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MARKET CULTURE AND KNOWLEDGE SHARING PRACTICES: A CASE OF NEW KCC, NAIROBI, KENYA

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ABSTRACT

This study investigated the influence of market culture on knowledge-sharing practices within the New Kenya Cooperative Creameries (New KCC) in Nairobi, Kenya. Grounded in Cameron and Quinn's *Competing Values Framework*. The study conceptualized market culture as the independent variable and knowledge sharing as the dependent variable. A mixed methods approach was employed to provide both depth and breadth of understanding. Qualitative data were obtained through semi-structured interviews with senior managers to explore organizational knowledge dynamics, while quantitative data were collected via structured surveys administered to lower-level employees. Qualitative data were obtained through semi-structured interviews with senior managers to explore organizational knowledge dynamics, while quantitative data were collected via structured surveys administered to lower-level employees. Data analysis using simple linear regression revealed a moderate and positive relationship between market culture and knowledge-sharing practices. The findings indicate that market-oriented cultural attributes such as competitiveness, goal orientation, and performance focus, contribute significantly to knowledge exchange within the organization. The study concludes that strengthening market culture can enhance knowledge-sharing behaviors and organizational learning. It recommends that management foster open communication, employee engagement, innovation, and transparency to promote effective knowledge sharing and align departmental and organizational objectives.

Keywords: *Market Culture, Knowledge Sharing, Organizational Culture, New KCC, Kenya, Mixed Methods*

1.1 Introduction

In today's knowledge-driven economy, organizational success depends largely on how effectively knowledge is managed and shared. Knowledge sharing defined as the voluntary exchange of information, ideas, and expertise among employees is vital for enhancing innovation, problem-solving, and firm performance (Nonaka & Takeuchi, 1995; Ipe, 2003). Organizations that promote open communication, trust, and collaboration are better positioned to make quick decisions, optimize expertise, and maintain competitiveness (Fayyaz et al., 2021). However, in many public institutions, bureaucratic structures, poor communication channels, and rigid hierarchies often impede the free flow of knowledge.

Market culture plays a pivotal role in shaping how individuals exchange knowledge. It encompasses the shared values, norms, beliefs, and assumptions that guide behavior at work (Schein, 2010). Cultures characterized by openness, collaboration, and trust encourage knowledge sharing, while those defined by internal competition and rigid authority discourage it (De Long & Fahey, 2000). Among the leading frameworks for studying organizational culture is the Competing Values Framework **(**Cameron & Quinn, 2011), which categorizes culture into four types: clan, adhocracy, market, and hierarchy. Each represents a unique orientation that influences how people behave and how organizations pursue knowledge.

This study focused on market culture, which emphasizes competitiveness, goal achievement, productivity, and customer orientation. Organizations with strong market cultures value results, accountability, and efficiency (Ebeid & Gadelrab, 2009). Leaders and employees are driven by clear targets and performance metrics, and success is measured in terms of market share, profitability, and achievement of strategic objectives. This culture aligns with the external focus and control dimensions of the Competing Values Framework, where the organization seeks to outperform rivals and satisfy customers through high standards and disciplined performance. In such settings, knowledge sharing becomes a means to improve outcomes rather than an end in itself employees share ideas and data that contribute directly to measurable results.

Empirical studies highlight that market culture significantly contributes to organizational performance when combined with effective knowledge sharing. Gao et al. (2018) and Lee et al. (2021) argue that knowledge both tacit and explicit is an asset that enhances competitiveness and innovation. In firms where employees freely exchange knowledge to meet goals, productivity and responsiveness improve. However, in overly competitive or individualistic environments, knowledge hoarding may emerge as employees' guard expertise for personal advantage, thus undermining collective performance. Therefore, balancing competitiveness with collaboration is crucial in market-oriented cultures.

Globally, organizations have recognized that culture determines how knowledge circulates. In Europe, rigid systems and limited incentives often hinder knowledge flow (European Commission, 2013). In developing economies like India and Chile, market culture constrains open exchange (Jeswani et al., 2018; Perez-Arrau, 2023). In Sub-Saharan Africa, similar challenges persist, where bureaucratic rigidity, weak digital infrastructure, and limited trust impede collaboration (Maphoto & Matlala, 2022; Akinbo et al., 2020). These studies collectively demonstrate that cultural dimensions strongly influence knowledge management and, by extension, organizational performance.

