KNOWLEDGE MANAGEMENT CAPABILITIES AND PERFORMANCE OF INTERNATIONAL HUMANITARIAN ORGANIZATIONS IN KENYA

BY

DEBORAH ATIENO ONYANGO

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DECLARATION

I hereby declare that this research project is my original work and has not presented in any other institution

Signature…………………………………... Date…………………...................

DEBORAH ATIENO ONYANGO

REG NO: D61/74183/2014

This research project has been submitted for presentation with my approval as the university supervisor.

Signature…………………………………... Date…………………...................

DR. JOHN YABS

SENIOR LECTURER,

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

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DEDICATION

This research project is dedicated to my late parents, Eng. David Onyango Owino and Mrs. Augenia Onyango, who from a tender age instilled the value of education in me, and always taught me to invest my time in continuous learning. With Gods guidance, I am fulfilling their wish for me. I also do appreciate greatly the support I have received from my nuclear family; they have cheered me on all the way through.

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ABBREVIATIONS AND ACRONYMS

BSC	-	Balanced Scorecard
ECHO	-	European Commission Humanitarian Aid Department
HA	-	Humanitarian Aid
IAWG	-	Inter Agency Working Group
IC	-	Intellectual Capital
IHOs	-	International Humanitarian Organizations
IOs	-	International Organizations
ISP	-	Internet Service Providers
IT	-	Information technology
KM	-	Knowledge Management
KMC	-	Knowledge Management Capabilities
KMIC	-	Knowledge Management Infrastructure Capabilities
KMP	-	Knowledge Management Process
KMPC	-	Knowledge Management Process Capabilities
NGO	-	Non-Governmental Organization
RBV	-	Resource-Based View
SPSS	-	Statistical Package for Social Sciences
UN	-	United Nations
UNEP	-	The United Nations Environmental Programme
UN-HABITAT	-	United Nations Human Settlements Programme

ABSTRACT

In the present dynamic business environment, Knowledge has taken centre stage as a valuable resource for firms, the most unique feature being that this knowledge is embedded in the minds of the workers within the firms. More so, the management of knowledge is considered important in the formation and transfer of organization's intellectual assets. Due to the rapid development of information technology, the increased search for knowledgeable human resource, and the monotony that exists in humanitarian organizations in Kenya, this study sought to address the following question: What is the influence of KM capabilities on performance of international humanitarian organizations in Kenya? The population of this study comprised of all the 62 international humanitarian organizations operating in Kenya as identified by the Relief web in 2016. Primary data was sought from management using a self-administered semi structured questionnaire. The quantitative data compiled was analysed using descriptive statistics, using SPSS version 21 and Microsoft excel. The study also used multiple regressions analysis to analyse the data, in order to measure the relationship between the four KM capabilities and the performance of international humanitarian organizations in Kenya. The findings of the study noted that respondents were in agreement that their organizations base their performance on knowledge creation. The research further shows that most respondents agreed that their firm's continuous learning, training and development is most valued and encouraged. The study then concludes that KM capabilities affect the performance of international humanitarian organizations in Kenya. These KM capabilities include technological advancement, organization structure, organization culture and human resource. Based on the outcome and conclusions, the study recommends that managers of international humanitarian organizations should adopt technology that influences them to identify the locations of specific kinds of knowledge within their firms . The technology used in the organization should facilitate employees from different geographical locations to learn and train as a group from multiple sources and at different points in time. This will be supported by the relevant organization structure, the culture that exists within the organization and most importantly, the workers. This research further recommends that continuous learning, training and development within the firm has to be valued and encouraged, giving emphasis to knowledge creation, and as a result, firms can achieve their objectives.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Knowledge is currently recognized as being an essential resource in any organization as it exists in an environment that is very much technologically interconnected and in essence knowledge is seen as a fundamental element of successful businesses. Even though certain forms of proprietary information are easily transferable, employee knowledge is not freely copied. This therefore implies that knowledge embedded in the worker's minds can be lost when they depart from the organization. Therefore, the key goal of managers is to transfer employees' intellectual assets in form of knowledge into a firm's knowledge. To productively transform this knowledge, management requires KM capabilities. In the studies of Barberand (2006), he notes that a key concern that has developed in regards to knowledge management is how to realize it successfully. As firms begin to achieve and implement their knowledge, they need clarity on the key factors that will impact knowledge management, which in this case are the knowledge management capabilities.

This study was anchored on the resource-based view (RBV) theory by Wernerfelt (1984) which is built on the concept of economic rent and perspective that a company is an assortment of capabilities. The study was also hinged on the cognitive learning theory which presumes that the human mind will develop knowledge and meaning through a systematic growth of one's intellectual abilities. Finally, the study adopted the dynamic capabilities theory postulated by Teece (2007) which infers that firms with bigger progressive capabilities will outrun firms with smaller capabilities. Performance of International Humanitarian Organizations is critical since it is often a matter of life and death for the affected people.

The speed and efficiency with which an IHO reacts to a disaster or crisis will determine the level of impact it will have, how many lives it will save and how successful the mission will be. However, most of the IHOs in Kenya have recorded poor performance levels in terms of delivery against objectives, sustainability, efficiency and value for money (Wafula, 2012).

