second objective of the study sought to assess the influence of reputation on knowledge sharing intentions among Kenyan consulting engineers. The results were as presented in table 2.

The study sought to find out if a consulting engineer earns respect from other organizational members when they share knowledge. The results revealed that majority of the respondents with a mean of (3.68) agreed with the statement that I earn respect from other organisational members by sharing my knowledge in the organisation. The measure of dispersion around the mean of the statements was 1.104 indicating that the responses were varied.

In addition, the study sought to establish if sharing of knowledge with other organizational members enhances one's reputation and the respondents were asked to comment over the same. The study results indicated that majority of the respondents with a mean of (3.59) strongly agreed with the statement that sharing knowledge with other organizational members enhances my reputation. The measure of dispersion around the mean was 1.032. This means that the responses on this statement were varied.

Besides, the research sought to find out respondents' views on whether (or not) sharing of knowledge with other organisational members improve one's status in the organisation. Results showed that majority of the respondents with a mean of (3.53) agreed that sharing of knowledge with other organizational members improves one's status in the organization. This item realized a standard deviation of 0.945 indicating that responses were varied. Lastly, the study further sought to ascertain whether sharing of knowledge with other organisational members improves one's recognition by others in the organization. The study results were such that majority of the respondents with a mean of (3.44) neither agreed nor disagreed agree with the statement that sharing my knowledge with other organisational members improves others' recognition of me in the organisation. This item had a standard deviation of 1.059 an indication that the responses were varied.

The average mean of all the statements was 3.56 indicating that majority of the respondents agreed reputation having an influence on knowledge sharing intentions among the consulting engineers in Kenya. However, the variations in the responses were varied as shown by a standard deviation of 1.035.

Table 2: Influence of Reputation on Knowledge Sharing Intentions

Statements	Mean	Std. Deviation
I earn respect from other organisational members by sharing my knowledge in the organisation	3.68	1.104
Sharing my knowledge with other organisational members enhances my reputation in the organisation	3.59	1.032
I feel that sharing my knowledge with other organisational members improve my status in the organisation	3.53	0.945
Sharing my knowledge with other organisational members improves others' recognition of me in the organisation	3.44	1.059
Average	3.56	1.035

Knowledge sharing intentions of consulting engineers in Kenya

The study sought to establish the views of the Kenyan consulting engineers regarding the level of knowledge sharing intentions with respect to self-efficacy, reputation, deriving pleasure in helping others and trust. The study sought to establish whether having willingness to share knowledge would enable consulting engineers to always share their knowledge at the request of other organisational members. The results yielded a mean response of (3.47) an indication that majority of the respondents neither agreed nor disagreed with the

statement having willingness to share my knowledge will enable me to always share my knowledge at the request of other organisational members. A standard deviation of 1.259 indicated that the responses were varied.

In addition, the study sought to determine the respondents' perceptions on whether knowledge sharing is good or not. The results showed majority of the respondents as indicated by the mean of (3.65) agreed with the statement; my knowledge sharing with other organisational members is good. The standard deviation of 1.323 confirmed that the responses on this item were varied.

Table 3: Knowledge sharing intentions of consulting engineers in Kenya

Statements	Mean	Std. Deviation
I expect that I will always be willing to share my knowledge with other organisational members	2.94	1.234
Having willingness to share my knowledge will enable me to always share my knowledge at the request of other organisational members	3.47	1.259
My knowledge sharing with other organisational members is good.	3.65	1.013
My knowledge sharing with other organisational members is a wise move.	3.24	1.323
People in my organisation who are important to me think I should share my knowledge with other members in the organisation	3.42	1.287
People in my organisation who influence my decisions think I should share my knowledge with other organisational members changes	3.49	1.036
Knowledge sharing intentions	3.29	1.258

Correlation analysis

Table 4: Summary of Pearson's Correlations

		Self-efficacy	Reputation
Self-efficacy	Pearson correlation	1	
Reputation	Pearson correlation	0.713**	1
	Sig	0.001	
Knowledge sharing intentions	Pearson correlation	0.767**	0.517**
	Sig	0.001	0.012
	N	58	58

** Correlation is significant at the 0.05 level (2-tailed).

The results showed that there is a positive relationship ($r = 0.767$, $p=0.01$) between self-efficacy and knowledge sharing intentions among consulting engineers in Kenya. In addition, the

relationship was found to be statistically significant at 5% confidence level ($p = 0.001$, <0.05). The results also indicate a positive relationship ($r = 0.517$, $p=0.12$) between reputation and knowledge

sharing intentions among consulting engineers in Kenya. Besides, the researcher found the relationship to be statistically significant at 5% confidence lever ($P = 0.012, <0.05$).