In Kenya, Vision 2030 identifies knowledge as a cornerstone of economic transformation. Yet, many public institutions still face barriers such as poor leadership support, limited resources, and rigid managerial practices that stifle innovation and learning (Muthee, 2023; Oduli, 2023). The case of New Kenya Cooperative Creameries (New KCC) exemplifies this challenge. Despite modernization efforts and the introduction of knowledge management systems, the company continues to experience knowledge silos, communication breakdowns, and low employee trust. Cultural elements such as job insecurity and inadequate recognition discourage open sharing of insights that could enhance operational efficiency and service delivery. Therefore, this study examined the interplay between market culture and knowledge sharing at New KCC. It sought to establish how market-oriented cultural attributes such as competitiveness, goal focus, and customer orientation influence employees' willingness to share knowledge.

1.2 Problem Statement

At New Kenya Cooperative Creameries (New KCC), knowledge-sharing practices among employees remain inconsistent despite the adoption of technological innovations and operational reforms. Critical knowledge is often retained by a few individuals, leading to inefficiencies, duplication of effort, and erosion of organizational memory during staff transitions. Evidence suggests that the prevailing organizational culture may not fully support knowledge-sharing behaviors.

Specifically, the market culture, characterized by competitiveness, goal orientation, and performance-driven priorities, may influence how employees perceive and engage in knowledge sharing. Employees may fear that sharing their expertise diminishes their individual value or may perceive limited recognition or incentives for collaboration in a performance-focused environment. Structural factors, such as departmental silos and hierarchical management, can further reinforce these tendencies, creating barriers to effective knowledge flow.

While global research has highlighted the role of market culture in shaping knowledge-sharing behaviors (Cabrera & Cabrera, 2005; Al-Alawi, Al-Marzooqi, & Mohammed, 2007), there is limited empirical evidence in the Kenyan public sector, particularly within state-owned enterprises like New KCC. Understanding the influence of market culture on knowledge-sharing practices is therefore critical for enhancing organizational effectiveness, innovation, and resilience. This study seeks to address this gap by examining how market culture affects knowledge-sharing behaviors at New KCC in Nairobi, Kenya.

2.0 Theoretical and Empirical Literature

The primary theoretical foundation for this study is Cameron and Quinn's *Competing Values Framework* (Cameron & Quinn, 1999, 2005). This framework is based on two dimensions: stability versus flexibility and internal versus external focus. The interaction of these dimensions creates four organizational culture types: Clan, Adhocracy, Market, and Hierarchy. Each culture type has unique implications for organizational behavior, including knowledge sharing.

While Clan culture emphasizes teamwork, cohesion, and trust, promoting open knowledge exchange (Kusumadmo, 2019), and Hierarchy emphasizes formal procedures and operational efficiency, potentially restricting informal knowledge sharing, this study

focuses on Market culture. Market culture is characterized by competitiveness, goal orientation, and performance-driven priorities, enabling organizations to respond effectively to external business dynamics (Cameron & Quinn, 2011). In Market cultures, knowledge sharing is often linked to achieving measurable outcomes, meeting performance targets, and sustaining competitive advantage. Employees may be motivated to share knowledge when it contributes to organizational goals but may withhold it if sharing could reduce individual recognition or personal performance standing.

Adhocracy culture, which values innovation, adaptability, and growth, also encourages knowledge sharing through experimentation and novel solutions. However, Market culture remains central to this study because of its strategic influence on performance-driven knowledge flows and its potential to shape organizational knowledge practices at New KCC. Applying the *Competing Values Framework* allows the organization to diagnose its dominant cultural traits and identify whether Market culture supports or inhibits knowledge sharing, thereby informing strategies to foster collaboration, innovation, and organizational learning.

2.1 Empirical Review: Market Culture and Knowledge Sharing

Knowledge sharing in organizations is often influenced by the perceived alignment of information with performance objectives. Employees are more likely to share knowledge when it directly contributes to achieving targets, improving performance, or sustaining a competitive advantage, but may withhold information if doing so could diminish individual recognition or personal performance metrics. Early studies by Cabrera and Cabrera (2005) argued that performance-oriented cultures foster selective knowledge sharing, with employees exchanging information primarily when it aligns with organizational objectives. Similarly, Al-Alawi et al. (2007) noted that market cultures encourage outcome-based knowledge flows, linking the dissemination of knowledge to measurable contributions to organizational success, an emphasis that both enables and constrains effective knowledge sharing depending on goal alignment.