In a time of rapid technological improvement, the potential to use KM to improve the quality of project implementation is increasing exponentially (Noordende, 2010). KM can play a key role both in prevention of humanitarian catastrophes and in building capacity to improve disaster response and in addition, help to strengthen coordination and communication in emergencies. By evaluating the performance of humanitarian support, a keen interest is taken on the use of KM in innovative ways to humanitarian projects, as it plays a critical component in helping extend the impact, reach and scale of initiated programs by the international humanitarian organizations (Agoti, 2014).

Politics within a firm, ethnic diversity and cultural values do not favor IHOs to acquire implicit knowledge and translate it to definitive knowledge. Research by Beauchamp and Bowie (2010) on knowledge management practices in use by Nairobi-Kenya based non-profit organizations show that 93 per cent of respondents were agreeable to reasons for using KM practices, including to advance, acquire and put in use knowledge originating from outside an organization. The study further shows that only 17 per cent of the organizations made some attempts to account for the effectiveness of organization's KM practices against 83 per cent who did not, pointing to the organizational culture. In fact most of the threats faced by the 62 IHOs in Kenya are on how to establish and apply KM processes as part of a firm's culture, its overall strategy and the management or leadership (Ondari & Minishi, 2007).

1.1.1 Knowledge Management

In this erratic environment, successful firms are those that continuously invent new knowledge and circulates it widely within their firms, and so the realization that knowledge must be governed productively is becoming a priority for managers within organizations (Castanias and Helfat, 2014). Borrowing from the definitions of Dilnutt (2013), knowledge management is the procedure of recognition, expansion, and management of intellectual capital within the firm to create superior value, raise productivity and achieve a sustainable competitive advantage. In this regard, we can conclude that KM is a resource, coined to guide strategy, processes within the firm, and information technology that support organizational learning and development, thereby recommending that KM is increasingly becoming a major resource nerve for organizations. In reference to that statement, and aaccording to DeLong & Fahey (2010), KM now is now considered a key strategy for a firm's competitiveness.

Popularly cited KM success cases currently are all private sector based (Wiklund, 2005). However, research into the techniques for designing those successful KM characteristics into International Humanitarian Organizations (IHOs) is elementary and in essence does not adapt smoothly into the IHO's sector (Young, Smith and Grimm, 2012). The rising competitive forces extensive in many of Kenya's non-government sectors (whether they are for funding, philanthropic donations or sponsorship) have compelled all non-government organizations to change tact into more "commercial" business like processes (Volberda, 2004) such systems include knowledge management.

1.2 Knowledge Management Capabilities

To ensure a sustainable competitive advantage, firms must now take advantage of their unique intellectual assets and create knowledge that strategically places them in their chosen markets against their competitors. In order to achieve this, firms should ensure to measure existing knowledge so as to identify the value of new information within the firm, incorporate it, and in return, put it into use to create new knowledge and develop the firm's capabilities. Capabilities refer to the firm's capacity to sufficiently manage resources to support performance within an enterprise (Beijerse, 2010). This is increasingly becoming more critical in the current knowledge economy.

Further, Chuang (2004) adds that KM capability is the capacity to organize and put in use KM-based assets in relation to other resources within the firm. Gold et al (2001) being the pioneers in KM provide an exhaustive model of KM capabilities measurements in the view of firm's capabilities. According to their study, the KM capability of an organization comprises of two key components: knowledge management process capabilities (KMPC) and knowledge management infrastructure capabilities (KMIC). KMIC constitutes culture, structure and technology, while KMPC is made up of acquisition of information, application conversion and protection. These elements are crucial organizational capabilities and are provisions for an effective KM.

1.1.3 Firm Performance

Performance is used to gauge how effectively a firm has met its goals whether financial or non-financial. Therefore, performance in most cases will be equated to success (Penrose, 1959). Performance of IHO's is evaluated on their ability to raise funds to fulfill their organizational goals and objectives.

Defining performance for non-profit organizations is quite a task due to the vast diversity of organizational missions and objectives and the fact that these organizations have multiple stakeholders whose priorities differ significantly (Castanias & Helfat, 2014). Choy, Ye and Lin (2009) define performance from a humanitarian perspective as a cumulative discharge of multiple systems of local, national and internationally based organizations which focus on alleviating suffering, saving lives, and maintaining human dignity, in cases of natural disasters or when there are man-made crisis like wars

When measuring the nexus between KM and firm performance, it is imperative to note that the outcome will rely on the research methodology used (Carr, 2006). The measure of performance in this study will be guided by the balanced scorecard (BSC) postulated by Kaplan and Norton (1992) as it is a tool that assists stakeholders with an extensive measure of how the organization is advancing towards its strategic goals. This tool is useful as it will surpass common financial measures but include additional contexts such as a firm's internal processes, the view of the customer, and the learning and growth view (Kaplan and Norton, 1992).

1.1.4 International Humanitarian Organizations in Kenya

Kenya experiences a myriad of humanitarian catastrophes which include drought, famine, floods, disease outbreaks, food insecurity, conflict and war. The largest refugee population in the world of 600,000 people is found in Kenya with 450,000 in Daadab, nearly 100,000 in Kakuma and over 50,000 in Nairobi (Feeny & Ives, 2014). This substantiates the range and magnitude of humanitarian activities in the country.

