KNOWLEDGE MANAGEMENT PRACTICES OF SELECTED NON-PROFIT ORGANIZATIONS IN THE HEALTH SECTOR - NAIROBI COUNTY

BY

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DECLARATION

I hereby declare that this project is my own work and has never been submitted for a degree in any other university or institution.

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The research project has been submitted for examination with my approval as a university supervisor.

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DEDICATION

This project is dedicated to my family and friends, for their support and constant encouragement to always 'look at the stars'. For standing by my side and as always being my loudest and heartiest supporters, you are all truly remarkable. Thank you for believing in me.

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ABSTRACT

Knowledge is increasingly being recognized as a vital asset for organizations. The management of knowledge, therefore, is considered important in the formation and transfer of organizations intellectual assets. Non-profits operate in a unique environment and for non-profit organizations in the health sector the management of knowledge is indeed a complex due to the amount of knowledge generated in health service delivery. These organizations ought to engage in knowledge formation and its transfer to achieve long-term organizational effectiveness and success. When organizations are able to incorporate knowledge in the development of value-creating strategies, this increases their ability to respond to the demands of stakeholders, development of their workforce and support to critical service delivery. The purpose of this cross-sectional research was to establish the status of knowledge management practices at selected non-profit health sector organisations in Nairobi through means of a survey questionnaire. This questionnaire was directed to management teams as these were thought to be the knowledge practitioners within their various organizations. The overall finding is that knowledge management related practices are well-established within these select organizations. It was, however, found that the role of leadership in knowledge management practices was rather limited and there was need for the formalisation of those responsible for steering forward the knowledge management agenda within these organizations. The creation of knowledge-sharing culture was found to be enabled by information technological applications and a favourable organizational culture. The research findings also recognize the value in knowledge management and observe that knowledge management has improved the use of organizational memory and intellectual capital and made efforts to improve operational performance. This study recommends that the alignment of knowledge management policy to organizational strategy in health sector non-profit organizations in Nairobi County will act as a guideline on knowledge dissemination within these organizations. The role of organizational leaders as the vanguards of knowledge management practices will encourage knowledge-sharing throughout the organization.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Knowledge management practices play a very crucial role in organizational change and development. In the ever-changing operational environment, organizations need to effect successful change, through strategically assessing their knowledge resources and capabilities in order to define their knowledge strategy and reduce knowledge gaps (Murthy & Nayak, 2007).The application of knowledge management, through the processing of intellectual assets within organizations, is the key to sustainability and organizational performance. Organizational practices in knowledge management are, therefore, fundamental to the overall achievement of long-term organizational success.

The theory of organizational knowledge creation put forth by Nonaka & Takeuchi (1995) argues that the organizations interactions with its environment, together with the means by which it creates and distributes information and knowledge, are more important when it comes to building an active and dynamic understanding of the organization. Any organization that dynamically deals with a changing environment ought to not only process information efficiently but also create information and knowledge (Nonaka,1994).

Health delivery is a knowledge-driven process hence knowledge management and knowledge management capacity provides an opportunity for improvement of process performance (Nilakanta, Miller, Peer, & Bojja, 2009). In Nairobi, selected

health non-profits have developed initiatives like Afri Afya and HENNET where one of the purposes is to provide all participating organizations with ideas, processes and tools that might strengthen the performance of their own organizations in innovative interventions aimed at addressing complex challenges in health services delivery. AMREF's telemedicine initiative enabled health care workers to conduct remote consultation and diagnostics. Knowledge management has been identified as a priority for health as a way of strengthening programs that improve the health of the local communities by providing relevant information at the right time to facilitate the decision-making process.

1.1.1   Knowledge Management

Knowledge management refers to how firms acquire, apply and store their own intellectual capital (Wickramasinghe, 2003). According to Liew (2007) knowledge management includes knowledge creation, sharing and application to create and or sustain organizational value and competitive advantage.Kakabadse, Kouzmin, & Kakabadse (2001), Levine & Moreland (1999), recognize that creation and transfer of knowledge is a critical factor for organization's success and competitiveness.

The key to achieve and maintain a competitive advantage, an organization must develop efficient means for creating knowledge, transferring knowledge and integrating knowledge. There is no doubt that organizations that adopt knowledge management practices in a strategic manner are frequently identified as successful organizations (Jashapara, 2004).Knowledge management is concerned with the exploitation and development of knowledge assets in order to fulfil an organization's objectives.

The key issues to developing knowledge management include how organizations capture, retain and disseminate knowledge and what important benefits are derived from these practices. Bahra (2001) indicates that the central premise behind knowledge management is that all factors that lead to superior performance-organizational creativity, operational effectiveness and quality of products and services are improved when better knowledge is made available and used competitively.

1.1.2 Knowledge Management Practices

Knowledge management practices are the observable organizational activities that are related to knowledge management (Zack, McKeen & Singh, 2009).The importance of implementing formal approaches to knowledge management to influence the application of organizational knowledge has borne various knowledge management practices. From a knowledge management standpoint, previous studies have found that there is a linkage between knowledge management practices and organizational performance. Suzana and Kasim (2010) study on the role of knowledge management practices in improving performance of organizations found that the levels of knowledge management practices were important criteria in determining and improving organizational performance.

Knowledge management practices take different forms therefore it is necessary to take a flexible approach in describing and classifying them. Earl (2001) clustered these practices into six categories that include leadership, knowledge capture and acquisition, training and mentoring, policies and strategies, communication and incentives.

Coombs and Hull (1998) describes an approach with practices which are both formal and informal; paper based and electronic, people-driven or system derived; wholly knowledge-centred or only partially knowledge-centred and so on. These observable routines are involved directly in the application of knowledge resulting in an organization's capability to transform its operations and explore new opportunities.

1.1.3 Non- Profit Organizations in the Health Sector-Nairobi County

Non-profits are groups organized for purposes other than generating income (Legal Information Institute, 2013). These organizations have to be attentive on how to turn their inability to profit into a stronger competitive edge in the non-profit world. Within health non-profit organizations, the use of knowledge management techniques is important as there is tremendous amount of knowledge created that supports the efficient and effective performance and delivery. Nevertheless, the complexity of the health delivery brought on by the increasing cost of provision of quality health services presents a special challenge for the adoption of knowledge management systems by health sector organizations(Bali, Dwivedi, & Naguib, 2005), even though the impact of such adoption is expected to be tremendous.

There are over 100 non-profits registered in Nairobi County annually (Wamai, 2008).This growth is in part contributed by societal values where there is a collective need to address societal problems. The growth of non-profits is, however, also attributed to the declining ability of the Government of Kenya to deliver basic services as the country's economic growth rate does not match the steady population growth rate. Non-profit organizations offering tailored and high-quality services are formed to fill the gap and deliver these services.

With the population increasing at a rate of 3% annually since independence (Kanyinga & Mitullah,2007), there has been rapid increase in the urban population which has increased government spending and consequently weakened the government's inability in providing efficient basic services such as health services. These government incapacities have served as an inducement for the formation of many non-profit organizations to deliver basic services to the population.

Health non-profit organizations deal with an inordinate amount of information in support of their role in service provision, policy making and planning and in their involvement in participatory health planning processes. Organizations like AMREF have developed a knowledge management strategy. Shoo,Matuku,Ireri,Nyagero & Gatonga (2012) found that AMREF have set up a culture of knowledge generation for influence of policy and practice. The organization has established online knowledge sharing platforms which encourage sharing across the organization while also making this knowledge available for stakeholders. AMREF's capability as a leading research organization shares evidence-based knowledge with others to advocate for changes in health policy and practice.

1.2 Research Problem

The primary goal in knowledge management is to create and share knowledge more efficiently in an organization. In order to this, organizations identify and engage various practices to make this knowledge more available and ensure workers have access to it. Sheffield's (2008) view on knowledge management is that it is systematically more complex in health-focused organizations. This is even more so in non-profits as it is often in the context of emergency and is non-deferrable.