Recent empirical work further underscores the role of market-oriented organizational cultures in shaping knowledge-sharing practices. Market culture, characterized by competitiveness, goal orientation, and performance-driven priorities, influences both the type and extent of knowledge shared within organizations. Aichouche et al. (2022) found that although clan and adhocracy cultures have stronger positive relationships with knowledge management processes, market culture still exerts a significant positive effect on knowledge dissemination. Raziq et al. (2024) reported that knowledge sharing fully mediates the relationship between market culture and organizational performance, suggesting that the benefits of a performance-focused culture depend largely on effective knowledge exchange. In a public-sector context, Mthunzi (2024) observed that competitive and target-oriented cultures can promote formal knowledge sharing while simultaneously inhibiting informal exchanges due to concerns about individual recognition and competitive advantage. Collectively, these studies indicate that in performance-driven (market) cultures, knowledge sharing tends to occur selectively, primarily when it aligns with organizational goals, contributes to measurable outcomes, and is supported by structural or incentive mechanisms, while other forms of discretionary knowledge sharing may be constrained.

Within the African and Kenyan context, empirical studies remain limited, particularly in state-owned enterprises. Ochieng (2018) found that competitive and target-oriented cultures in Kenyan public institutions positively influenced formal knowledge-sharing mechanisms but often inhibited informal sharing due to fear of reduced individual recognition. Wanjiku (2020) also observed that in performance-driven environments, employees were more likely to share knowledge that enhanced departmental or organizational objectives while withholding information considered sensitive or personally valuable.

At New Kenya Cooperative Creameries (New KCC), knowledge sharing remains inconsistent despite technological and operational reforms. This suggests that Market culture traits—such as competitiveness, goal orientation, and performance measurement—may significantly shape knowledge-sharing practices, influencing both the frequency and quality of knowledge exchange. Understanding these dynamics is critical for enhancing organizational effectiveness, fostering collaboration, and ensuring that knowledge contributes to institutional resilience, innovation, and sustained performance.

2.2 Empirical Review

Organizations with market culture pursue stability and, at the same time, focus on external environment factors like customers, regulators and suppliers to increase productivity and profitability (Cameron and Quinn, 2011). Moreover, in this logical culture, an organization as a market seeks through openness and external focus to make various transactions to achieve a competitive edge and productivity (Allameh et al., 2011; Gomezelj et al., 2011).

Organizational culture is widely recognized as a foundational determinant of knowledge-related behaviors within institutions. Schein (2010) defined it as the pattern of shared assumptions that guide behavior and decision-making. Cameron and Quinn (1999), through Competing Values Framework, offered a framework to analyze organizational culture through lenses such as clan culture, adhocracy culture, market culture and hierarchy culture as advanced.

Aichouche et al. (2022) explored the relationship between organizational culture types and Knowledge sharing processes using meta-analytic path analysis. The findings revealed that no particular culture type has a stronger effect on all KM processes. Market has significant but varying effects on Knowledge sharing processes. Notably, the clan is more associated with knowledge creation, while Adhocracy has a greater effect on knowledge application, and market has a stronger effect on knowledge dissemination and storage. However, hierarchical culture has an insignificant effect on knowledge creation and the lowest effects on the rest of Knowledge sharing processes.

Ng (2023) investigated the effects of organizational culture, affective commitment and trust on knowledge-sharing tendency. Data were analyzed with SmartPLS partial-least squares structural equation modeling using a two-stage analytical technique that examined the measurement and structural models. The concurrent effects of affective trust in co-workers and affective organizational commitment complementarily mediated the relationship of organizational culture on the knowledge-sharing tendency for adhocracy, clan and market cultures but fully mediated for hierarchy culture.

Abdelrahman et al. (2025) investigated organizational culture and Knowledge sharing systems adoption. Drawing upon the Technology Acceptance and Denison's cultural framework, this research positions market culture as a key driver of system flexibility, enhancing user perceptions of usefulness and ease of use, and thereby fostering greater engagement with KMSs. Survey data from 221 respondents across Europe and the Middle East were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings reveal that cultural adaptability, involvement, and mission significantly impact KMSs usage and knowledge sharing, which are critical for organizational agility and sustained performance.

Abbasi et al. (2020) investigated organizational culture and knowledge sharing behavior: Moderated mediation model. Data from 279 university professors from public and private sector universities in Pakistan were collected by grouping the population into strata and drawing convenience samples from it. The study found that market organizational culture enhances the knowledge sharing behaviors of faculty members (teachers).