There exists a large presence of UN affiliated bodies as well as global NGO'S that engage in development activities, disaster relief, promotion of healthcare and reconstruction activities in various counties of Kenya. According to the Kenya Relief web in 2016, there are 62 IHOs operating in Kenya. Humanitarian organizations comprise of Non-governmental organizations (NGOs), International Organizations (IOs), the Red Crescent/Cross and United Nations (UN) affiliated bodies, all of which have a commitment to humanitarian principles and are, engaged in humanitarian response activities.

Humanitarian organizations working in Kenya observe that there is a never ending need to establish and promote access to relevant knowledge for evidence-based decision making process. As such several humanitarian based information user groups have been established for coordination purposes, including Inter Agency Working Group (IAWG) on Information Management and Technology, Information Management Working group and Kenya Geospatial user group. Priorities for these working groups have been to target and advance global standards and provide a platform for members to share information and best practices in essence, building a forum to engage cross organization exchange of information.

1.2 Research Problem

Knowledge is now expressed as a valuable asset that is primarily embedded in employees' minds. More so, the management of knowledge is considered important in the formation and transfer of organization's intellectual assets. To competently and productively transform this employee knowledge into useful information, management should enhance Knowledge Management Capabilities (KMC).

In this regard, it is argued that firms that have progressed in applying knowledge management are realizing its benefits (Empson, 2009). Most researchers associate this positive effect of KM on a firm's performance. Nonetheless, it is how firms prioritize their KM resources to form exclusive KM capabilities that resolve a firm's overall effectiveness and performance (Castanias & Helfat, 2014).

Research by Beauchamp and Bowie (2010) on KM practices in use by Nairobi-Kenya based non-profit organizations show that 93 per cent of respondents were agreeable to reasons for using KM practices, including to advance, acquire and put in use knowledge originating from outside an organization. The study further shows that only 17 per cent of the organizations made some attempts to account for the effectiveness of organization's KM practices against 83 per cent who did not, pointing to the organizational culture. In fact most of the threats faced by the 62 IHOs in Kenya are on how to establish and apply KM processes as part of a firm's culture, its overall strategy and the management or leadership (Ondari & Minishi, 2007).

Nyamu (2012) argues that lack of proper information affects delivery among humanitarian organizations in Kenya with most performing dismally in terms of efficiency, value for money, sustainability and innovation. This study concurs with Laura (2014) NGOs ranking who found that most IHOs operating in Kenya and other developing countries performed poorly compared to those in developed countries.
Previous global and local studies in KMC include researchers such as; Nguyen (2010) whose study focused on the measure of KM capabilities in relation to competitive advantage of enterprises in Vietnam.

This researcher used a combination of case studies and testing of hypothesis applying the Resource Based Theory and the Socio-capital theory. The study summarizes that the parallel and interdependent factors of KM capabilities should not be assessed in isolation but should be looked at in a holistic angle so as to improve, exploit and eventually uphold a firm's competitive position.

Khiam (2009) additionally looked at the influence of knowledge management capabilities on the learning organizations and the moderating effect of its infrastructure and corporate culture. The study centers on the post-secondary sector in Hong Kong and findings indicate that an effective KM Infrastructure will lead to a higher level in KM effectiveness. Umar (2014) carried out a study on assessment of knowledge management capabilities of the Nigerian quantity surveying firms and established that if KM capabilities are exploited, they will enhance KM adoption and implementation within the firms.

Hussein, Zaied and Mohamed (2012) further researched on the influence of knowledge management in reinforcing organizational performance and their research findings indicated that there is a great interrelationship between knowledge management capabilities and firm performance at 1% level of significance. Locally, Osano (2008) conducted a survey of knowledge management structures among Internet Service Providers (ISP) in Kenya. Adan (2013) looked at the outcome of knowledge management enablers on firm performance: a case study of Kenya Revenue Authority. Mwangi (2013) focused on knowledge management and performance of Kenya Ports Authority .while Gathua (2013) focused on on knowledge management practices of a few NGOs in the health sector Nairobi County.

Due to the rapid development of information technology, the increased search for knowledgeable human resource, and the monotony that exists in humanitarian organizations in Kenya, this study sought to address the following question: What is the influence of KM capabilities on performance of international humanitarian organizations in Kenya?

1.3 Research Objective

The objectives of this study were to identify;

i) The knowledge management capabilities among international humanitarian organizations in Kenya and

ii) To establish the influence of these capabilities on their performance.

1.4 Value of the Study

The study findings will assist managers of humanitarian agencies, many of whom are unfamiliar with how to make use of KM in their organization by providing valuable inputs and insights, which will help the firms to achieve effective KM Infrastructure.

With the very dynamic business environment, managers need to identify the factors that leverage the advancement of an effective knowledge management based strategy, and provide the workers with optimum available knowledge to support their operations and therefore improve the organizational performance. This study has helped provide IHO managers with an operational model to leverage in planning, operating and sustaining KM initiatives in the diverse Kenyan humanitarian organizations. Further, this will assist policy makers to formulate policies that will help them attain and maintain stable operations and performance levels.

This work has contributed to the theoretical knowledge in the area of fundamental strategic and operational characteristics that must be considered when forming and upholding a successful knowledge management system in humanitarian organizations. In addition, the study has also formed a foundation for further research in the area and for scholars the study has provided understanding and knowledge on the emerging field of knowledge management and knowledge management capabilities.

