

KNOWLEDGE SHARING AND ORGANIZATIONAL RESILIENCE AMONG TRAVEL FIRMS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Purpose of the study: The purpose of the study was to assess the effect of knowledge sharing on organizational resilience among travel firms in Nairobi City County, Kenya. Knowledge sharing has emerged as a critical organizational capability for strengthening resilience in today's unpredictable business environment.

Methodology: The study employed a mixed-methods research design targeting 286 respondents drawn from 224 travel firms and 62 representatives of tourism institutions including KATO, KATA, TOSK, Ecotourism Kenya, the Tourism Regulatory Authority, the Tourism Promotion Fund, the Kenya Tourism Board, the Tourism Research Institute, the Kenya Tourism Federation, the Global Tourism Resilience and Crisis Management Centre (EA), the Tourism Professional Association, and the State Department of Tourism.

Findings: The study found that knowledge sharing had a significant positive effect on organizational resilience among travel firms. Qualitative findings revealed that while some travel firms had initiated mechanisms for sharing knowledge, many relied heavily on informal approaches such as WhatsApp groups, team briefings, and ad hoc meetings, with limited use of structured systems or formalized communication frameworks.

Conclusion: The study concludes that knowledge sharing is a vital driver of organizational resilience, enabling travel firms to respond more effectively to uncertainty, streamline decision-making, and strengthen continuity planning. Firms with structured, well-coordinated

knowledge-sharing systems demonstrated greater operational adaptability and stronger recovery capacity during disruptions.

Recommendations: The study recommends that travel firms adopt formalized communication systems, invest in collaborative digital platforms, and strengthen institutional structures that support transparent information flows.

Keywords: *knowledge sharing, organizational resilience, travel firms in nairobi city county, Kenya*

BACKGROUND TO THE STUDY

Tourism continues to play a central role in global economic development and sustainable growth, contributing USD 11.1 trillion to global GDP in 2024 and supporting 357 million jobs worldwide (WTTC, 2024). Its alignment with major Sustainable Development Goals—such as SDG 8 on decent work, SDG 9 on innovation, SDG 11 on sustainable cities, and SDG 12 on responsible consumption—demonstrates its strategic importance in fostering inclusive prosperity and environmental stewardship (Lenzen et al., 2022; Rasoolimanesh et al., 2023; Vaidya & Chatterji, 2020). As the sector expands, maintaining organizational resilience has become increasingly vital, especially because tourism firms must adapt to unpredictable market conditions, technological disruptions, and global crises. Resilience enables organizations to anticipate risks, sustain operations, and recover quickly while preserving value for clients and stakeholders (Prayag et al., 2024).

Knowledge sharing has emerged as a defining capability for building resilience in tourism environments because it enables the flow of critical information necessary for planning, coordination, and crisis response. International evidence shows that collaborative knowledge exchange strengthens adaptive capacity and supports recovery across tourism systems. In the United States, efficient information-sharing networks contributed to the sector's USD 2.36 trillion value and supported 18 million jobs in 2024, demonstrating the strategic role of shared knowledge in crisis management (WTTC, 2024). The United Kingdom and Canada have adopted similar approaches by embedding knowledge-sharing mechanisms within national tourism recovery strategies, while Germany's Tourism Knowledge Graph, containing over 200,000 datasets, illustrates how coordinated information systems improve industry-wide learning and resilience (UK Department for Culture, Media & Sport, 2021; Innovation, Science and Economic Development Canada, 2023; German National Tourist Board, 2023).

Across Africa, knowledge sharing has been shown to enhance operational efficiency, innovation, and adaptability in tourism enterprises. In Nigeria, knowledge sharing among 453 hospitality employees significantly improved organizational performance and service responsiveness (Ogunmokun et al., 2020). Studies in Rwanda revealed that digital platforms facilitated real-time information exchange that strengthened destination marketing and crisis adaptation (Masaki et al., 2021). Kenyan research aligns with these findings, showing that structured knowledge sharing enhances strategic decision-making, supports innovation, and fosters sustainable practices across tourism organizations (Odunga et al., 2020; Ondiek & Ombui, 2023). These studies demonstrate that the ability to share knowledge effectively is central to strengthening the resilience of tourism enterprises.