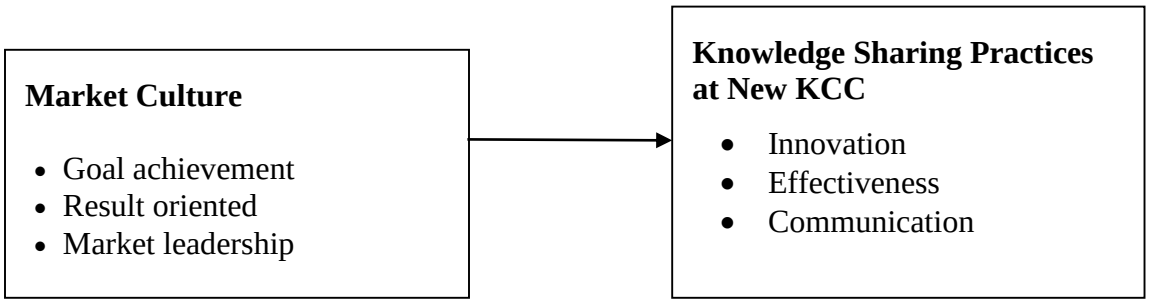
However, in Sub-Saharan Africa and particularly within public institutions in Kenya, such studies are scarce. Ndiege et al. (2012) highlighted the lack of empirical data on how national and market cultures interact to influence knowledge behavior in the Kenyan public sector. Moreover, studies that incorporate indigenous African perspectives or public sector nuances are largely missing. This lack of context-specific inquiry is a critical gap the current study seeks to address. Market culture is measured using the Denison Organizational Culture Survey (Denison & Mishra, 1995), which assesses involvement, consistency, adaptability, and mission as proxies for culture.

Mthunzi (2024) conducted a desk-based study analyzing how organizational culture affects knowledge sharing and retention among public sector workers in South Africa. The study found that a market culture that fosters trust and open communication, positively influences knowledge exchange and reduces employee turnover. It emphasized that a lack of transparency and poor communication hinder knowledge sharing and can lead to the erosion of institutional knowledge. This insight is particularly relevant to public institutions such as New KCC, which often grapple with hierarchical communication structures.

In another empirical investigation, Athar and Evans (2015) identified multiple categories of knowledge sharing barriers in the pharmaceutical sector, including the lack of trust, high cost of sharing, and limited ICT capacity. Although conducted in a different industry, the on study's emphasis on knowledge-hiding and leadership-related obstacles resonates with issues observed in public institutions where strategic alignment and accountability mechanisms may be weak.

2.3 Conceptual Framework

Figure 1: Conceptual Framework



Independent variable **Dependent variable**

From the presentation in figure 1, the independent variable of the study is market culture. The dependent variable is knowledge sharing practices at New KCC. The conceptual framework for this study illustrates the relationship between market culture and knowledge-sharing practices at New Kenya Cooperative Creameries (New KCC). The independent variable, market culture, is characterized by competitiveness, goal orientation, and performance-driven priorities. The dependent variable, knowledge-sharing practices, encompasses the processes through which employees exchange, disseminate, and apply knowledge to enhance organizational innovation, effectiveness, and communication.

Recent research highlights the critical role of market culture in shaping knowledge-sharing behavior. Raziq et al. (2024) found that knowledge sharing fully mediates the relationship between market culture and organizational performance in multi-country contexts, suggesting that the benefits of a performance-focused culture are realized primarily when effective knowledge exchange occurs. This indicates that market culture not only motivates employees to share knowledge aligned with organizational goals but also influences the quality and extent of knowledge flow across the organization.

Based on these insights, it is hypothesized that market culture has a positive influence on knowledge-sharing practices at New KCC. Employees in a strong market culture are expected to share knowledge selectively, primarily when it contributes to achieving organizational objectives, enhancing performance, and sustaining competitive advantage. This framework provides a structured lens to examine how cultural attributes facilitate or constrain knowledge flow in a performance-driven organizational environment.

3.0 Research Methodology

This study adopted a descriptive and explanatory research design, which is appropriate for understanding the characteristics of the phenomena under investigation and for establishing causal relationships between variables. A descriptive research design is suitable in describing the features, or patterns of the population (Siedlecki, 2020). On the other hand, explanatory research design explains the how and why behind a phenomenon by investigating the causal relationship between variables, thereby aiming to identify the underlying causes and mechanisms (Given, 2008). Thus, the descriptive component helps document existing knowledge sharing practices and organizational cultural traits, while the explanatory element allowed examination of the influence of culture on knowledge

sharing, and how this relationship is moderated by the application of technology. The study relied on a mixed-methods approach, incorporating both quantitative and qualitative data to generate deeper insights and triangulate findings.