This chapter centralized on the key concept of strategic knowledge management and discusses the knowledge management capabilities within organizations. The concept of firm performance is also described followed by a description on how knowledge management capabilities affect a firm's performance. The chapter provides an overview of the international humanitarian organizations in Kenya and in conclusion discusses the research problem, in view of previous studies conducted, the research objective and finally the value of the study to the various stakeholders.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses previous studies that have been conducted and theories advanced on knowledge management capabilities. It will cover the theoretical review of knowledge management capabilities, effects of knowledge management capabilities on performance, existing research gap and a summary of empirical literature.

2.2 Theoretical Foundation

The study was anchored on the resource-based view (RBV) theory, cognitive learning theory and the socio-technical theory. The above named theories have presented findings that link successful organization performance to the internal capabilities and resources of organizations.

2.2.1 Resource-Based View

The resource-based view (RBV) theory was formulated by Wernerfelt (1984). It is a popular theory of desirable performance. The basic logic of the theory is its belief that the intended outcome of an effective managerial input within the firm is a sustainable expedient performance. A resource-based view reiterates that a firm adopts its resources and capabilities to create a desirable performance that conclusively results in superior value creation and achieve organizational effectiveness. For a firm to achieve organizational effectiveness it must allocate its resources and capabilities wisely against competing needs as a result of changing business environment (Armstrong, 2009).

According to Dalkir (2005), RBV portrays firms as a collection of resources and capabilities that is required for market or product competition. In this case, resources include organizational capital, physical capital and human capital owned or controlled by a firm which can be used to formulate and execute strategies. Knowledge management (KM) is understood from the context of a firm's capability as organising and availing critical knowledge where and when needed. According to resource-based perspectives, firms excel at the point when they put in place strategies that venture into their unique internal capabilities and resources.

Resource-based scholars consider intellectual capital (IC) to be the firm's strategic resource (Barney, 2011). KM processes and enablers include knowledge acquisition, conversion and application, factors which are used to monitor and expand Social Capital, to heighten firm performance resulting to sustainable competitive advantages. In addition, the knowledge based view of the firm recognizes knowledge as the most strategically significant resource (Grant, 2006). This view interprets a firm to be a divergent knowledge system comprising of knowledge holding workers. Further, other views hold that the firm's role is to organize the work of those workers so that they can generate knowledge and in turn value for the firm (Shattow, 2009).

2.2.2 Cognitive Learning Theory

The cognitive learning theory which presumes that the human mind will develop knowledge and interpretation through a systematic growth of an individual's intellectual abilities, through the mental processes to recognize information, create it, recall it, analyze it, apply it, reflect on it, understand, and evaluate it.

The Cognitivists' (Teece, Pisano & Shuen, 1966) discuss that the learning sequence involves following learning of organization procedures, structure and techniques to advance internal intellective structure which strengthens synapses in the brain. The theory insists that the learner is expected to use skill and knowledge obtained during learning to solve problems in real life situations (Barney, 2011).

According to Joel (2011), organizational continuous learning and development signifies a shift in organizational knowledge and will contribute towards a positive transformation of that knowledge. He further argues that organizational learning theories seek to comprehend the processes which encourages or prevents changes in organizational knowledge, in addition to the influence of learning and knowledge on employees' behaviors and outcomes (Pilbeam & Corbridge, 2006). The focus on the learning related idea is that firms go through intermittent situations, and in response come up with performance systems, that are highly conglomerate and coordinated sets of decisions to deal with the dynamic environment. Firms conform to many factors, like previous performance and competitor performance. The end result is that adaptation to the changes in environment is as a result of unplanned encounters with growth opportunities (Mahapatro, 2010).

2.2.3 Dynamic Capabilities Theory

The dynamic capabilities theory explores how firms build, coordinate, and reconstruct their unique internal and external firm-specific capabilities into new expertise that adopts to the turbulent environment (Teece, Pisano & Shuen, 2009). The theory infers that firms with bigger progressive capabilities will outrun firms with smaller capabilities.

The objective of the theory is to comprehend how firms use their progressive competencies to create and sustain a competitive advantage over their competitors by responding appropriately to the environmental changes. These unique capabilities are a sum of effective, patterned, learned, repetitive behaviors that firms engage in to perform better against the competition (Teece, 2007).

Helfat and Winter (2011) identified two yardsticks for mapping a firm's capabilities: technical fitness, within the firm and evolutionary fitness, external to the firm. Technical fitness refers to how efficiently a competency satisfies its function as a fraction of its cost. A dynamic capability is not something that a firm has or does not have. This measure can show that the dynamic capabilities of some firms may be more or less technically compliant in comparison to other firms. Evolutionary fitness involves the competency that enables the firm to survive outside the company in relation to other firms by creating or modifying its resource base. The dynamic competencies therefore will help a firm to achieve progressive fitness (Leidner & Kayworth, 2008). IHOs have specific competences and resources at their disposal that they can use to align their operations with changes within their market.