Despite its importance, Kenya's tourism sector has not fully embraced structured knowledge-sharing systems due to weak institutional mechanisms, fragmented coordination, and inconsistent collaboration among tourism actors. Sector-wide studies indicate that travel firms often depend on informal or ad hoc knowledge exchanges that limit their ability to anticipate disruptions and implement coordinated responses (Government of Kenya, 2023; Ondiek & Ombui, 2023). This gap poses significant risks for a sector that contributed KES 1 trillion to GDP and supported 1.55 million jobs in 2023, as firms without structured knowledge-sharing mechanisms exhibit slower recovery during crises and face challenges in maintaining operational continuity. Strengthening knowledge-sharing systems is therefore essential for enhancing the sector's overall resilience.

Nairobi City County hosts the largest concentration of travel firms and tourism institutions in Kenya, positioning it as the national hub for tourism leadership, innovation, and information exchange. However, existing studies in Kenya mainly focus on general knowledge management or tourism performance, leaving limited empirical evidence on how knowledge sharing specifically influences organizational resilience among travel firms. Addressing this gap is critical because coordinated knowledge sharing—through digital platforms, collaborative networks, and transparent communication—directly determines how effectively travel firms respond to disruptions, maintain service quality, and sustain operations. This study therefore examines the influence of knowledge sharing on organizational resilience among travel firms in Nairobi City County to provide evidence-based insights that can strengthen resilience-building strategies in the tourism sector.

PROBLEM STATEMENT AND JUSTIFICATION

Research across various global tourism contexts demonstrates the critical role that knowledge management practices play in building organizational resilience. Studies among Malaysian tourist resorts, Ecuadorian tourism companies, and hospitality sectors show that knowledge creation, knowledge sharing, knowledge application, and knowledge management infrastructure significantly enhance organizational performance and resilience (Adomako *et al.*, 2020; Liow *et al.*, 2021; Ogunmokun *et al.*, 2020; Ponce-Espinosa *et al.*, 2022). However, despite the recognized importance of knowledge management and organizational resilience, there remains limited research on how these practices influence resilience among travel firms, particularly with legal and policy frameworks serving as a moderating factor in the Kenyan context.

Research conducted in four- and five-star hotels in Nairobi County indicated that effective knowledge management practices can strongly enhance customer satisfaction, thus increasing sustainability (Wekesa, 2022). A study of cultural heritage institutions in Nairobi City County showed a significant positive relationship between knowledge creation, knowledge acquisition, and performance (Ondiek & Ombui, 2023). Research among 3-star hotels in Nairobi City County found that strategic management practices significantly and positively influence performance (Ndung'u & Kavinda, 2021). These empirical findings demonstrate the positive impact of knowledge management practices on various performance indicators within Kenya's tourism sector.

However, the Kenyan tourism industry has not yet fully embraced the knowledge economy, despite its significant economic contributions (Government of Kenya, 2023). The sector struggles to effectively use knowledge management practices to enhance its resilience and competitiveness (Odunga *et al.*, 2020). Challenges including external shocks, security concerns, and lack of inter-governmental collaboration have hindered the industry's adaptability (Ondiek & Ombui, 2023). In an ideal scenario, industry associations would facilitate systematic knowledge sharing and capacity building among member organizations. However, the existing frameworks do not provide sufficient guidance on systematic knowledge management implementation, resulting in fragmented approaches among travel firms that rely on ad hoc and informal practices rather than structured knowledge management systems aligned with industry best practices.

The current study addressed this critical gap by examining the influence that sharing have on organizational resilience among travel firms in Nairobi City County, while investigating the moderating role that legal and policy frameworks plays in shaping this relationship. The research provided empirical evidence to support the effective implementation of knowledge management systems and organizational resilience enhancement. Therefore, this study was essential for understanding how to translate knowledge management practices into systems that enhance organizational resilience among travel firms in Nairobi City County.