The study was anchored in the pragmatist research philosophy, which values both objective and subjective perspectives and promotes the use of mixed methods to address complex research questions. As stated by Galavotti (2019), the core concept of pragmatism as a research paradigm is that researchers ought to adopt the philosophical and/or methodological strategies that best fit the specific research question under investigation. Pragmatism is frequently employed in multiple-methods or mixed-method approaches (Kaushik & Walsh, 2019), placing more emphasis on the research issues and their implications than the methods employed. The philosophical grounding for pragmatism emerged from the shared view among these scholars to reject traditional assumptions regarding the nature of reality, knowledge, and inquiry (Morgan, 2014).

The target population for this study comprises employees of New KCC at the Nairobi headquarters, including managerial and operational staff from various departments such as production, sales & marketing, quality control, internal audit, risk and compliance, strategy and business development, supply chain, human resource and finance. These employees represent diverse perspectives on organizational culture and are directly or indirectly involved in knowledge sharing practices. This target population is chosen because of its central role in implementing knowledge processes and interacting with the organizational culture. The total estimated population is 250 employees.

A stratified random sampling technique was applied to ensure adequate representation of different departments and job categories. Stratification was based on job roles and departments to ensure that insights from both managerial and non-managerial staff are captured. According to Kothari (2004), this technique enhances the generalizability of the findings across the organization. To determine the appropriate sample size, Yamane's (1967) formula was used:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size
N = population size (250)
e = desired level of precision (0.05)

The primary instruments for data collection was structured questionnaires and semi-structured interview guides. The questionnaire was divided into four sections: demographic information, organizational culture (independent variable), knowledge sharing practices (dependent variable), and technological factors (moderating variable). A five-point Likert scale was used to measure perceptions and attitudes. The semi-structured interviews provided qualitative insights from selected departmental heads and long-serving staff,

allowing for in-depth exploration of contextual issues not captured by the survey. These interviews enriched understanding of cultural nuances and organizational routines that shape knowledge sharing.

Once the research instruments are finalized and ethical clearance is obtained, the researcher administered the questionnaires physically and digitally, depending on the preference and availability of respondents. A cover letter explaining the purpose of the study and assuring confidentiality accompanied each questionnaire. Interviews were scheduled at the convenience of participants and conducted in private settings to encourage openness.

Prior to the main data collection, a pilot study was conducted to assess the reliability and clarity of the instruments. This was carried out at the New KCC Eldoret branch, which mirrors the organizational structure and processes of the Nairobi branch but is not part of the study population. Approximately 10% of the target sample (about 15 respondents) participated in the pilot. According to Tseng and Sim (2021), 10% of the sample population is required to pilot a research instrument.

Validity refers to the extent to which a research instrument accurately measures what it is intended to measure. This study employed both construct validity and content validity. To ensure content validity, the instruments were reviewed by subject matter experts in Knowledge sharing and organizational behavior. Suggestions and revisions were incorporated to ensure that the items adequately represent the constructs under investigation. To establish construct validity, the Kaiser-Meyer-Olkin (KMO) test was applied. Content validity was ensured through a detailed review of the questionnaire by the research supervisor, who assessed the relevance of each item. Based on this feedback, necessary adjustments were made before the final data collection (Shrestha, 2021). Furthermore, factor analysis was conducted, with factor loadings of 0.5 and above considered acceptable, thereby confirming the validity of the instrument. A construct composite validity of 0.6 or above is considered adequate (Juanamasta et al., 2023). Based on this argument, a coefficient of 0.6 or above for all the constructs were accepted.

Quantitative data was analyzed using descriptive statistics such as means, frequencies, and percentages, as well as inferential statistics including correlation and regression analysis to test the hypotheses. The Statistical Package for the Social Sciences (SPSS) Version 25 was used for data processing. Descriptive statistics, frequencies, means, and percentages were used to summarize and describe the main characteristics of the sample (Mugenda & Mugenda, 2003). Pearson correlation analysis determined the strength and direction of the relationship between organizational culture and knowledge sharing, and how technology moderates this relationship. The Pearson correlation (r) is used in testing the nature and strength of correlation between variables. The correlation value ranges from -1 to +1. Zero (r=0) implies no correlation, r=1, is perfect correlation, 0.1-0.29, weak correlation, 0.3-0.49, moderate correlation, 0.5 to 0.69 strong correlation and 0.7 and above very strong correlation (Schober, et al., 2018). Nonetheless, correlation r more than 0.7 may imply presence of collinearity in the data. Simple liner regression model was used to determine the effect clan culture, hierarchy culture, market culture and adhocracy culture using the mode below;

$$Y_1 = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

Y_1- knowledge sharing practices at the New Kenya Cooperative Creameries in Nairobi, Kenya