In recent years, the number of non-profit organizations providing health services within the County of Nairobi has increased particularly in addressing women's health and health education. Access to information has emerged as a key issue in health delivery both internally in health non-profit organizations and in the collaborative efforts between health non-profit organizations. Kanyinga & Mitullah (2007) indicate that non-profits in the health sector constitute 8.3% of non-profits though no study has been conducted on extent of knowledge management practices within these health specific organizations.

While authors have described the adoption of knowledge management in the non-profit sector as limited and informal (Lettieri, Borga & Salvodelli, 2004), knowledge management is still identified as a key strategy in improving operational performance for non-profits. Researchers like Hall (2003) found that it is important to develop a framework to provide a more integrated understanding of what knowledge managers should try to manage and propagate organizational self-production. For authors like Malhotra (2002), knowledge management is concerned with the organization's adaptation, survival and competitiveness in a rapidly changing environment.

There are, however, been criticisms levelled against the application of knowledge management with various studies indicating challenges in knowledge management implementation. Mosoti and Mesheka (2010) focuses on how knowledge management practices are carried out in organizations in Nairobi and described challenges in organizational culture, organizational strategy and organizational leadership in the effective implementation. Malhotra (2002) reports that knowledge management initiatives have consumed substantial financial resources and efforts and that despite

the great cost incurred, these initiatives have failed. Ondari-Okemwa (2004) investigation on knowledge in Sub-Saharan Africa identifies inadequate information and communication technologies and lack of political goodwill as some the factors inhibiting knowledge management. Cheruiyot, Jagongo & Owino (2012) study on knowledge management in manufacturing enterprises point out that managers in manufacturing enterprises need to foster sustainable competitive advantage, innovation and quality production they need to embrace and institutionalize knowledge management practices. None of these studies however directly address knowledge management in non-profits in the health sector.

Despite the criticisms, many organizations have embarked on initiatives to manage knowledge. There are compelling reasons for organizations to adopt knowledge management practices. Knowledge management as a paradigm in health-focused organizations is relatively new and there exists minimal research to guide academic and organizational stakeholders. With the identification of the critical role that knowledge management plays, the question arises on how organizations that are not necessarily driven by profit manage knowledge of their employees and the entire organization as a whole. What knowledge management practices are currently being applied at selected non-profit organizations in the health sector in Nairobi County?

1.3   Research Objective

The research objective of the study was to establish the status of knowledge management practices of selected non-profit organizations in the health sector in Nairobi County.

1.4 Value of the Study

According to Hume and Hume (2007), only minimal examination has been conducted in the non-profit sector. Research to date has been limited to for-profit organizations. With the premise that research studies should make contributions to the literature in knowledge management, this study aims to contribute to the growing knowledge base on the current utilization of knowledge management practices.

The ability to apply observable organizational activities into effective knowledge creation and knowledge sharing is critical to any organization. Results from this study might contribute to Nonaka and Takeuchi's (1995) theory of organizational knowledge creation by attempting to provide evidence of how non-profits in the health sector organizationally amplify knowledge created by individuals to form a part of the knowledge network within these same organizations. While this study will investigate non-profits that are very dynamic, it will be interesting to discover if the knowledge management practices vary due to this dynamism. All in all, successful organizations in the 21st century must be highly capable and master the ability to absorb, assimilate, share and convert information to new knowledge (Goll, Johnson, & Rasheed, 2008; Shaikh, 2004).

The practical implications of this research to management teams are the best practices currently in employ in health non-profits. With knowledge management still evolving, this should investigate how knowledge management initiatives are applied in everyday practice within these non-profits. The findings may provide direction to management teams on how and where to invest when identifying knowledge management practices.

It is important for non-profits, to familiarise themselves with the knowledge management practices that organizations are applying in retaining and sharing knowledge. This is a useful contribution to practice as management teams should apply lessons learnt and best practices in knowledge management to ensure that benefits are ensured. Past experience can act as a useful guide for management teams when setting their knowledge management agenda .This in turn helps to facilitate effective management of their knowledge resources.

For organization's policy makers, this study has the potential to support the ability of management teams to identify the appropriate support mechanisms and frameworks that can be instituted in the application of knowledge management. For successful knowledge management, it is important for policy makers align the management of knowledge to the strategic goals of the organization. The results of this study could also be used in finding efficient solutions in managing knowledge in non-profit organizations and can be integrated within organizational rules and directives aimed at building a knowledge-driven organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the research study contains a selective review of current and foundational literature concerning knowledge management and explores the facilitation of knowledge management and value of knowledge management in organizations. This section is not intended to provide an exhaustive view of knowledge management but observes particular attention to the views about knowledge management practices.

2.2 Theoretical Perspectives

The first step in an investigation regarding knowledge management practices starts with the definition of knowledge. Drucker (1993) states that knowledge is information that changes something or somebody either by becoming grounds for action, or making an individual or an institution capable of different and more effective action. Drucker's (1992) knowledge-worker productivity theory discerned the role of knowledge worker pointing out the worker owns the knowledge assets and the workers productivity is based on individual use and update of these assets.

The knowledge revolution propagated by Drucker (1991) focuses on improving the productivity of knowledge workers who would recognize the ability to allocate capital to productive use. He postulated that the workers' knowledge of their job is the starting point for improving productivity, quality and performance.

The focus on the establishment of knowledge bases within organizations has been recognized as part of improving productivity in organizations (Drucker, 1991). Nonaka (1995) on the other hand, holistically brought forth the organizational knowledge creation theory which raised questions on how organizations process knowledge, and more importantly on how they create knowledge. Central to this theory, is the assumption that the fundamental task for any organization is how efficiently it can deal with information and decisions in an uncertain environment.

This study focuses on organizational knowledge as this incorporates both the people and the operating environment. Though individual knowledge forms the basis of organizational knowledge creation, organizations are increasingly aware of the need for a knowledge focus in their organizational strategies as they respond to changes in the environment.Gao, Li, & Clarke (2008) that knowledge management in organizations must have clear objectives on the efficient and effective management of existing knowledge and the utilisation of personal knowledge for achieving organizational goals. In this way, organizations generate, communicate, and leverage their intellectual assets.

2.3   Knowledge Management Practices in Organizations

Nonaka and Takeuchi (1995) conducted research over the years on Japanese companies, and were convinced that knowledge creation has been the most important source of these companies' international competitiveness. According to the theoretical framework of organizational knowledge creation, introduced by Nonaka and Takeuchi (1995), the capability of a company as a whole to create new knowledge is to disseminate it through the organization, and embody it in services and systems.

The phenomenon of organizational knowledge creation in Japanese companies was a contrast to the Western tradition of information processing. Nonaka and Takeuchi (1995) emphasized that Japanese companies were able to create knowledge through the knowledge conversion process.

Earl's (2001) research on knowledge management practices in Canada grouped knowledge management activities by naming them as policies and strategies, leadership, incentives, knowledge capture and acquisition, training and mentoring and communications. This study found that most knowledge practitioners assigned the responsibility for knowledge management practices to managers. The research also found that capturing and using knowledge from other industry sources was popular and identified this as the absorptive capacity within organizations. Training and mentoring were also identified as practices on how organizations develop, transfer and retain the knowledge of their workers. Knowledge practitioners interviewed in this study encouraged experienced workers to transfer their knowledge to new or less experienced workers and provided informal training related to knowledge management.

Mosoti and Masheka (2010) study on knowledge management practices in Kenya investigated both profits and non-profit organizations. They found that the prevalence of knowledge management was dependent on the size of the organizations with the indication that small and micro size organizations ignored knowledge management practice implementation. This study further found that technology played a role in the capture and the sharing of knowledge but organizations did not maximize in the use of knowledge management due to the limitations in culture, leadership and strategy.