OBJECTIVE OF THE STUDY

To assess the effect of knowledge sharing on organizational resilience among travel firms in Nairobi City County, Kenya.

CONCEPTUAL FRAMEWORK

The conceptual framework, depicted in Figure 1, illustrates the relationship between the independent and dependent variables in this study.

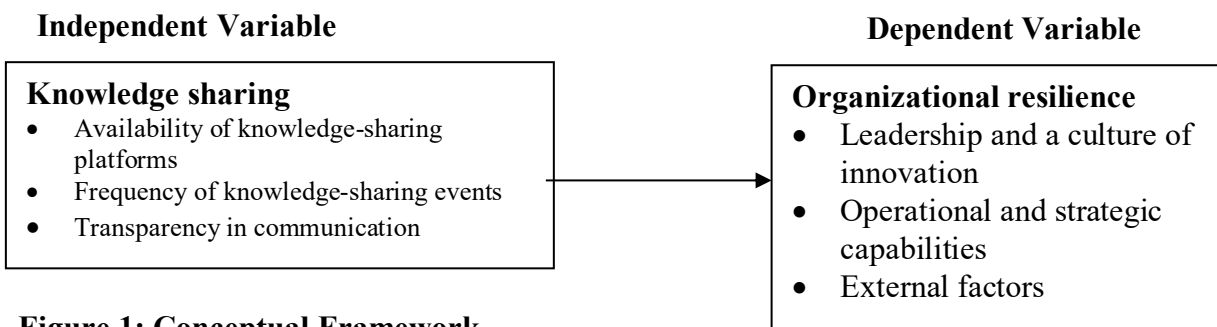


Figure 1: Conceptual Framework

LITERATURE REVIEW

The literature review in this study is organized into distinct thematic sections to provide a clear and systematic exploration of the key concepts and their interrelationships.

Organizational resilience

Organizational resilience is defined as a firm's capacity to survive, adapt, and grow in the face of disasters and crises, representing a key capability for tourism companies in coping with environmental uncertainties and disruptions (Chen *et al*, 2021). It refers to a multidimensional construct that has evolved beyond simple recovery to encompass transformation and learning capabilities that enable organizations to emerge stronger from disruptions (Moura & Tomei, 2021). Organizational resilience represents the integration of adaptive capacity, absorptive capacity, and transformative capacity to manage uncertainty and volatility in dynamic business environments, particularly within the hospitality and tourism industry context (Ho *et al*, 2023).

Organizational resilience indicators include strong leadership and a culture of innovation, operational and strategic capabilities, and external factors. Leadership and culture represent a fundamental dimension that encompasses strong leadership with effective decision-making and clear communication during crises, which is crucial for organizational stability (Shek & Wilkinson, 2022). An innovation culture that encourages creativity and embraces new ideas is vital for adapting to change and finding solutions to challenges, as demonstrated through transformational leadership approaches that foster organizational excellence (Lasrado & Kassem, 2021).

Open communication, both internally and externally, helps build trust and facilitates the sharing of information during a crisis, contributing to overall organizational resilience capacity. Employee engagement ensures that motivated employees are more likely to be adaptable and resilient, contributing to the organization's overall ability to bounce back from disruptions (Howard & Irving, 2021). Change readiness reflects employees' willingness to embrace change and adapt to new situations as a key indicator of organizational resilience, particularly in dynamic tourism environments (Fietz *et al.*, 2021). Operational and strategic capabilities constitute a critical dimension that includes risk mitigation and management through proactive risk assessment and mitigation strategies that help prevent disruptions and minimize their impact (Baghersad & Zobel, 2022).

Business continuity planning involves having robust plans in place to maintain operations during and after a crisis, which is essential for business survival and organizational resilience development. Flexibility and adaptability represent the ability to quickly adjust strategies, processes, and structures in response to changing circumstances as a hallmark of a resilient organization (Liu *et al.*, 2021). Problem-solving capacity enables organizations to identify and solve problems effectively, which is crucial for navigating challenging situations and maintaining operational continuity. Learning and adaptation ensure that organizations learn from past experiences and adapt their approaches to be better equipped for future disruptions, enhancing overall resilience capacity (Chen *et al.*, 2021). Data analysis and interpretation involve using data to understand trends, identify potential risks, and inform decision-making as increasingly important for resilience in modern organizational contexts (Colberg, 2024).