β_0 = Constant

β_1= coefficients of the market culture

X_1- market culture

ε = error term

Qualitative data from interviews were transcribed and analyzed thematically using NVivo software. Codes were generated inductively and deductively, based on emerging patterns and existing literature. This involves organizing the data into codes and grouping similar concepts into broader themes. Through this process, the researcher identified recurring patterns related to knowledge sharing experiences and barriers, as well as their influence on innovation outcomes. Verbatim quotes from participants were included to enhance the richness and authenticity of the findings.

4.0 Results

Findings and discussion are undertaken in this section.

4.1 Knowledge Sharing

The study utilized measures of central tendency and dispersion to examine the distribution of responses related to the knowledge sharing variable. These statistical tools helped summarize participants' views on collaboration, communication, and information exchange within New KCC. The analysis provided insights into how effectively employees share ideas, experiences, and expertise across departments, reflecting the organization's overall culture of learning and collective growth. The detailed findings are presented in Table 1**.**

Table 1: Descriptive statistics of knowledge sharing variable

Statement	Maximum	Mean	Minimum	Standard Deviation
Knowledge shared by colleagues has helped me improve service delivery	5.00	3.70	1.00	1.25
Innovation in my department often results from collaborative knowledge sharing	5.00	3.56	1.00	1.30
We regularly share best practices or lessons learned across departments	5.00	3.83	1.00	1.36
Over the past five years, knowledge sharing has improved in my department	5.00	3.72	1.00	1.22
There is a clear link between knowledge sharing and improved product or process innovation	5.00	3.64	1.00	1.27
Employees are encouraged to generate and share new ideas	5.00	3.71	1.00	1.33

The descriptive outcome on knowledge sharing practices indicate that New KCC employees moderately agree that exchanging knowledge and experience contributes to better performance, creativity and organizational learning. The mean values which ranges from 3.56 to 3.83, reflect a growing but uneven culture of collaboration across departments. The highest mean (3.83, SD=1.36) shows that starting of best practices is relatively common, suggesting a willingness among employees to learn from another and replicate successful approaches. Likewise, the mean of 3.70 (SD=1.25) on improved service delivery through shared knowledge emphasizes that informal interactions and peer learning are beneficial in enhancing efficiency and problem solving. Therefore, the results demonstrate that New KCC knowledge as a vital organizational asset and that employees recognizes the importance of collaborative learning in attaining continuous improvement.

However, the relatively high standard deviation, between 1.22 and 1.36, point to inconsistent engagement in knowledge sharing activities. The largest variability (SD=1.36) in sharing best practices suggest that while some departments actively exchange ideas, others may operate more independently limiting organization wide innovation. The lowest mean (3.56) on innovation driven by collaboration implies that shared knowledge does not always translate into practical outcomes or new solutions. Encouragingly, the improvement noted in knowledge sharing over the past five years (mean=3.72, SD=1.22) signals positive cultural transformation. Overall, the results imply New KCC is cultivating a learning-oriented environment, though enhancing structural support, communication channels and innovation linkages could strengthen the impact of knowledge sharing practices on organizational performance.

Overall, the findings suggest that New KCC is fostering a learning-oriented environment, though strengthening structural support, communication systems, and innovation linkages could further enhance the influence of knowledge sharing on organizational performance. Knowledge sharing is broadly viewed as the voluntary act of making one's knowledge accessible to others within the organization (Bock et al., 2005). Drawing from the Theory of Planned Behavior, Bock et al. demonstrated that employees' attitudes and perceived social norms significantly shape their willingness to share knowledge. Similarly, Bartol and Srivastava (2002) highlighted that leadership commitment, reward structures, and job design are critical enablers of effective knowledge dissemination, while Ipe (2003) underscored the importance of relational dynamics such as trust and perceived ownership of knowledge. Despite these insights, most prior studies have been conducted in private-sector contexts within developed economies, where institutional settings differ from state-owned enterprises like New KCC. In Kenya, research on this subject remains limited. Waiganjo et al. (2020) found that while banks possessed technological platforms for sharing, cultural resistance and lack of motivation hindered participation. Hence, this study responds to the contextual gap by examining knowledge-sharing behavior in New KCC using adapted measures from Bock and Kim (2002), focusing on both knowledge donating and collecting practices.