In the study capitalizing on knowledge management for non-profits, Zurbuchen (1998) found that knowledge management is still developing .Most companies are learning as they go when attempting to capture, sort and disseminate knowledge. The study indicates that non-profit organizations should tailor knowledge management practices to fit their organizations and that there is no one right solution for every organization. The findings to this investigation found that knowledge management tries to move people from information to expertise. Successfully implementing knowledge management practices will require organizations to re-examine current communication tools and patterns.

Wiig (2002) indicated that the key objective of knowledge management was to develop and maintain the ability of employees to perform knowledge-intensive tasks. It is important to continuously engage employees in continuous learning in order for organizations to maintain their competitive edge. However, new training programs need to be developed to build personal expertise for the knowledge-based organizations. Application of both formal and informal training programs have been found to enhance the developed of skills in the workplace.

The case of Buckman Lab by Pan and Scarbrough (1998) indicate that knowledge management practices have been successfully used over the years. The study discovered the relationship of organizational effectiveness and the effectiveness of the people. A well entrenched knowledge management approach geared towards widespread information technology and improved employee skills was found to be the basis for organization's productivity.

Wiig (2002) established that successful knowledge management practices typically need to be supported by complementary efforts in different domains. Lee & Choi (2003) supported this claim by ascertaining that the two categories of knowledge management enablers were systems and infrastructures which ensure that knowledge is created, captured, transferred and (Pan & Scarbrough, 1998) shared. It is therefore important to consider the activities needed for governance and infrastructure in addition to the operational activities that are the centre of attention.

2.4 Information Technology and Organizational Culture

Knowledge from individuals needs to be converted into organizational knowledge and information technology is used as the tool for converting information into knowledge. Alavi and Leidner (2001) indicated that communication technologies are critical for all the key processes in knowledge management. The authors further state that technology is extremely important to knowledge management through the capabilities it provides in the form of communications, collaboration, and the storage of vast amount of data, information and knowledge.

Akiyoshi's (2008) study revealed that Information Technology (IT) is considered to be a driving force for knowledge creation. Grover and Davenport (2001) said that recent studies have shown that organizations use some kind of IT infrastructure to deal with knowledge management projects. In recent years, IT tools have been developed to allow immediate feedback from who are able to validate the content of any information uploaded into any available portal or assessment tool.

However, IT alone is insufficient for increasing an organizations collective intellect. English and Baker (2006) describes a knowledge-enabled culture as that which consists of a system of aligned human resource policies, tactics, processes, and practices that ensure knowledge is captured, created, shared, used, and reused to achieve superior organizational results as a sustainable advantage.

To cultivate a learning organization, leaders should promote an organization culture toward knowledge sharing. Organizational leaders should be in the forefront in promoting change in the cultural direction that values continuous learning. Leaders must, however, promote both individual and organizational learning.Roman-Velazquez (2004) studied the organizational culture and knowledge management with a focus on government and non-profit organizations and the results showed a positive response for knowledge flow in culture-based organizations.

Kalkan (2008) put forward that organizations have to move towards a knowledge-oriented culture in order for their knowledge management initiatives to succeed. In addition, he argued that a knowledge-oriented culture challenges people to share information throughout the organization. He pointed out that it was the duty of top management to develop an organizational culture rooted in confidence and trust where employees would feel they were a valuable part of the organization.

Furthermore, Kalkan (2008) suggested that the creation of a knowledge oriented organizational culture is through informal structures such as knowledge communities which can be used as a platform where the organization values and encourages knowledge creation and sharing.

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According to Liebowitz (1999), a healthy organizational culture is imperative for success in knowledge management. Liebowitz believed bureaucratic cultures suffer from a lack of trust and a failure to reward and promote cooperation and collaboration. Further, he argued that without a trusting and properly motivated workforce, knowledge is rarely shared or applied. Knowledge management organizations must develop a culture and environment that supports the goals of knowledge management organizations. Improving an organization's culture should be a top priority in an organization's strategic plans. Empirical research and organizational scholars have demonstrated the importance of culture to enhancing organizational performance and competitiveness (Cameron & Quinn, 2006).

2.5   Value of Knowledge Management

The strategic management of knowledge is of great importance to the success of any organization in a knowledge-intensive industry. Nonaka (1991) argued that in a knowledge-creation company, the benefits accrued from an implementation of knowledge management are rooted in the ability by a company to recreate the company and everyone in it in a non-stop process of personal and organizational self-renewal. Bell (1999) found that knowledge has always been central in the operation of society. However, in today's knowledge economy, organizations are increasingly aware of the need for a knowledge focus in their organizational strategies.

The benefits of knowledge management for the non-profit sector are tremendous. Staff attrition in non-profits is very high in non-profits and poses a major problem in retaining organizational knowledge. This knowledge increases productivity as workers spend their time in productive ventures rather than spending time searching for missing information and repeating mistakes. This is especially critical in health non-profits due to the large amount of information generated in health services delivery. When organizations retain individuals and provide them the tools to be more productive, this leads to influence and ultimately furthering their mission. Beijerse (1997) showed that the average company used 20% of the knowledge that was potentially available in the organization and that huge amounts of money were spent on a yearly basis on reinventing things that already existed.

For many organizations, the character of knowledge has changed towards a more objective, theoretical knowledge with a focus on systemization of knowledge. The successful incorporation of knowledge management means that people understand better how to use it and have more influence on knowledge creation. This in turn (Beijerse, 1997) provides better knowledge outputs for others and they start the process over again.

For an organization to enhance performance, it must be able to create new knowledge by combining knowledge with knowledge and knowledge with resources as well as change internal processes and structures (Kaplan, Schenkel, & Weber, 2001).Jasmuddin, Klein, & Connell (2005) say that knowledge sharing seems to be one of the main practices of knowledge management which involves the use and creation of value from organizational knowledge.

Barrett, Cappleman, Shoib, & Walsham (2004) found that in emerging knowledge-based environment, the main importance of organizations is placed in the processes of knowledge sharing, which is seen as crucial to organizations success. Knowledge management initiatives bring more advantages to the organizations through their ability to lower costs, offer superior service and increased workforce efficiencies.

Knowledge management contributes to improved decision-making. In the ever-changing operational environment, individuals in non-profits are becoming knowledge workers with organizational productivity being highly dependent on their decisions. Organizational leaders should support the development of decision-support tools that are useful in meeting the timeliness and utility of decision information that will be required by these organizational workers.

The nature of development emphasises that the complex, uncertain and unpredictable nature of development makes new demands on non-profit organizations and those that work in them. Individuals in these organizations use knowledge to adapt to the changing environment and promote innovation. Knowledge management facilitates change in work by using knowledge that their colleagues generate and the organizations experience. Organizational learning is recognised as a requirement for non-profit organizations to respond to the challenges in the complex aid environment. Non-profits face the constant dilemma of limited resources and the conditions of funding require that non-profits leverage organizational strengths by capturing individual knowledge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the methodology and approach followed in this research for the investigation on the extent of knowledge management application in non-profits. The research design process encompassing the measurement instruments, steps followed in data collection and the method of data analysis.

3.2 Research Design

Descriptive research design was used in this investigation. It allowed the researcher to describe the characteristics of a population or phenomena (Zickmund, 2003), and present a picture of the specific details of a situation, social setting, or relationship (Neuman, 2006).This research employed a survey-based cross-sectional research design. This approach was selected as data would be collected at one point in time and it represented the data from knowledge workers across functional areas regarding the knowledge management initiatives at selected non-profits in Nairobi County.

Creswell (1994) describes survey design as a description of trends, attitudes and opinions of a population by studying a sample of the population. From the sample results, the researcher generalized about the whole population. The use of a sample survey was selected due to this ability to generalize from a small sample and its relative affordability and convenience.

3.3   Population of the Study

A target population refers to a specific pool of study participants that share the same characteristics or have similar experiences (Neuman, 2006). The population in this study were fifteen (15) selected non-profits in the health sector in Nairobi County. The findings of this study were used to make a generalization about the use of knowledge management practices.