External factors represent a vital dimension that encompasses situational awareness as the ability to understand the external environment, anticipate potential threats, and adapt to changes in the market, which is critical for organizational survival (Hussain *et al.*, 2023). Customer focus involves maintaining strong customer relationships and managing reputation,

which are important for building trust and loyalty, especially during challenging times when organizational resilience is tested. Supply chain resilience ensures that the organization can continue to operate even if disruptions occur in their external partnerships and resource networks, demonstrating the importance of external relationship management (Doroshenko & Romanchak, 2023). The interaction between organizations and their external environment plays a crucial role in determining resilience outcomes and long-term sustainability, with external factors significantly affecting organizational performance and adaptive capacity (Cooper *et al.*, 2022).

Knowledge Sharing and Organizational resilience

Knowledge sharing refers to the systematic exchange of information within and across organizational networks, often facilitated through digital platforms that support creativity and joint decision-making (Flåten *et al.*, 2021). McLeod *et al.* (2024), employing social network analysis, examined tourism enterprises in South-West England and established that the structural configuration of networks significantly shapes knowledge flows. Their results showed that small-scale business owners typically access a wider variety of information sources with fewer structural barriers, while managers hold stronger positions to mediate and channel knowledge. These dynamics directly influence how knowledge is generated, disseminated, and ultimately utilized to stimulate innovation in tourism operations. In Nigeria, Ogunmokun *et al.* (2020) surveyed 453 employees drawn from 180 restaurants and confirmed that knowledge sharing exerts a marked positive effect on organizational performance.

On an inter-organizational level, Toyman *et al.* (2020) explored key drivers of knowledge sharing, such as trust, communication, shared goals, absorptive capacity, commitment, and learning intentions, within strategic partnerships of four- and five-star hotels in Turkey. Their research showed that these factors not only directly foster innovation but also indirectly influence outcomes through the knowledge-sharing process itself. Similarly, Patwary *et al.* (2022) studied hotels in Malaysia and found that knowledge management practices notably enhanced innovation performance, with organizational learning and creativity acting as crucial mediators. In Kenya, Were *et al.* (2021) analyzed tourism stakeholders in Baringo County and found that knowledge sharing explained 26.1% of the variation in destination competitiveness, highlighting its pivotal role in driving tourism success.

Theoretical framework

The Resource-Based View (RBV) theory, first proposed by Edith Penrose in 1959 and later refined by scholars like Jay Barney (1991), Birger Wernerfelt (1984), and Margaret Peteraf in the 1990s, posits that an organization's performance and competitive advantage are primarily shaped by its unique and valuable internal resources and capabilities (Madhani, 2010). According to this theory, sustainable competitive advantage is achieved through resources that are valuable, rare, difficult to imitate, and irreplaceable—concepts encapsulated in the VRIN framework. Knowledge, in this context, is viewed as a vital intangible resource that helps organizations maintain and enhance their competitive standing. This theory will guide the study in exploring how knowledge creation and sharing contribute to enhancing the resilience of travel firms in Nairobi City County, Kenya, focusing on how these knowledge management practices serve as essential organizational resources that bolster resilience and competitiveness in a rapidly evolving tourism sector.

RESEARCH METHODOLOGY

The study adopted a mixed-methods design that integrated quantitative questionnaires and qualitative semi-structured interviews to examine knowledge sharing and organizational resilience among travel firms in Nairobi City County, selected for its strategic concentration of tourism actors. A target population of 1,541 stakeholders was sampled using Yamane's formula to obtain 318 respondents drawn from travel firms, tourism associations, and regulatory bodies. Data collection involved questionnaires measuring indicators such as communication transparency and knowledge-sharing platforms, interviews capturing managerial perspectives, and observational visits offering contextual insights into daily knowledge exchange. The process was supported by careful logistics, including scheduling and document verification, and adhered to ethical requirements such as informed consent, confidentiality, voluntary participation, and approvals from Kenyatta University and NACOSTI, ensuring credible and responsible data collection.