2.3 Knowledge Management Capabilities in Organizations

Knowledge management has been linked to contributing towards creating a sustainable competitive advantage for firms (Johannessen & Olsen, 2003). Sspecifically, firms must possess the competence to productively and efficiently leverage on the full capabilities of their resources, in order to create and sustain any competitive positions in the market, against the competitors (Adams & Lamont, 2003).

On the other hand, Lee and Choi (2003) reiterate that knowledge management is made up of the processes needed to manage knowledge and knowledge management capabilities that guide work processes. They further emphasize that these enablers include a firm's structure, its culture, its people and information and communication technology support. Gratton (2007) also observes that determinants of competitive advantage have evolved from financial focused resources to those that emphasize on technological resources and in the current environment, to human capital. While implementing KM strategies, firms routinely begin with a focus on the technology infrastructure, which assists them to acquire and disseminate the firm's expertise.

In the studies of Moffett, McAdam and Parkinson (2003), technological advancement in KM is discussed to have developed through three collective and interrelated stages, being mainframe computers on to personal computers and finally networking. Networking has been emphasized as the prevalent process in Information technology most useful to KM. This is because; information systems within firms are used to store and convey definitive knowledge. In addition, due to globalization, technology assists to tear down barriers of geographical and time differences which influence knowledge sharing between employees through teamwork, information integration and information synthesis.

Secondly, the structural composition of a firm, whether vertical or horizontal may support or impede KM development within firms (Miller, 2012). Eisenhardt and Martin (2010) assert that the structure and policies of a firm are most important for allowing flexibility in use of knowledge management within organizations, which ensures to support the firm's strategy for competitive survival.

Another element of knowledge management is the culture of a firm (Leidner &
Kayworth, 2008). From a social perspective, culture is used to influence cardinal
values and beliefs within firms to certain behaviors. The focus is to ensure to create
attitudes within employees that reflect the values and norms of the firm. This then
translates to a firm's culture that defines the firm as a collection of exclusive values
that positively impact knowledge management through development. It is therefore
imperative to identify these conditions that enforce favorable knowledge management
development that is related to such cultural values (Miller, 2012).

Finally, the human resource within firms is the key enabler of a successful KM
implementation (Lee & Choi, 2003). As it has been discussed, knowledge is an
intellectual asset that is embedded in employee's minds. Therefore this translates that
employees are at the center of forming and developing organization knowledge. In
addition, interaction within the workplace is an important source of unmatched value
of intellectual assets (ODonnell & Berkery 2003).

In order to gain a sustainable competitive advantage, firms need to exploit these
intellectual assets within their workers. Most importantly, managers need to ensure to
come up with systems that encourage employees to create and disseminate knowledge
in addition to sourcing for new ways of motivating staff so as to encourage knowledge
sharing.

2.4 Knowledge Management Capabilities and Firm Performance

The link between KMC and firm performance is highlighted in some KM definitions. The presumption that KMC are necessary for knowledge creation and development that positively impacts organizational performance, have been postulated by researchers that have different opinions regarding the influence of knowledge on performance (Miller, 2012). From the discussions of the knowledge based view theory, a positive influence between knowledge and performance is emphasized. It is assumed that knowledge that is unique, rare and inimitable will guide a firm to a sustainable competitive advantage.

Recent studies have enforced the assumption of a direct influence of knowledge management capabilities on firm performance such as Dilnutt (2013), the outcome from such studies are not that the higher the level of knowledge management capabilities, the better the performance, but that knowledge capabilities have to be pertinent and relevant in order to have positive effects. Wright et al (2010) discuss further this assumption and their findings show that certain knowledge based resources such as human resource and structure directly influence organizational performance, while other resources as culture and technology do not.

In spite of the assumed relationship and connection between the two principals, it is a possibility that some KMC will negatively influence organizational performance, from the research of Eisenhardt and Martin (2010). For instance, agile efforts to leverage knowledge can deter knowledge accumulation and in return, it may essentially not translate into any financial gains.

Furthermore, to encourage sufficient knowledge accumulation, firms need to reorganize existing ways of thinking, behaviors and values. This essentially requires an expression of implicit knowledge that will ensure safeguarding of that knowledge (Leidner & Kayworth, 2008).

2.5 Empirical Studies and Knowledge Gap

Previous empirical studies have examined knowledge management capabilities and how they influence performance. This category focuses on the relationships among the knowledge enablers; the emphasis is on the examination of the effects of knowledge management capabilities. Nguyen (2010), whose study focused on the measure of KM capabilities in relation to competitive advantage of enterprises in Vietnam, the study summarizes that the parallel and interdependent factors of KM capabilities should not be assessed in isolation but should be looked at in a holistic angle so as to improve, exploit and eventually uphold a firm's competitive position. The researcher advises that firms need to develop and renew their knowledge resources continuously in a systematic manner in order to exploit the advantages of these resources to improve firm performance.

Khiam (2009) looked at the influence of knowledge management capabilities on the learning organization and the moderating effect of it infrastructure and corporate culture. The survey employed a descriptive research design. The results of this research showed that the perceived KM capabilities have a significant positive influence on the success in building a learning organization. Umar (2014) carried out research on assessment of KM capabilities of the Nigerian quantity surveying firms.