This kind of research proved useful as it provided a quick snapshot of the status of the study's research problem. These non-profit organizations were selected as they were different and each organization provided a different mix of organizational systems, behaviours, the scope of operations and the size of the organization. This investigation looked into practices within select non-profits that possessed unique characteristics and were quite dynamic.

3.4   Data Collection

The two categories of data collection as depicted by Saunders, Thornhill, & Lewis (2009) are primary and secondary data. Primary data is collected for a specific purpose by the researcher and the information is gathered by interviews, questionnaires or observations. This study used the structured questionnaire as its survey instrument. In order to arrive at an in-depth investigation of knowledge management implementation in the research entities, various management team personnel, mainly departmental heads, country and programme coordinators and middle management personnel completed the survey questionnaire.

The self-administered questionnaire was chosen because it is said to encourage respondents to give considered, frank answers without the pressure to impress the person administering. Powell (1999) recognises the benefits of this method due to its ability to collect a large amount of data in a short period of time. It is also adaptable and has the ability to minimise response due to bias.

3.5   Data Analysis

In line with the research design adopted in this study, this study used factor analysis as the method of analysis. Factor analysis belongs to a statistical approach used to identify a relatively small number of factors that can be utilised to represent relationships among sets of many interrelated variables (Norusis, 1993).Three basic steps were undertaken to conduct factor analysis; computing the correlation matrix of all variables, extracting the factors, and rotating the factors to create a more understandable factor structure for interpretation (George & Mallery, 2001).

This kind of analysis was valuable in the assessment of the data to be collected. The data was analysed to include responses concerning the characteristics of knowledge management practices implemented in various non-profits, the knowledge management enablers covered in the literature review and the perceived value of knowledge management practices from the standpoint of knowledge management practitioners within these non-profits.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1   Introduction

This chapter presents the results of the study and is organized in four sections. First, the demographic results are presented. This is followed by a descriptive presentation of information technology (IT) and organization culture in knowledge management. This is then followed by the descriptive presentation of knowledge management practices. Finally, a presentation of the value of knowledge practices is presented. The study uses the organizational knowledge creation theory propagated by Nonaka & Takeuchi (1995) to investigate the knowledge management practices.

4.2   Analysis of Demographic Data

This section presents the results of the demographic data ranging from the gender of the respondents, duration the respondents had worked in the non-profit sector and the management status of the respondents.

Figure 1:   Gender of Respondents
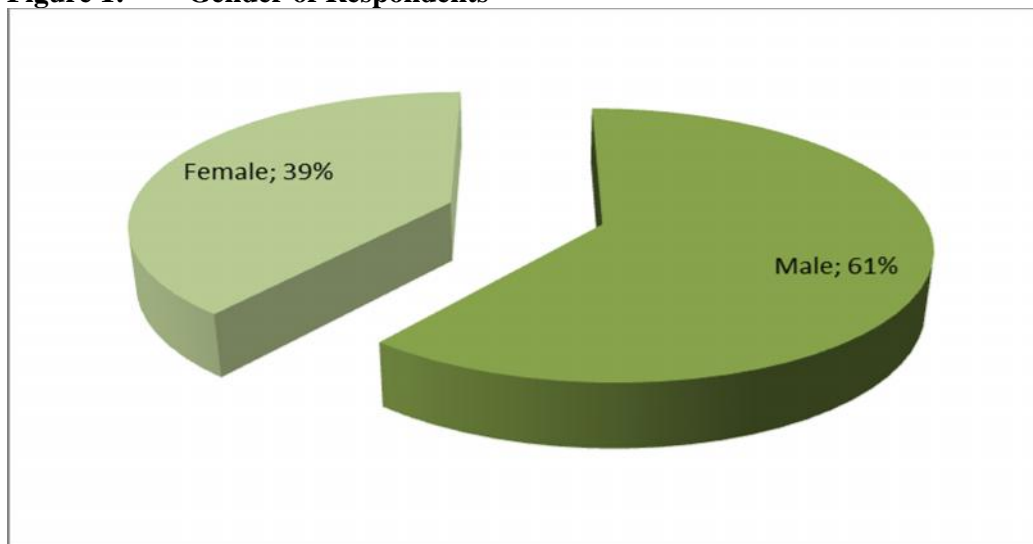
The respondents were asked to state their gender. The result in Figure 1 shows that 60.9% of the respondents were male whereas 39.1% were female. The sample was therefore biased towards male respondents. This may be loosely interpreted to indicate that there is limited representation for women in management positions in the health non-profits in Nairobi; however, this can only be affirmed upon further research.

Figure 2:   Respondents' Experience in the Non-Profit Health Sector
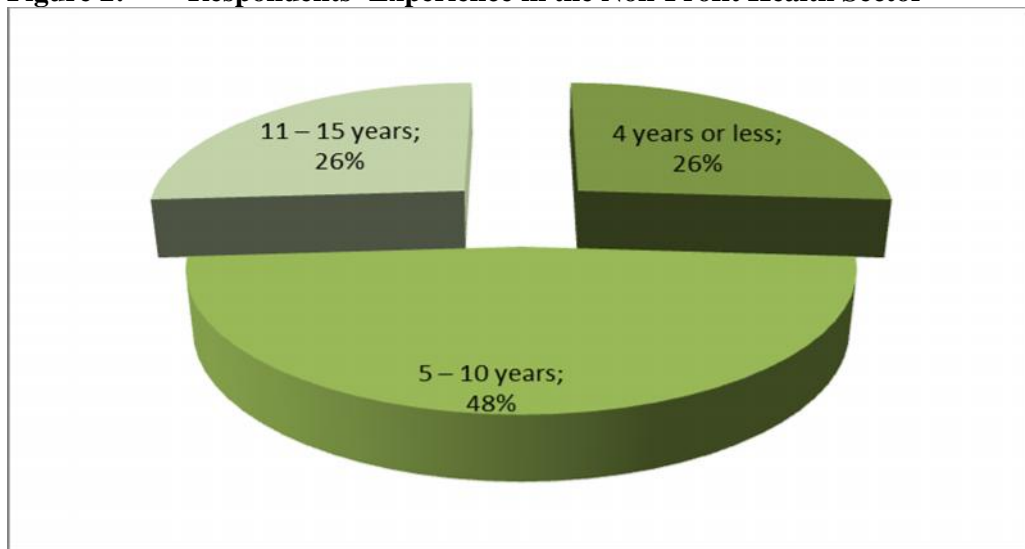
The respondents were asked to state the length of time they had worked in the non-profit sector. As shown in Figure 2, 26 % of the respondents stated that they had worked in the non-profit sector for 4 years or less, 48% of the respondents stated that they had worked in the non-profit sector for between 5 and 10 years while another 26% of the respondents stated that they had worked in the non-profit sector for between 11 and 15 years.

Figure 3:   Management Status
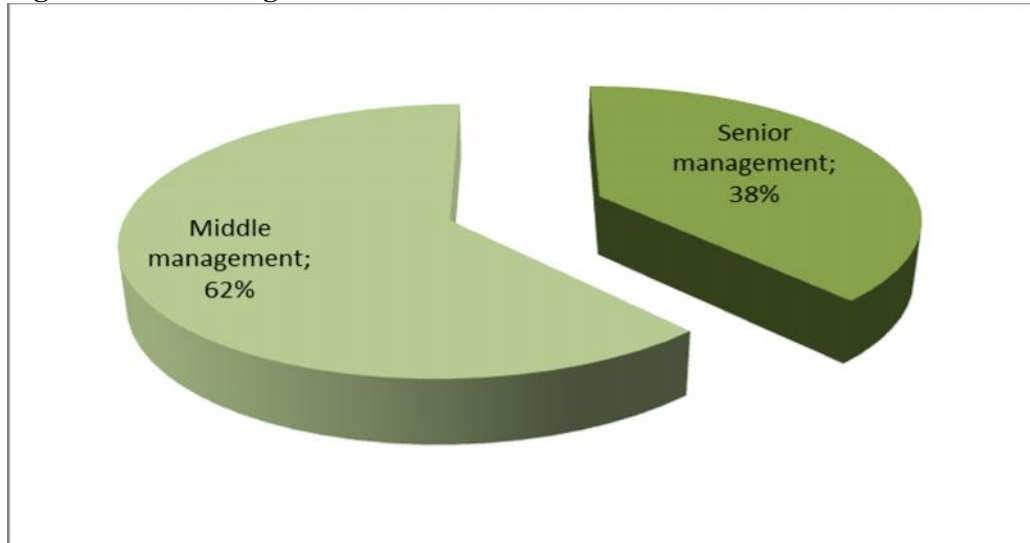
The respondents were asked to state their management statuses. As shown in Figure 3, 38% of the respondents sated that they were in senior management and 62% were in middle management.