FINDINGS

The findings and discussion are done in sections.

Response Rate

After excluding the 32 respondents who participated in the pilot study from the original sample size of 318, the remaining sample size was 286. Out of this adjusted sample size, the study received 224 responses from travel firms through questionnaires and 9 responses from

management teams through interviews, representing an overall response rate of 81.47%. Those used in the pilot were excluded from final analysis and these 32 were excluded from 318.

Table 1: Response Rate

Category	Sample Size	Response	Percent
Travel Firms			
KATO	65	52	0.8000
KATA	56	45	0.8036
TOSK	27	22	0.8148
EK	16	14	0.8750
Tourism Regulatory Authority	113	91	0.8053
Management Team			
Tourism Promotion Fund	1	1	1.0000
Kenya Tourism Board	1	1	1.0000
Tourism Research Institute	1	1	1.0000
Kenya Tourism Federation	1	1	1.0000
GTRCMC – EA	2	2	1.0000
Principal Secretary, State Department of Tourism	1	1	1.0000
Tourism Regulatory Authority	1	1	1.0000
Total	286	233	0.8147

Table 1 reveals high response rates across all respondent categories. Ecotourism Kenya (EK) demonstrated the highest participation rate among travel firms at 87.50%, followed by Tour Operators Society of Kenya (TOSK) at 81.48% and Tourism Regulatory Authority at 80.53%. Kenya Association of Travel Agents (KATA) showed a response rate of 80.36%, while Tour Operators (KATO) achieved an 80.00% response rate. The management team organizations were interviewed and respondents were picked randomly based on their availability, achieving 100% response rates across all categories, indicating strong engagement from key informants in leadership positions, including the Principal Secretary from the State Department of Tourism who provided valuable policy-level insights. The overall response rate of 81.47% significantly exceeds the 60% threshold recommended by Zhao *et al.* (2020) and Hemani *et al.* (2017) for ensuring adequate representation in analyses.

Knowledge Sharing and Organizational Resilience Among Travel Firms

The section presents the analysis of the second objective, which examined the effect of knowledge sharing on organizational resilience among travel firms in Nairobi City County, Kenya.

Descriptive Statistics

Table 2 presents the descriptive statistics on knowledge sharing. The indicators measured include the availability of platforms and tools for sharing information, the frequency of knowledge-sharing events such as workshops, and the openness and transparency of communication across teams.

Table 2: Descriptive statistics of Knowledge Sharing

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Platforms and tools to share knowledge	27.70%	58.00%	5.40%	7.60%	1.30%	1.97	0.87
knowledge-sharing events held on a regular basis.	29.90%	54.90%	2.70%	9.80%	2.70%	2.00	0.98
Open and transparent communication.	23.70%	50.40%	5.80%	12.10%	8.00%	2.30	1.19
Knowledge-sharing activities	41.50%	37.50%	2.20%	12.10%	6.70%	2.05	1.24
Policies and guidelines that encourage and facilitate knowledge sharing.	32.10%	42.00%	4.90%	17.90%	3.10%	2.18	1.16
Incentives and recognition for knowledge sharing.	25.00%	44.20%	8.50%	13.40%	8.90%	2.37	1.24
Mechanisms to capture and disseminate best practices	21.00%	57.10%	6.30%	8.50%	7.10%	2.24	1.10
Cross-functional collaboration to enhance knowledge sharing	32.10%	50.40%	1.80%	11.60%	4.00%	2.05	1.08
Access to relevant and up-to-date information and knowledge resources.	33.00%	42.00%	5.40%	10.30%	9.40%	2.21	1.27
Willingness to learn from mistakes	36.20%	38.80%	3.10%	8.90%	12.90%	2.24	1.37
Knowledge-sharing activities are integrated	29.50%	47.30%	3.10%	15.60%	4.50%	2.18	1.15
Dedicated resources allocated for knowledge-sharing initiatives.	42.40%	32.60%	6.30%	12.90%	5.80%	2.07	1.24
Average						2.16	1.14