Multiple Regression Analysis

The independent variables reported R value of .826a indicating a strong relationship between individual factors studied and knowledge sharing intentions among consulting engineers in Kenya. R

square value of 0.682 means that 68.2% of the variation in knowledge sharing intentions among consulting engineers in Kenya can be explained or predicted by individual factors (self-efficacy, and reputation) which indicated that the model fitted the study data. The results of regression analysis revealed that there was a significant positive relationship between dependent variable and independent variable at ($\beta = 0.682$), $p=0.000 <0.05$)

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.826 ^a	0.682	0.664	0.458

- a) Dependent Variable: knowledge sharing intentions among consulting engineers
- b) Predictors: (Constant), self-efficacy, reputation, deriving enjoyment, Trust

The ANOVA results demonstrated that the significance value was 0.001 which is less than 0.05 thus the model is statistically significant in predicting how self-efficacy, reputation, deriving satisfaction in helping others and trust influence knowledge sharing intentions among consulting engineers in Kenya. The F critical at 5% level of significance was 2.55. Since F calculated which can

be noted from the ANOVA table was 28.37 is greater than the F critical ($F= 2.55$), it was concluded that the overall model was significant. Consequently, the model was fit to predict knowledge sharing intentions among consulting engineers in Kenya based on self-efficacy, reputation, deriving satisfaction in helping others and Trust.

Table 6: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.2	4	8.3	28.37	0.001 ^b
Residual	15.507	53	0.2926		
Total	48.707	57			

- a) Dependent Variable: knowledge sharing intentions among consulting engineers
- b) Predictors: (Constant), self-efficacy, reputation, deriving satisfaction in helping others, Trust

The specific objective of this study was to establish the influence of self-efficacy on knowledge sharing intentions among Kenyan consulting engineers. As such, the study sought to answer the following research question: What is the influence of self-efficacy on knowledge sharing intentions among Kenyan consulting engineers? The results showed that self-efficacy have a positive and a significant influence on knowledge sharing intentions on the consulting engineers ($\beta_1 = 0.379, p = 0.002$). These results collaborate the findings of Rajab (2014) who

concluded that self-efficacy as a factor of knowledge sharing awareness amongst academic staff in Malaysian public universities, the “self” concept (self-efficacy) was observed to have an influence in the knowledge sharing propensity of the academicians.

The second objective of this study was to assess the influence of reputation on knowledge sharing intentions among Kenyan consulting engineers. To this end, the study aimed to answer the research

question; What is the influence of reputation on knowledge sharing intentions among Kenyan consulting engineers? The findings showed that reputation has a positive and significant effect on knowledge sharing intentions among consulting engineers in Kenya ($\beta_2 = 0.226, p = 0.022$). In line

with these finding, Chang and Chuang (2011) investigation findings of participant behaviour and participants' relationships from individual and organization's perspectives which indicated that reputation influenced knowledge sharing in a positive way.

Table 7: Coefficients of Determination

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.639	0.263		2.430	0.018
Self-efficacy	0.351	0.107	0.379	3.274	0.002
Reputation	0.205	0.088	0.226	2.334	0.022

a) Predictors: (Constant), Self-Efficacy, Reputation,

b) Dependent Variable: knowledge sharing intentions among consulting engineers.

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, the study concluded that knowledge sharing intentions can be improved by self-efficacy and reputation. Self-efficacy affects the knowledge sharing intentions. This means that, activation of past performances, vicarious experience and emotional cues increases the knowledge sharing intentions among the consulting engineers in Kenya. The study therefore concluded that self-efficacy is statistically significant to knowledge sharing intentions and is positively related to knowledge sharing intentions among the consulting engineers in Kenya

Reputation influences the knowledge sharing intentions among the consulting engineers in Kenya. An improvement in reputation indicators such as recognition, improved status and respect leads to an improvement in knowledge sharing intentions among the consulting engineers in Kenya. Reputation is statistically significant to knowledge sharing intentions among the consulting engineers in Kenya. This shows that reputation had significant positive relationship with knowledge sharing intentions among the consulting engineers in Kenya. This study concluded that reputation is positively related to knowledge sharing intentions among the consulting engineers in Kenya.

The study recommended that self-efficacy is a significant factor to be considered for any employee to activate their knowledge sharing intentions. Engineering consulting firms should consider activating self-efficacy to significantly improve knowledge sharing intentions. Training and Competency Profession Development programs for consulting engineers should focus on developing self-efficacy from four main sources, namely; mastery experiences (Successes/failures from one's own experiences), vicarious experiences (provided by social models), social persuasion (persuasions by other people that they have what it takes to succeed) and emotional judgments also referred to as emotional cues (peoples' somatic and emotional judgments on their own capabilities).

In performance development reviews, recognition and talent management processes, consulting engineering firms should integrate reputational recognition processes related to knowledge sharing aspects. This means, implementation of such processes would encourage more consulting engineers to cultivate and develop knowledge sharing intentions.

Areas for Further Research

The study results revealed that self-efficacy and reputation achieved a regression figure (R^2) of value of 68.2 % and should therefore be expanded further

in future in order to include other knowledge sharing intentions individual factors that may as well have a positive significance to knowledge sharing intentions among consulting engineers in Kenya to cater for the remaining 31.8%. Moreover,

there is a need to undertake similar research in other sectors in Kenya and other African countries in order to establish whether the explored factors herein can be generalized to knowledge sharing intentions in other fields.

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