4.3   Information Technology and Organization Culture

This section presents the descriptive analysis of the influence of both information technology and organizational culture in knowledge management initiatives. The results are presented in Table 1, Figure 4, and Table 2.

Table 1:   Elements associated with knowledge management initiatives

Elements	Frequency	Percent
IT systems	20	87
Programs designed to develop the skills of employees	17	74

The respondents were asked to state the elements that are associated with knowledge management initiatives within their organization. The results in Table 1 show that 87% of the respondents stated that IT systems were associated with knowledge

management initiatives in their organization while 74% of the respondents stated that programs designed to develop the skills of employees was associated with knowledge management initiatives in their organization.

Figure 4:   Information Technology Tools for Knowledge Transfer
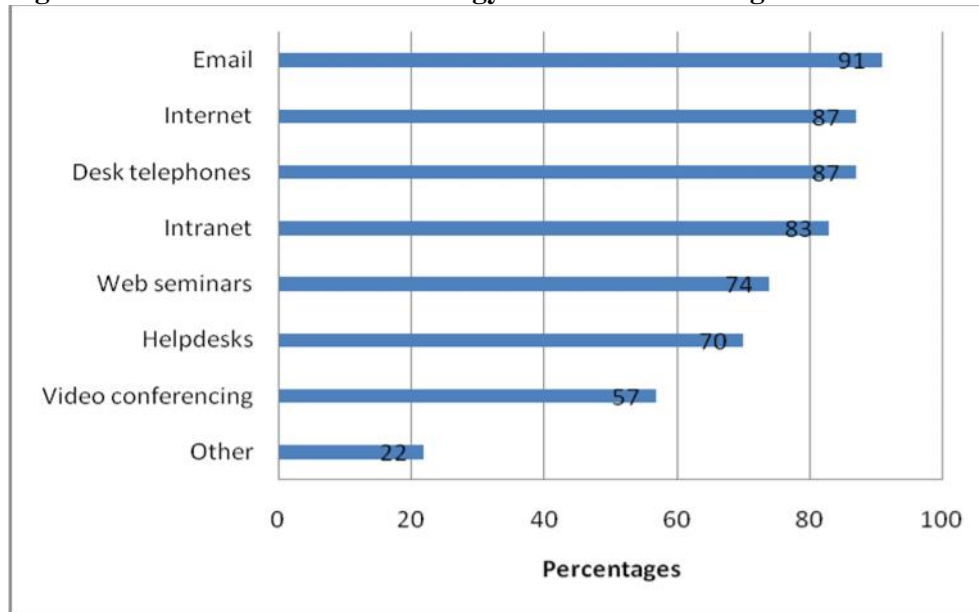
The respondents were asked to state the technologies that they were currently using in their organizations to transfer information and knowledge. As shown in table 5, 91% of the respondents stated that they used email to transfer knowledge, 87% of the respondents stated that they used desk telephones to transfer information , 83% of the respondents stated that they used intranet to transfer information, 87% of the respondents stated that they used internet to transfer information in their organization, 57% of the respondents stated that they used video conferencing to transfer information, 74 % of the respondents stated that they used web seminars to transfer information while 70% of the respondents stated that they used helpdesks to transfer information within their organization. Other respondents stated that they used newsletters and social media to transfer information within their organization.

These results indicate that the respondents are aware of the associations between knowledge management and information technology networks. While the more traditional tools like telephones are still in use, organizations are using newer technologies like web seminars and video conferencing in knowledge exchange. A study conducted by Akiyoshi (2008) confirms these findings by indicating that information technology is the driving force in knowledge management implementation.

These organizations have embraced technology in knowledge transfer and recognized the need to pay attention to valuable knowledge that can be used to form organizational strategies. It is important to recognize that profuse amounts of tacit and explicit knowledge are generated and the organizational challenge is to identify and locate the knowledge and determine how it is captured and transferred (O'Dell & Leavitt, 2004).

While information technologies are critical enablers to knowledge management , the involvement of the users in the knowledge management implementation contributes to its effective use .Authors like Collins (2001) recognize that organizations should never begin their transitions with pioneering technology because you cannnot make good use of technology until you know which technologies are relevant to your goals.Organizations should also not focus entirely in the technologies but look into the development of an enabling organizational culture that complements the use of information technologies to come up with effective knowledge management systems.

Table 2:   Influence of Organizational Culture on Knowledge Management

Statements	Agree (%)	Mean	SD
My job offers an opportunity for the development of my skills and expertise	96	3.09	0.42
In my organization, my ability to create and share knowledge is realized	96	3.30	0.56
My organization values and encourages knowledge creation and sharing	100	3.57	0.51
I use various IT tools for knowledge sharing as I do my work	100	3.30	0.47
I am regularly given support so that I perform my job better	96	3.09	0.42
I am allowed to come up with new ideas to improve my performance	100	3.35	0.49
My supervisor makes important decisions and provides me with enough operational guidance as I work	83	2.87	0.46
Coordination within departments is promoted	61	2.83	0.89
Average		**3.18**	**0.53**

The respondents were asked to rate the statements according to the situation as they applied in their organization. As shown in table 6, 96% of the respondents agreed that their job offered them an opportunity for the development of their skills and expertise, 96% of the respondents agreed that in their organization, their abilities to create and share knowledge was realized, 100% of the respondents agreed that their organization valued and encouraged knowledge creation and sharing.

In terms of organizational support, 96% of the respondents agreed that they were regularly given support so that they perform their job better, 100% of the respondents agreed that they were allowed to come up with new ideas to improve performance and another 100% of the respondents agreed that they used various IT tools for knowledge

sharing as they did their work. 83% of the respondents agreed that their supervisors made important decisions and provided them with enough operational guidance as they worked while 61% of the respondents agreed that coordination within departments was promoted though it was the lowest rated in the promotion of organizational culture.

This section identifies that organizational culture does influence knowledge management within these non-profits. This is in alignment to Liebowitz (1999) findings assuring that a healthy organizational culture is critical for the success in knowledge management. While the researcher is aware of the difficulty in quantifying culture, certain elements on organizational behaviour can be gauged to indicate an enabling environment to promote knowledge management within organizations.

The results in assessing organizational culture influence indicate that individual efforts are being applied in the knowledge management processes as the statement that received the weakest support was in relation to promotion of coordination within departments. This may indicate a culture of hoarding as indicated by Ondari-Okemwa (2004).Health non-profits should create policies that show the benefits of a collaborative process in knowledge-sharing and integrate this in the workplace so that it becomes an every-day practice rather than the exception. Organizational leaders should inspire employees to view the knowledge management process as an organizational driver for success and to articulate the importance when the process is participatory. Organizational leaders should also ensure that the knowledge flow in their organizations is not hampered by the bureaucratic layers that may act as a deterrent to sharing information.

4.4   Knowledge Management Practices

The study sought to examine the use of formal, informal and everyday knowledge management practices as identified in Chapter 2 in Earl's (2001) knowledge management practices in Canada whose research established knowledge management practices related policies and strategies, leadership, knowledge capture, training and mentoring and communications. The results of the descriptive analysis are presented in Table 3 while those of factor analysis are shown in Table 4.