The study found that 85.7% (27.7%+58.0%) of the respondents disagreed that their organizations have readily available platforms and tools for employees to share knowledge and information, while only 8.9% (7.6%+1.3%) agreed with the statement, with 5.4% remaining neutral. The mean score for this item was 1.97 with a standard deviation of 0.87. This suggests that the majority of travel firms in Nairobi City County lack the technological infrastructure necessary to facilitate effective knowledge sharing. Besides, 84.8% (29.9%+54.9%) of respondents disagreed that knowledge-sharing events such as training sessions, workshops, and brainstorming activities are held on a regular basis in their organizations, while only 12.5%

(9.8%+2.7%) agreed, with 2.7% remaining neutral. The mean score was 2.00 with a standard deviation of 0.98. This shows a general lack of structured opportunities for knowledge exchange.

In addition, 74.1% (23.7%+50.4%) of respondents disagreed that there is a culture of open and transparent communication among employees in their organizations, while 20.1% (12.1%+8.0%) agreed and 5.8% were neutral. The mean score was 2.30 with a standard deviation of 1.19. This indicates that cultural barriers may prevent free-flowing communication. When openness is discouraged, employees might withhold ideas or concerns, which affects both the quality and flow of shared knowledge. Besides, 79.0% (41.5%+37.5%) of respondents disagreed that employees actively participate in knowledge-sharing activities and contribute their expertise, while 18.8% (12.1%+6.7%) agreed and 2.2% were neutral. The mean score was 2.05 with a standard deviation of 1.24. This reflects low employee engagement in knowledge exchange.

Also, 74.1% (32.1%+42.0%) of respondents disagreed that clear policies and guidelines exist to encourage and facilitate knowledge sharing, while 21.0% (17.9%+3.1%) agreed and 4.9% were neutral. The mean score was 2.18 with a standard deviation of 1.16. This points to the absence of formal structures to guide knowledge exchange, leaving employees uncertain about how or when to share what they know. Furthermore, 69.2% (25.0%+44.2%) of respondents disagreed that employees are provided with incentives and recognition for their contributions to knowledge sharing, while 22.3% (13.4%+8.9%) agreed and 8.5% remained neutral. The mean score was 2.37 with a standard deviation of 1.24. This shows minimal effort to motivate staff to share what they know.

Equally, 78.1% (21.0%+57.1%) of respondents disagreed that there are effective mechanisms to capture and disseminate best practices and lessons learned, while only 15.6% (8.5%+7.1%) agreed and 6.3% were neutral. The mean score was 2.24 with a standard deviation of 1.10. This reflects deficiencies in systematic learning. Without capturing what works and what doesn't, organizations risk repeating mistakes or losing valuable ideas. Additionally, 82.5% (32.1%+50.4%) of respondents disagreed that cross-functional collaboration is actively promoted to enhance knowledge sharing across departments, while only 15.6% (11.6%+4.0%) agreed and 1.8% remained neutral. The mean score was 2.05 with a standard deviation of 1.08. This shows that collaboration between departments is limited, which may keep knowledge locked within silos instead of being used across the firm to solve shared problems.

Moreover, 75.0% (33.0%+42.0%) of respondents disagreed that employees have easy access to relevant and up-to-date information and knowledge resources, while only 19.7% (10.3%+9.4%) agreed and 5.4% were neutral. The mean score was 2.21 with a standard deviation of 1.27. This suggests that many employees may be working with outdated or incomplete knowledge, which could impact the quality of their decisions and outputs. In the same way, 75.0% (36.2%+38.8%) of respondents disagreed that there is a willingness to learn from mistakes and share experiences openly, while only 21.8% (8.9%+12.9%) agreed and 3.1% were neutral. The mean score was 2.24 with a standard deviation of 1.37. This implies that employees may fear repercussions for acknowledging errors, which can prevent the organization from learning and improving through feedback and honest reflection.