4.2 Market Culture

The study applied measures of central tendency and dispersion to evaluate the distribution of the market culture variable. Results highlighting competitiveness, goal orientation, and performance focus are summarized in Table 2.

Table 2: Descriptive statistics of market culture variable

Statement	Maximum	Mean	Minimum	Standard Deviation
This organization is very competitive in co-coordinating its tasks	5.00	3.46	1.00	1.44
Employees in this organization are result-oriented	5.00	3.81	1.00	1.25
This organization enjoys good rapport with other market actors	5.00	3.79	1.00	1.24
The organization encourages healthy competitive spirit among its employees	5.00	3.76	1.00	1.28
Organization's goals are well articulated to achieve optimal efficiency and profitability from its products and services	5.00	3.36	1.00	1.40

The descriptive statistics on market culture show that respondents moderately agreed that New KCC demonstrates a performance-driven and competitive orientation. The mean values ranged from 3.36 to 3.81, reflecting the organization's moderate commitment to achieving results maintaining competiveness aligning goals with market efficiency. The highest mean (3.81, SD=1.25), associated with employees being result oriented underscores that productivity and goal achievement are central to New KCC's operational culture. Similarly, the high mean for rapport with market actors (3.79, SD=1.24) suggests that the organization values strategic relationships that enhance its market standing. The encouragement of a healthy spirit among employees (mean=3.76, SD=1.28) also points to a work environment that promotes individual motivation and collective performance key indicators of a market oriented culture. These results that New KCC's operational strategy integrates competiveness and collaboration as vital tools for sustaining market relevance and profitability.

However, the relatively high standard deviations, ranging between 1.24 and 1.44, indicate varying perceptions among respondents about strength of these market culture attributes. The highest variability (SD=1.44) for competiveness in coordinating tasks coupled with the lowest mean (3.46), suggest uneven efficiency and coordination across departments. Likewise, the low mean (3.36, SD=1.40) on the articulation of organizational goals implies that communication and strategic alignment could be areas needing reinforcement. This inconsistency reflect a gap in leadership communication or departmental performance management. According to response from KII;

> "*The organization motivates employees through performance-based rewards, regular evaluations, training programs, and recognition of outstanding achievements to promote goal attainment."*

On overage, while New KCC exhibits a fair degree of competiveness and market responsiveness, the results highlight the need for improved strategic clarity and consistent

coordination to fully harness the benefits of strong market culture. Market culture emphasizes productivity, competitiveness, and external focus (Cameron & Quinn, 2011). It drives knowledge sharing to improve efficiency and performance (Allameh et al., 2011; Gomezelj et al., 2011). According to Ng (2023), trust and commitment mediate this relationship, showing that combining competitiveness with interpersonal trust enhances collaboration, innovation, and collective learning within organizations.

4.3 Effect of Market Culture on knowledge sharing at the New KCC.

Simple linear regression is a statistical technique used to assess the relationship between one dependent variable and two or more independent variables. It helps determine how changes in predictors jointly influence the outcome variable. The study employed simple linear regression in determining the relationship between market culture and knowledge sharing at the New KCC as summary of the model results are presented in Table 3.

Table 3: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647a	0.419	0.398	0.42084

a Predictors: (Constant), market culture, hierarchy culture, clan culture, adhocracy culture

The regression results show that the model produced a correlation coefficient (R) of 0.647, indicating a strong positive relationship between the market culture and knowledge sharing. The R Square value of 0.419 reveals that approximately 41.9% of the variation in knowledge sharing can be explained by market culture. This suggests that market organizational culture plays a substantial role in shaping knowledge-sharing behavior among employees. The Adjusted R Square value of 0.398 adjusts for the number of predictors in the model, showing that even after accounting for model complexity, about 39.8% of the variance in knowledge sharing is still explained by the predictors.

The study assessed the overall significance of the model using ANOVA and the results are presented in the sub-sequent sections.