The statement that received the least support was on whether the organizations captured undocumented knowledge from employees prior to their leaving the organization. A large percentage of the respondents, 87% agreed that virtual knowledge sharing is practised within its organization and a similar percentage indicated that their organizations do capture best practices in knowledge repositories. These health organizations use communities of practice to enable knowledge practitioners to take collective responsibility for managing knowledge and create a direct link between learning and performance. This knowledge management practice enables the sharing of best practices and lessons learned across geographical and sometimes organizational boundaries.

The results positively confirm that   knowledge management practices at health non-profits in the county of Nairobi are present. Most of the statements receive positive support from the respondents confirming the prevalence of knowledge management practices. These findings are a direct confirmation to the extent of knowledge management practices in health non-profit organizations in the County of Nairobi.

Table 3:   Descriptive Results of Knowledge Management Practices

Statement	Percentage	Mean	SD
Policy strategies			
The organization has an effective written knowledge management policy or strategy	82.6	2.9565	.56232
The organization has an effective values system or culture intended to promote knowledge sharing	91.3	3.0435	.47465
The organization has either policies or programs intended to improve workforce retention	100	2.3913	.49901
Average		**2.7971**	**0.5120**
Leadership			
Knowledge management practices are the responsibility of senior management and middle management	73.9	2.7826	.79524
Knowledge management are the responsibility of non-management workers	39.1	2.2609	.68870
knowledge management practices are the responsibility of knowledge management officer or KM business unit	26	2.3043	.55880
Average		**2.4493**	**0.6809**
Knowledge capture			
The organization captures undocumented knowledge from employees prior to their leaving the organization	47.8	2.4348	.72777
The organization captures explicit knowledge of best practices or lessons learned in the knowledge repositories or portals accessible for possible re-use	86.9	3.2609	.68870
The organization encourages workers to participate	73.9	3.0870	.79275
Average		**2.9276**	**0.7364**
Training and mentoring			
It provides formal training related to knowledge management	56.5	2.5652	.50687
It provides informal training related to knowledge management practices	82.6	2.8696	.45770
It encourages workers to transfer their knowledge to new or less experienced workers	82.6	3.1304	.69442
It encourages workers to continue their education by providing funding for work related courses	58.5	2.5652	.66237
Average		**2.7826**	**0.58034**
Communications			
It facilitates the sharing of knowledge and information by accessing directories to find subject matter experts	73.9	2.8261	.57621
It shares knowledge and information by regularly submitting best practices or lessons learned to knowledge repositories or portals	82.6	2.9565	.56232
It facilitates virtual knowledge sharing via communities of practice or team not located in the same geographical area	87	2.9565	.47465
Average		**2.9130**	**0.5377**

The study confirmed that respondents had a positive response to the presence of workforce policies to improve workforce retention. While there was limited positive response to the presence of formal training in knowledge management, the conclusion is that informal training is being conducted as an alternative. According to Monavvarian and Kasaei (2007), it is important for organizations to have a proper training programme so that employees are able to contribute to the creation and transfer of knowledge.

The existence of an effective knowledge management policy and strategy indicated the commitment from policy makers in leading their organizations in becoming knowledge-centric. This indicates a positive influence in the advancement of policy-making focused in knowledge management in these organizations. The findings in Table 3 can be interpreted to mean that, the organizations are able to repeat past successes and log in lessons learned to promote efficiency and effective operations within their organizations. While the drive for any non-profit organization is not necessarily for competitive advantage, the ability to replicate success and ultimately improve service delivery to stakeholders is of key interest.

As shown in Table 4, the most significant knowledge management practices were policy strategies, knowledge capture, training and mentoring, and communications as shown by their mean scores which were larger than 2.5. On the other hand, the results show that leadership was not considered a significant practice or the organizations management team has not overtly promoted knowledge management. This indicates that leadership has largely not instrumental in shaping knowledge management practices at these particular non-profit organizations in Nairobi County.

Table 4:   Knowledge Management Practices

Statement	Factor Loadings	Factors
It facilitates the sharing of knowledge and information by accessing directories to find subject matter experts	.825	Factor 1
It facilitates virtual knowledge sharing via communities of practice or team not located in the same geographical area	.804	
It shares knowledge and information by regularly submitting best practices or lessons learned to knowledge repositories or portals	.700	
The organization has an effective values system or culture intended to promote knowledge sharing	.601	
The organization has an effective written knowledge management policy or strategy	.850	Factor 2
It provides formal training related to knowledge management	.821	
The organization has either policies or programs intended to improve workforce retention	.570	
Knowledge management practices are the responsibility of senior management and middle management	.863	Factor 3
Knowledge management practices are the responsibility of knowledge management officer or KM business unit	.740	
It provides informal training related to knowledge management practices	-.459	
The organization captures undocumented knowledge from employees prior to their leaving the organization	-.830	Factor 4
The organization encourages workers to participate	.782	
It encourages workers to transfer their knowledge to new or less experienced workers	.235	
It encourages workers to continue their education by providing funding for work related courses	.709	Factor 5
Knowledge management are the responsibility of non-management workers	.810	Factor 6
The organization captures explicit knowledge of best practices or lessons learned in the knowledge repositories or portals accessible for possible re-use	.681	

The factor analysis results shown in Table 4 reveal that there are six (6) knowledge management practices identified in this study. Factor 1 comprises 4 items, Factor 2 has three items, Factor 3 has three items, Factor 4 has three items, Factor 5 has one item and Factor 6 has two items. Thus, from the five practices that were envisaged in the study, an extra factor was identified to make the total number of six factors.

4.5   Value of Knowledge Management

The study sought to examine the perceived gains of using knowledge management. The results of the descriptive analysis are presented in Table 5.

The respondents were asked to rate the statement according to the situation as they applied in their organizations. The results in Table 5 show that 60.9% of the respondents agreed that through the use of knowledge management practices, their organization had prevented duplicate or redundant operations, 78.3% of the respondents agreed that their organization had improved workforce efficiency and productivity through the use of knowledge management practices, 82.6% of the respondents agreed that their organization had improved the use of organizational memory and intellectual capacity by use of knowledge management practices.

On employee satisfaction, 82.6% of the respondents agreed that it improved through the use of knowledge management practices, 78.2% of the respondents agreed that there was improved operational performance through collaborative efforts of communities of practice while 80% of the respondents agreed that application of knowledge management practices in their organization provided evidence of organizational reform and transformation. The overall mean of 2.8913 shows that the use of knowledge management practices is perceived to be valuable to the health non-profit organizations.

Table 5:   Results of the Value of Knowledge Management

Statement	Percentage	Mean	SD
Through the use of knowledge management practices, my organization has prevented duplicate or redundant operations	60.9	2.5652	.84348
It has improved workforce efficiency and productivity through the use of knowledge management practices	78.3	3.0000	.79772
It has improved the use of organizational memory and intellectual capital by use of knowledge management practices	82.6	3.0000	.73855
Employment satisfaction has improved through the use of knowledge management practices	82.6	2.8261	.57621
There is improved operational performance through collaborative efforts of communities of practice	78.2	2.9565	.76742
Application of knowledge management practices in my organization provides evidence of organizational reform and transformation	80	3.0000	.67420
Average		**2.8913**	**0.73293**

4.6   Discussion of the Findings

The purpose of the research was to investigate the knowledge management practices being applied in non-profit organizations in the health sector in Nairobi County.

The underlying premise to this investigation was that organizations should engage in knowledge management formation, storage and dissemination to achieve long-term organizational effectiveness and efficiencies.

The study finds that the health sector non-profit organizations are using technology in knowledge exchange with some organizations forging ahead by using instant messaging platforms across geographical locations. As shown in Chapter Two, this echoes the study by Alavi and Leidner (2001) who observe that communication technologies are critical for all the key processes in knowledge management.