Besides, 76.8% (29.5%+47.3%) of respondents disagreed that knowledge-sharing activities are integrated into the daily work routines of employees, while 20.1% (15.6%+4.5%) agreed and 3.1% were neutral. The mean score was 2.18 with a standard deviation of 1.15. This shows that knowledge-sharing is not part of normal workflows. If sharing knowledge feels like an added burden, participation will likely be low. Finally, 75.0% (42.4%+32.6%) of respondents disagreed that there are dedicated resources allocated for knowledge-sharing initiatives, while 18.7% (12.9%+5.8%) agreed and 6.3% were neutral. The mean score was 2.07 with a standard deviation of 1.24. This reveals that most organizations are not setting aside time, budget, or staff for these efforts.

The qualitative analysis from the Tourism Promotion Fund, Kenya Tourism Board, Tourism Research Institute, Kenya Tourism Federation, Principal Secretary, State Department of Tourism, Global Tourism Resilience and Crisis Management Centre (GTRCMC-EA), Tourism Professional Association (TPA) and Tourism Regulatory Authority explored how travel firms in Nairobi City County promote knowledge sharing among employees and departments. The institutions noted that most firms rely on informal methods such as WhatsApp groups, team briefings, and occasional meetings, with limited formal policies or structured frameworks. While a few firms use organized approaches like cross-departmental meetings, mentorship, cloud-based tools, and internal repositories, these practices remain uncommon. Overall, the sector lacks incentives, follow-through mechanisms, and consistent systems, showing that knowledge-sharing efforts are still at an early developmental stage

Inferential Statistics

The correlation results are presented in Table 3.

Table 3: Correlation Analysis of Knowledge Sharing and Organizational Resilience

Variables		Organizational resilience	Knowledge sharing
Organizational resilience	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Knowledge sharing	Pearson Correlation	.557**	1.000
	Sig. (2-tailed)	0.000	

The study found that knowledge sharing was positively and significantly associated with organizational resilience ($r = .557$, $p = 0.000$). This implies that when organizations promote open communication and the exchange of information among employees and departments, they are more capable of maintaining operations during difficult periods. The moderate to strong correlation indicates that travel firms encouraging systematic knowledge sharing demonstrate enhanced coordination capabilities and improved information flow during decision-making processes. This relationship underscores that sharing knowledge helps reduce duplication, improves coordination, and enhances the overall flow of useful information during critical organizational periods.

Table 4: Model Fitness of Knowledge Sharing and Organizational Resilience

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557a	0.31	0.307	0.278906

a Predictors: (Constant), Knowledge sharing

The study found that knowledge sharing accounts for 31.0% of the variance in organizational resilience among travel firms in Nairobi City County, with a robust model fit (adjusted R square = 0.307) and precise predictions (standard error = 0.278906), indicating its significant role as a predictor of resilience outcomes.

Table 5: Analysis of Variance (ANOVA) of Knowledge Sharing and Organizational Resilience

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.766	1	7.766	99.835	.000b
	Residual	17.269	222	0.078		
	Total	25.035	223			

a Dependent Variable: Organizational resilience

b Predictors:(Constant), Knowledge sharing

Table 5 presents the ANOVA results which demonstrate that the regression model is statistically significant ($F = 99.835$, $p = 0.000$). The results show that knowledge sharing

significantly predicts organizational resilience with less than a 0.1% probability that this result occurred due to random chance. The F-statistic of 99.835 with 1 degree of freedom for regression and 222 degrees of freedom for residual indicates a strong relationship between knowledge sharing and organizational resilience. The sum of squares for regression (7.766) compared to the total sum of squares (25.035) further confirms the substantial explanatory power of knowledge sharing in predicting organizational resilience outcomes among travel firms. The study results corroborate with Ogunmokun *et al.* (2020), who found that knowledge sharing has a significant impact on performance in Nigerian restaurants, and McLeod *et al.* (2024), who discovered that knowledge sharing patterns within tourism networks significantly influenced information flow and business outcomes in South-West England. Table 6 presents the regression coefficients showing the individual contribution of knowledge sharing to organizational resilience.