The study reveals that Quantity Surveyors have a positive perception toward the KM concept and most of them are in the view that knowledge is a key resource to any firm that owns it and they also have the opinion that adopting and implementing KM in the Nigerian Quantity Surveying firms would enhance their ability in carrying out their cost management services. Hussein, Zaied and Mohamed (2012) researched on the role of knowledge management in reinforcing organizational performance. The study used a descriptive research design. Their findings indicate that the aspects of KM capabilities have a positive significant relationship when measured against performance at 1% level of significance; this translates to the existing of a strong correlation between KM capabilities and organizational performance.

Abdul (2013) emphasizes that knowledge management assists firms with the perception and understanding from its past experiences. Certain knowledge management processes will guide firms on how to acquire, utilize and store knowledge for use when problems arise, during learning, training and development, strategic planning and during decision making processes. In addition, it also hinders intellectual assets from degenerating and will contribute to overall intelligence within the firm while increasing flexibility.

In summary, an effective assessment of organizational performance needs to account for the main factors in the external environment of the organization: these include the customers, competitors and suppliers. An organization generally would reach a great performance level while offering exceptional value to customers by advancing the four different knowledge management capabilities: technological advancement, organizational structure, organizational culture and human resources.

As it can be understood from this chapter, knowledge management always demands trying to balance resources to achieve a desired performance outcome. If consistency and competence is the key, then knowledge management capabilities are potentially not so much discussed.

In the dynamic non-governmental organizations environment, firms need to put in place measures that will allow them to quickly react to changes within the environment. This will be achieved if they can effectively reconfigure existing resources to adopt when there are changes and in a continuous manner as environmental changes are dynamic. Despite this essence, literature on knowledge management capabilities does not have published research in Kenya that has focused on KM capabilities and performance of international humanitarian organizations in Kenya. This has therefore contributed to a major knowledge gap, which this study seeks to contribute towards filling.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design used in the study, the variables, areas of the population and what the sample size constituted. It further looks at the construction of the research instrument used, validity and reliability of this instrument and the methods of data collection and data analysis that was used.

3.2 Research Design

This study employed a descriptive survey design; the design is the most appropriate since it ensures that the data obtained gives appropriate answers to the research questions. A descriptive research describes a situation or condition at hand; it examines aspects such as opinion, abilities, behavior, knowledge and beliefs of individuals, groups or situation (Kothari, 2005). This design was chosen because the study was a survey involving collection of data at one point in time.In addition, the descriptive survey was preferred because it enabled assessing relationships between variables and it provides an opportunity to identify moderators between variables (Tashakkori & Teddlie, 2003). Singleton (2009) describes a descriptive design as a comprehensive design that enables large and diverse amounts of data to be collected within a short time frame and analyzed quantitatively, giving a credible presentation of results.

3.3 Population of the Study

A study population is described as a well-constructed assembly of individuals that have similar characters. These individuals or objects that exist in a certain population often present a unifying and binding trait.

From the definitions of Pole and Lampard (2002), an identified population is segregated as units of a given group to which the research is related; further the entire population is looked at as possessing certain aspects in the population, related to the survey and which is within the reach of the researcher. Based on the recommendations of Frankfort-Nachmias and Nachmias (2006) in defining the unit of analysis for the study, the sample size of this study comprised of the 62 international humanitarian organizations operating in Kenya as identified by the Relief web in 2016.

There was no sampling in this study since there are not many international humanitarian organizations in Kenya; therefore, this study adopted a census approach since the population was not large. A census approach ensured that details of information within smaller IHOs was captured, and thus enhanced accuracy of data collected and achieved a higher statistical level of confidence. The study aimed to reach at least two mangers within each organization, the Programme managers and the Operations managers.

3.4 Data Collection

In this study, both primary and secondary data was analysed. Primary data was gathered from the top management, middle and low level management using a self-administered semi structured questionnaire. The study administered the questionnaires individually to the programme and operations managers at the international humanitarian organizations. Care and control by the researcher was exercised to ascertain that all the questionnaires sent out to the respondents were received back. This was achieved through constant update of a register of questionnaires.

The questionnaires were sent out using a "drop and pick later" system to the sampled respondents. The drop and pick method is preferred for questionnaire administration so as to give respondents enough time to give well thought out responses.

3.5 Data Analysis

The data compiled was assessed for quality control to ensure conclusive information was included by the respondents. This involved appraising and grading the questionnaires as well as other sources of primary and secondary data. The quantitative data collected was evaluated using descriptive statistics as frequency, percentages, mean and standard deviation using SPSS version 21 and Microsoft excel. The findings have been presented using frequency tables and graphs.

The study also used multiple regressions analysis to analyze the collected data to measure the relationship between KM capabilities and performance of international humanitarian organizations in Kenya. Research has shown that multiple regression analysis seeks to determine whether a collection of variables studied together predict a certain dependent variable (Babbie, 2004). In this study there were four independent variables; organizational culture, the structure, information technology and human resources. Multiple regression models generally assumed the following equation;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where;

Y = Performance of international humanitarian organizations

β_0 = Constant (coefficient of intercept)

$B_1\dots B_4$ = regression coefficient of five variables.

X_1= Technological Advancement

X_2= Organizational structure

X_3= Organizational Culture

X_4= Human KM Resources

ε = Error term

In reference to the four independent variables, the measure of performance in this study was based on the balanced scorecard (BSC) theory developed by Kaplan and Norton (1992) which assists stakeholders with an extensive measure of how the organization is advancing towards its strategic goals. This tool is useful as it will surpass common financial measures and include additional contexts such as a firm's internal processes, the view of the customer, and learning and growth within the firm.