This is critical as it provides capabilities in information sharing, collaboration and the use of electronic repositories to store information and knowledge. While information technologies may be seen to objectify knowledge and turn it to inert information, emerging technologies are quickly adapting to allow organizational workers to create, adapt and modify their own technological tools.

As it is difficult to measure organizational culture, this research used various organizational elements as the units of measure or indicators. Respondents on the whole agreed that organizational culture influenced knowledge management. As identified in the Literature Review section, Roman-Velazquez (2004) study on organizational culture and knowledge management in relation to government and non-profit organizations showed a positive effect for knowledge flow in culture-based organizations. However, the lowest scored culture indicator at 61% on promotion on coordination within departments may be interpreted to mean that there is still an element of knowledge hoarding and management teams should advocate for organizational repositories to combat.

Earl (2001) research on knowledge management practices formed the investigative group of five distinct knowledge management activities. Nevertheless, the factor analyses conducted indicate that there are six different knowledge management practices being applied by these select health non-profits in Nairobi County. The additional factor may be as a result of most non-profits having tailored different practices to suit organizations with unique mixes or systems and behaviours. The findings are agreeable to Zurbuchen's (1998) study that knowledge management is still developing and organizations should find the right solution to its needs.

Barrett, Cappleman, Shoib &Walsham (2004) investigation on the perceived value of knowledge management confirms that the importance of organizations is placed in the process of knowledge sharing which is essential to the success in organizations. A large proportion of the respondents of this study are aware of the importance of knowledge management in streamlining operations so that there are no duplicate or redundant operations. The confirmation that organizations are seen to be transformational when they utilize knowledge indicates that the respondents are aware of the benefits of knowledge management in their organizations. Most importantly, it was found that knowledge management has improved workforce efficiencies and productivity through the use of knowledge management practices and through improved operational performances through use of communities of practice.

The research goal was achieved and the findings have definitively addressed the various initiatives undertaken by health-focused non-profit organizations in Nairobi in concerted efforts in managing knowledge. The findings have found to support the theoretical framework of organizational knowledge creation where the aptitude of the organizations as a whole is to create new knowledge and disseminate it through the organization and epitomize it in services and systems (Nonaka & Takeuchi, 1995).The organization's fundamental task, and in particular those that operate in similar conditions to non-profits, is how efficiently it can deal with information and decisions in uncertain environments.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter presents the summary of research findings, conclusions described in detail in the previous chapter. It further describes the limitations of the study, recommendations for policy and practice, and also makes suggestions for further research.

5.2   Summary

The organizational knowledge creation theory propagated by Nonaka & Takeuchi (1995) was used to establish the status of knowledge management practices in selected non-profit organizations in the health sector in Nairobi County. The data indicated that indeed knowledge management practices are in place within these organizations and are being used to drive the knowledge management agenda further. Common outcomes from the data collection indicated that there is a prevalence of use of information technologies and that most organizations recorded an enabling organizational culture.

The research question addressed what practices are currently being applied at the selected health sector non-profit organizations and the factor analysis shows that there are six knowledge management practices that have been identified in this study. The perceived gains to using knowledge management were also identified with the overall suggestion that knowledge management plays a positive role in improving operational efficiencies with and in particular improved organizational performance.

5.3 Conclusion

In line with the research objectives, the results confirm that health non-profit organization share knowledge through the implementation of knowledge management through various practices. The study concludes that policy strategies, knowledge capture, training and mentoring, and communications are applied as knowledge management practices in non-profits in Nairobi. It further concludes that six unique knowledge management practices are existent in these non-profits. The findings determine that information technologies and organizational culture are enabling elements in the investigation of knowledge management implementation.

The research investigated the topic in the context of non-profit organizations and shows the relevance of knowledge management for this sector. The gains of knowledge management to the non-profit organizations are recognized and realized. However, to foster and sustain knowledge management, a specialized unit or knowledge manager should be appointed to manage knowledge within these organizations. This study also found that it is important to develop leadership within organizations to lead the knowledge management agenda. Knowledge management units should be formed and would have the responsibility to enforce knowledge management policies and programmes.

 The findings indicated that these selected health non-profit organizations have used knowledge management in improving operational performance and improved workforce efficiency and productivity. The implementation of knowledge management, however, was found to be individualised and organizational culture does not promote knowledge sharing across functional units.

Due to the large amount of knowledge generated by health non-profits, organizations must ensure that management efforts in knowledge management implementation safeguard existing critical knowledge. There should also be a conscious effort in ensuring a circular flow of knowledge with feedback mechanisms to the organizational policy-makers on knowledge management implementation and the dissemination of valuable management-generated information to knowledge workers.

This research concludes that most of the health non-profit organizations do not capture knowledge from staff prior to their leaving the organization. These organizations can mitigate the risk of losing critical knowledge through staff attrition by capturing knowledge through initiatives like job-shadowing, mentoring and the active documentation of processes, procedures and standards.

5.4   Recommendations

The study recommends that organizations should adopt more ways of sharing knowledge/information among employees in order to improve their knowledge management capacities. The alignment of knowledge management policy to the organizational strategy will act as a guideline on how knowledge should be disseminated within the organizations.

The study also recommends that knowledge management will be harnessed more if the leadership component is further developed and is at the forefront in encouraging knowledge sharing. Based on these research findings, the role of leadership in managing knowledge management activities was lacking and this could likely result in inefficiencies if organizations do not harness the knowledge it generates.

Incentive programs which reward knowledge sharing will encourage employees to actively share knowledge with their colleagues. This may go further in encouraging cross-department knowledge sharing and will encourage coordination between different departments. This may be beneficial in reducing duplicate operations within organizations and as a whole creating a learning organization.

5.5   Limitations of the Study

The study used the survey questionnaire as the data collection instrument. This was the only survey approach and no attempt has been made to triangulate the data collected for example by use of other collection approaches like observation data. Unfortunately, this was found to be beyond the scope of this particular study as it possessed neither the time nor resources to conduct multiple data collection approaches. Future studies with additional resources could attempt the cross-verification by use of multiple sources and further extend the study.

The survey limits the respondents to those in a management capacity both those in senior management position and in middle management. No attempt has been made to include different levels of personnel as this study focused on the knowledge management decision-makers identified as those in management positions. The limitation to this is that senior management, as the decision-makers in how their organizations implement knowledge management, may be tempted to portray only positive views on knowledge management in their organizations.

5.6   Area for Further Research

This study proposes that future studies need to expand the scope and include non-profits in remote areas in Kenya in order to provide findings that can be generalized to these organizations. It is also recommended that studies should approach research through a multi-sectoral approach as this may provide valuable information on whether organizations differ in terms of their knowledge management practices by sector.

The findings indicate importance of culture in implementing knowledge management. Culture should be incorporated in the organizations' vision on how to create and share knowledge .Common patterns and relationships revealed the importance of sharing best practices and re-generating organizational learning in an effort to increase productivity in organizational workers and improve on the efficiencies of operations through organizational coordination. Further research is needed to determine the relationship between organizational culture and knowledge management.

The use of information technology provides a wide-range of tools for knowledge sharing .This study confirmed the use of information technology as a facilitator of knowledge management implementation and how information technology is used to support collaboration between departments. The respondents indicated the use of the emerging technologies like social messaging, like Skype, as a facilitator of knowledge sharing across geographical divides. This provides instant, on-the-spot exchange of information between employees and also across organizations. Follow on research can investigate the impact of social messaging in the improving implementation of knowledge management within organizations or between sector partners.

5.7   Implication on Policy, Theory and Practice

Key contributions that arise in this study are the relationship between effective knowledge management and organizational performance. The findings in this study provide confirmation that workforce efficiency and improved operational performance are as a result of the application of knowledge management.

The results of this research indicate that focus needs to be directed in the areas where knowledge management practices were found to be poorly developed, for instance in leadership and departmental coordination. Policy-makers may use the findings from the information technology tools to look into the investment potential of various IT infrastructures. While information technologies may change year to year, priorities should reflect critical information that may change organizational performance.