Table 6: Regression Coefficients of Knowledge Sharing and Organizational Resilience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.935	0.142		6.594	0.000
	Knowledge sharing	0.608	0.061	0.557	9.992	0.000

a Dependent Variable: Organizational resilience

The study results indicate that knowledge sharing has a significant positive effect on organizational resilience ($\beta = 0.608$, $t = 9.992$, $p = 0.000$). The t-value of 9.992 with a significance level of 0.000 provides robust statistical evidence that this relationship is not due to chance, indicating that knowledge sharing serves as a critical determinant of organizational resilience among travel firms. The study results corroborate with research by Patwary *et al.* (2022), who found that knowledge management practices including knowledge sharing positively influenced innovation performance in Malaysian hotels, enhanced by organizational learning and creativity as mediators. The findings align with McLeod *et al.* (2024), who demonstrated that knowledge sharing patterns within tourism business networks significantly influenced information flow and improved business outcomes. Additionally, the results support Ogunmokun *et al.* (2020), who confirmed that knowledge sharing has significant impact on performance in hospitality settings. The study also agrees with Were, Dammianah and Jackson (2021), who found that knowledge sharing among tourism stakeholders accounted for 26.1%

of the variance in destination competitiveness in Kenya, and with Toyman, Semerciöz and Hassan (2020), who confirmed that knowledge sharing enablers significantly influence innovation outcomes in Turkish hospitality alliances.

CONCLUSION

The study concludes that knowledge sharing plays a central role in enhancing organizational resilience. Travel firms that encourage employees to communicate openly, share lessons learned, and document processes are more capable of navigating uncertainty and responding quickly to operational disruptions. Knowledge-sharing practices like mentorship, regular meetings, and collaborative forums help build a cohesive organizational memory and reduce information bottlenecks. However, qualitative analysis revealed that although some knowledge sharing efforts existed, many organizations still relied predominantly on informal methods such as WhatsApp groups and monthly staff meetings, which were not supported by formal policies or systematic frameworks. Firms that discourage or neglect systematic knowledge sharing face operational inefficiencies, communication gaps, and duplication of efforts, which weaken their overall resilience. This conclusion supports SDG 17 (Partnerships for the Goals) by reinforcing the value of collaboration both within organizations and across the tourism industry. It also supports SDG 4 (Quality Education) by cultivating informal learning through peer engagement, professional mentorship, and continuous knowledge exchange. Institutionalizing knowledge sharing not only improves day-to-day operations but also contributes to a broader culture of resilience, learning, and development.

RECOMMENDATIONS

The study recommends that managers should institutionalize structured knowledge-sharing mechanisms across departments by establishing regular interdepartmental meetings, encouraging collaborative projects, and developing internal platforms such as intranet portals or shared drives where employees can access and upload information. Managers should also implement mentorship programs that link experienced staff with new employees to support the transfer of tacit knowledge. In addition, organizations should foster open communication by recognizing and rewarding employees who contribute to knowledge sharing, while integrating feedback channels, suggestion systems, and informal forums such as knowledge cafés or after-action reviews. These practices should help reduce knowledge silos, improve information flow, and strengthen team resilience.

The study also recommends that sector institutions-including GTRCMC-EA, TPA, KATO, KATA, TOSK, Ecotourism Kenya, and the Tourism Regulatory Authority-should develop policy frameworks that mandate structured knowledge-sharing initiatives and offer institutional support for their implementation. These frameworks should include guidelines for creating shared tourism data repositories and protecting proprietary information while promoting collective learning. The Ministry of Tourism and Wildlife, Tourism Promotion Fund, Kenya Tourism Board, Tourism Research Institute, Kenya Tourism Federation, and the State Department of Tourism should integrate knowledge-sharing requirements into licensing and compliance processes. The County Government of Nairobi should also support these efforts through funding, infrastructure and coordination mechanisms to build a more resilient tourism ecosystem.

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