In summary, this chapter describes the use of the descriptive research design that was used in this study, how the researcher selected the population of study in all the 62 IHOs in Kenya, how data was collected within those organizations using structured questionnaires, and in conclusion , how data collected was assessed using multiple regression analysis. The findings of the study have been further discussed in the next chapter.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the interpretation of the data collected on effects of knowledge management capabilities and performance of international humanitarian organizations in Kenya. In addition, it presents the findings and results of the study, including a discussion on the same.

4.1.1 Response Rate

This survey targeted 62 respondents from all the organizations from which 45 of those returned their questionnaires resulting to a response rate of 72.5%. This percentage is considered as a representation of the population as it conforms to Mugenda and Mugenda (1999) who stipulate that 50% rate of response is sufficient for analysis and reporting, they further state that a rate of 60% is good.

4.2 Demographic Information of the Respondents

In order to gather some demographic data, the study explored the age, gender, academic qualification and experience of the respondents.

4.2.1 Age of the Respondents

The ages of the respondents were, measured in four clusters, (18-25, 26-35, 36-45 and 46-55) as presented in figure 4.1.

Figure 4. 1: Age of the Respondents
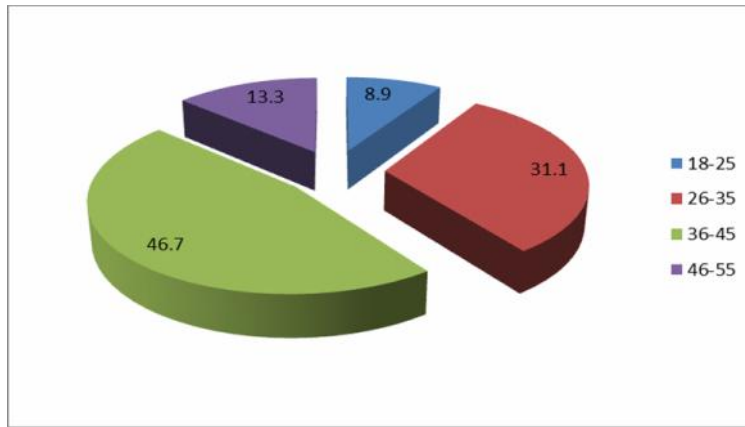
Source: Researcher (2016)

The findings revealed that majority of the respondents were aged between 36 and 45 as represented by 46.7%, 31.1% of the respondents were between 26 and 35 and 13.3% were between 46 and 55 ages. The results also showed that only 8.9% of the respondents were between 18 and 25 ages. From the findings it is evident that majority of the employees were over 26 years of age.

4.2.2 Gender of the Respondents

The study explored the gender of the respondents. Data collected is as shown in figure 4.2.

Figure 4. 2: Gender of the Respondents
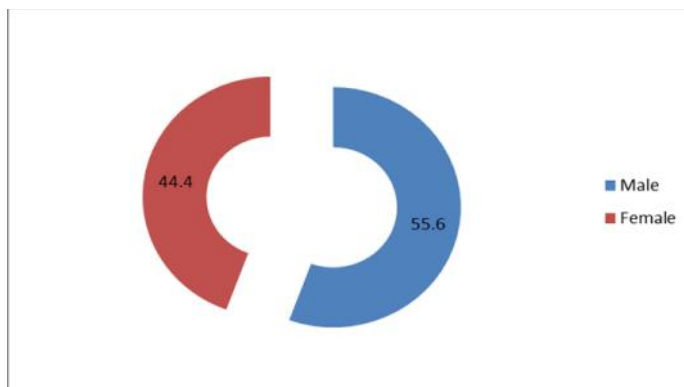
From the results, majority of the respondents were male as represented by 55.6%. 44.4% of the respondents were female. This shows that there were more male than female managers within the firms interviewed.

4.2.3 Level of Education

The study examined the education level of the interviewees. The responses were as presented in figure 4.3.

Figure 4. 3: Level of Education
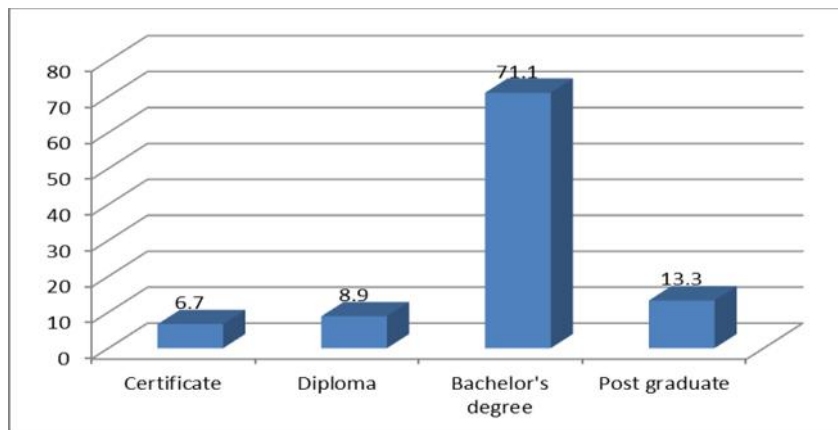
As shown in the figure above, a higher number of the respondents hold bachelor's degrees as the highest level of education as depicted by 71.1%, 13.3% post graduate, and 8.9% had diplomas and only 6.7% noted certificate. According to the findings the respondents had adequate literacy to understand the concept of knowledge management capabilities and performance of international humanitarian organizations in Kenya.