Table 4: Regression ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.288	1	3.572	20.169	.000b
	Residual	19.836	112	0.177		
	Total	34.124	116			

a Dependent Variable: knowledge sharing

b Predictors: (Constant), market culture, hierarchy culture, clan culture, adhocracy culture

The analysis of variance (ANOVA) results show that the regression model is statistically significant with an F value of 20.169 and p-value of 0.000, which is less than 0.05. This indicates that the market culture significantly predicts variations in knowledge sharing. The regression sum of squares (14.288) compared to the residual sum of squares (19.836) demonstrates that substantial portion of total variance in knowledge sharing is explained by the model. With 1 degree of freedom for regression and 112 for residual, the result

confirm that market organizational culture variable jointly has meaningful and reliable effects on knowledge sharing within the organization validating the overall model's effectiveness. The analysis of specific regression coefficient is presented in the subsequent section.

Table 5: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.395	0.377		1.049	0.297
	Market culture	0.205	0.061	0.26	3.36	0.001

a Dependent Variable: knowledge sharing

The constant value of 0.395 represents the predicted level of knowledge sharing when market culture is held at zero. Although not statistically significant (p = 0.297), it suggests that even without the influence of market culture, there exists a baseline level of knowledge sharing within the organization. This could be attributed to individual initiative, informal interactions, or organizational norms that naturally encourage information exchange, independent of formal cultural influences.

Market Culture and Knowledge Sharing

The market culture variable produced an unstandardized coefficient of B=0.205, a t value of 3.360, and p value of 0.001, all of which confirm a positive and statistically significant influence on knowledge sharing. The standardized beta (B=0.260) indicates that market culture contributes meaningfully to explaining variations in knowledge sharing. Moreover, KII noted that;

> *"Knowledge sharing foster innovation, improves decision-making, and boosts productivity through shared practices and quick access to information"*

In a market oriented culture success is measured through competitiveness, productivity and tangible outcomes. Results suggest that employees in such a goal driven environments are inclined to share knowledge that enhance efficiency, innovation and performance. Rather than viewing competition as divisive, this culture channels it towards collective excellence knowledge becomes a valuable resource for outperforming rivals and achieving strategic targets. Employees may exchange insights about clients, markets or operational strategies and personal recognition. The model implies that competiveness when accompanied by clear goals and reward systems energizes collaborative learning. However, if unmanaged, excessive rivalry could limit openness and knowledge flow. Therefore, leadership must align performance incentives with teamwork emphasizing that knowledge sharing is essential for sustained success. Overall, market culture enhances knowledge exchange by linking it to ambition, performance, and achievement. When employees understand that shared expertise strengthens the organization's competitive edge, they become active participants in continuous learning and innovation.

The standardized beta coefficient (B = 0.260) demonstrates that market culture has a meaningful and positive influence on knowledge sharing, signifying that organizations emphasizing competitiveness and external orientation foster an environment conducive to information exchange. According to Cameron and Quinn (2011), market culture prioritizes productivity, goal achievement, and external positioning, where organizations continuously assess market conditions, customer expectations, and stakeholder demands to remain competitive. This culture motivates employees to share knowledge as a means of enhancing efficiency, meeting performance targets, and responding to dynamic market needs. Similarly, Allameh et al. (2011) and Gomezelj et al. (2011) note that market-oriented organizations engage in open communication and exchange processes to create value, strengthen customer relationships, and sustain profitability. By encouraging accountability and measurable outcomes, market culture aligns personal and organizational goals, thereby incentivizing knowledge transfer as a tool for strategic advantage. Ng (2023) supports this view, finding that affective trust and organizational commitment mediate the relationship between market culture and knowledge-sharing tendencies. This suggests that while competition and performance orientation define market culture, its effectiveness in promoting knowledge exchange depends on interpersonal trust and emotional connection among employees. Consequently, organizations that balance external competitiveness with internal trust networks can better harness market culture's potential to enhance collective learning and innovation.

5.0 Conclusion and Recommendation

The findings reveal that market culture plays a crucial role in shaping knowledge sharing within New Kenya Cooperative Creameries. Its emphasis on performance excellence, competitiveness, and customer responsiveness motivates employees to exchange insights that enhance productivity and innovation. However, to fully leverage this culture, New KCC must strengthen strategic coherence, align departmental goals, and promote collaboration that links competitiveness with collective learning.

Based on these findings, the study recommends that New KCC enhance strategic alignment and collaboration to fully capitalize on the benefits of market culture. Management should ensure that departmental objectives are harmonized with overall organizational goals to foster unity of purpose. Encouraging interdepartmental teamwork and knowledge-sharing forums can help balance competitiveness with collective growth. Additionally, integrating performance-based incentives that reward collaboration and innovation will motivate employees to share ideas that drive productivity, customer responsiveness, and sustained organizational success.

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