The use of knowledge management practices in knowledge implementation form the basis of a knowledge management strategy. The findings in this research found that the selected health sector non-profit organizations in Nairobi County are indeed using knowledge management practices for implementation of knowledge management in their organizations and positively identified that their organizations had an effective knowledge management strategy in place and also scored high in organizational culture as an enabling factor in knowledge management. This is the contribution to theory and supports Nonaka and Takeuchi's (2005) organizational creation theory which indicates that while new knowledge is developed by individuals, organizations play a critical role in articulating and amplifying that knowledge.

The existence of six different knowledge management practices in health non-profit organizations is the contribution to practice. Health non-profits may need to analyse these practices and adopt them to their specific organizational settings. The findings may be used as insight to management teams in areas where the organizational leaders should support knowledge management initiatives. Health non-profits should look into the development of a specialised knowledge management unit or create the position of knowledge management manager who will steer the knowledge management agenda in the organizations.

The implication to practice recognises the role of organizational culture in knowledge management. The influence of top management is recognised as an enabler in establishing a knowledge sharing culture and when knowledge management is purposively applied, the development and use of knowledge and information increases the effectiveness of health non-profits.

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APPENDIX I

QUESTIONNAIRE

This questionnaire is designed to collect information to investigate the extent of knowledge management practices in your organization. This questionnaire has been designed to protect the identity of the respondents. All information collected is confidential and none of the questions are aimed at identifying any of the respondents.

A.DEMOGRAPHIC QUESTIONS: The questions in this section will be used for comparative purposes and will be used to compare groups of respondents in terms of their answers.

1. What is your gender? *Please mark with an "X" where applicable*.

Male	1
Female	2

2. Please indicate the length of time you have worked in the non-profit sector.

    Please mark with an "X" where applicable

Four (4) years or less	1
Between 5 and 10 years	2
Between 11 and 15 years	3
16 years and more	4

3. What is your management status?

    Please mark with an "X" where applicable

Senior Management	1
Middle Management	2

B: INFORMATION TECHNOLOGY AND ORGANIZATION CULTURE IN

KNOWLEDGE MANAGEMENT

This section records the influence of both Information Technology (IT) and

Organizational Culture in Knowledge Management Initiatives

Information Technology

4. Which of the following elements are associated with Knowledge Management

   initiatives within your organization?

   Please mark with an "X" where applicable

KM Element	
IT Systems	1
Programmes designed to develop the skills of employees	2

5. Which of the following technologies are you currently using in your

   organization to transfer information/knowledge? *Please mark with an "X"*

   where applicable

ICT Tool	
Email	1
Desk telephones	2
Intranet	3
Internet	4
Video Conferencing	5
Web Seminars(Webinars)	6
Helpdesks	7
Others (please specify) 1.................	8

Organization Culture

Organization culture represents shared assumptions or perceptions that an organization has learned while coping with the ever changing environment.

Please rate the following statements according to the situation as it applies in your organization. Please indicate your answer by using the scale provided. *Please mark with an "X" on the applicable option.*

	STATEMENT	Strongly Disagree	Disagree	Agree	Strongly Agree
6.	My job offers an opportunity for the development of my skills and expertise.	1	2	3	4
7.	In my organization, my ability to create and share knowledge is realized.	1	2	3	4
8.	My organization values and encourages knowledge creation and sharing.	1	2	3	4
9.	In my organization, I use various IT tools for knowledge-sharing (information exchange) as I do my work.	1	2	3	4
10.	In my organization, I am regularly given support so that I perform my job better.	1	2	3	4
12.	In my organization, I am allowed to come up with new ideas to improve my performance.	1	2	3	4
13.	In my organization, my supervisor makes important decisions and provides me with enough operational guidance as I work.	1	2	3	4
14.	In my organization, coordination within departments is promoted.	1	2	3	4

C: KNOWLEDGE MANAGEMENT PRACTICES

This section records the use of formal, informal and everyday knowledge management practices. This will cover practices related to policies and strategies, knowledge capture, training and mentoring and communications.

Please rate the following statements according to the situation as it applies in your organization. Please indicate your answer by using the scale provided. *Mark with an "X" where applicable.*

	STATEMENT				
	Policies and Strategies	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
1.	My organization has an effective written knowledge management policy or strategy.	1	2	3	4
2.	My organization has an effective values system or culture intended to promote knowledge sharing.	1	2	3	4
3.	My organization has either policies or programs intended to improve workforce retention.	1	2	3	4
	Leadership	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
4.	In my organization, knowledge management practices are the responsibility of senior management and middle management.	1	2	3	4
5.	In my organization, knowledge management practices are the responsibility of non-management workers.	1	2	3	4
6.	In my organization, knowledge management practices are the responsibility of knowledge management officer or a KM business unit.	1	2	3	4

	Knowledge Capture	Strongly Disagree	Disagree	Agree	Strongly Agree
7.	My organization captures undocumented knowledge from employees prior to their leaving the organization.	1	2	3	4
8.	My organization captures explicit knowledge of best practices or lessons learned in knowledge repositories or portals accessible for possible re-use.	1	2	3	4
9.	My organization encourages workers to participate Communities of Practice.	1	2	3	4
	Training and Mentoring	Strongly Disagree	Disagree	Agree	Strongly Agree
10.	My organization provides formal training related to knowledge management practices.	1	2	3	4
11.	My organization provides informal training related to knowledge management practices.	1	2	3	4
12.	My organization encourages workers to transfer their knowledge to new or less-experienced workers.	1	2	3	4
13.	My organization encourages workers to continue their education by providing funding for work-related courses.	1	2	3	4
	Communications	Strongly Disagree	Disagree	Agree	Strongly Agree
14.	My organization facilitates the sharing of knowledge and information by accessing directories or expertise locators to find subject-matter experts.	1	2	3	4
15.	My organization shares knowledge and information by regularly submitting best practices or lessons learned to knowledge repositories or portals	1	2	3	4
16.	My organization facilitates virtual knowledge-sharing via Communities of Practice or team not located in the same geographical area.	1	2	3	4

D: VALUE OF KNOWLEDGE PRACTICES:

This section records the perceived gains of using knowledge management practices.

Please rate the following statements according to the situation as it applies in your

organization. Please indicate your answer by using the scale provided. *Mark with an*

"X" where applicable.

	STATEMENT	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	Through the use of knowledge management practices, my organization has prevented duplicate or redundant operations.	1	2	3	4
2.	My organization has improved workforce efficiency and productivity through the use of knowledge management practices.	1	2	3	4
3.	My organization has improved the use of organizational memory and intellectual capital by use of knowledge management practices.	1	2	3	4
4.	Employee satisfaction has improved through the use of knowledge management practices.	1	2	3	4
5.	In my organization, there is improved operational performance through collaborative efforts of Communities of Practice.	1	2	3	4
6.	Application of knowledge management practices in my organisation provides evidence of organizational reform and transformation.	1	2	3	4

Mission/Activities of Non-Profit Organizations

Mission/activities	%
Enhancement of social and economic welfare	52.2
Helping the disadvantaged groups	10.8
Women rights advocacy and empowerment	4.3
Economic empowerment	4.4
Health care services	8.3
Promotion of spiritual growth	5.8
Foster welfare of professionals	3.4
Civic education and community awareness	4.1
Provide legal aid and awareness	0.8
Support small scale business	2.5
Support small scale farming	3.4
Total	100

Source: *The non-profit sector in Kenya,size,scope and financing* by Kanyinga,K., and Mitullah,W. (2007),Institute of Development Studies, University of Nairobi.

APPENDIX III

Survey Population

AAH
AMREF
CCM
CISP
COOPI
COSV
INTERSOS
Action Contre La Faim
MSF
UNICEF
WHO
COMSED
Global Health Sector
GRT
World Vision International

Source: WHO-Health Sector Human Resources-International/National Organisations Present in Nairobi,Kenya,2005