4.2.4 Experience in Humanitarian Organizations

The study further sought to find out how long the respondents had worked within their organizations. The data collected is presented in figure 4.4.

Figure 4. 4: Experience in Humanitarian Organization
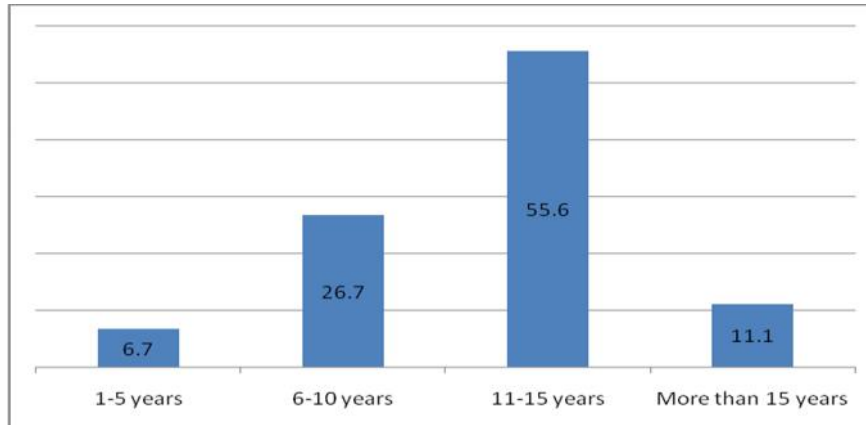
Source: Researcher (2016)

From the findings, majority of the respondents had served their organizations for a period between 11 to 15 years as depicted by 55.6%, 26.7% between 6 and 10 years, 11.1% had more than 15 years and 1 to 5 years of experience represented 6.7%. At a glance, most of the employees had served their organizations for more than five years which is an indication that they had been there long enough to respond to issues of performance within their organizations.

4.3 Knowledge Management Capabilities and Performance of International Humanitarian Organisations in Kenya.

4.3.1 Technological advancement

While testing knowledge management capabilities, the respondents were asked to show how much they concurred with the statements regarding technological advancement and performance within their organizations. The responses are as shown in table 4.1 below.

Table 4. 1: Statements on Technological Advancement

	Mean	Std. Deviation
My organization has adopted the use of technology that encourages workers to collaborate with colleagues within the firm.	3.7111	.99138
My organization utilizes information technology that encourages colleagues from different locations to train and learn as one group from one source or at the same point in time	3.2889	1.23624
My organization has put in place technology that encourages colleagues in different locations to train and learn as a group from multiple sources	4.6444	.60886
My organization has adopted technology that assists it to record the locations of multiple offices and their specific kinds of knowledge	4.2667	.91453

Source: Researcher (2016)

From the findings, the respondents' greatly agreed with a mean of 4.644 that their organizations have adopted the use of technology that encourages colleagues from different geographical locations to train and learn as a group could be from multiple sources of knowledge and at different points in time.

The respondents agreed with a mean of 4.267 that their organizations use technology that allows them to record the locations of multiple offices as well as their specific types of knowledge. Furthermore, the respondents agreed with a mean of 3.711 that their organizations have adopted the use of technology that allows employees to collaborate easily within their organizations.

The respondents finally were neutral with a mean of 3.289 that their organizations have adopted technology that allows colleagues in different geographical locations to train and learn as a group.

4.3.2 Organizational Structure

This study further sought the view of the respondents regarding how much they agreed with the following statements in reference to their organizational structures.

Table 4. 2: Statements on Organizational Structure

	Mean	Std. Deviation
My organization structure encourages the invention of new knowledge	3.5111	.86923
My organization structure facilitates identification of new knowledge	2.5333	1.56089
My organization bases its performance on generation of new knowledge	4.8667	.34378
My organization has a definitive appreciation system for knowledge sharing	2.4222	1.40598
My organization encourages knowledge sharing across functional responsibilities	3.6222	1.02888
My organization structure promotes the sharing of new knowledge across structural boundaries	3.3556	1.24600
My organization's managers frequently examine knowledge for errors/mistakes	4.5556	.75545

Source: Researcher (2016)

From the results, the respondents' greatly agreed with a mean of 4.867 that their organizations base their performance on knowledge creation. The respondents also greatly agreed with a mean of 4.556 that their organization's managers constantly assess quality of knowledge for any errors. Furthermore, the respondents agreed with a mean of 3.622 that their organizations have developed processes that encourage knowledge sharing across functional responsibilities. The respondents too agreed with a mean of 3.511 that their organizations structures encourage the invention of new knowledge.

The respondents were neutral with the statement that their organization structure promotes the sharing of new knowledge across structural boundaries with a mean of 3.356. In addition, the response was also neutral with a mean of 2.533 that their organizations structures encourage the invention of new knowledge. Finally, the respondents were neutral with a mean of 2.422 that their organizations have a standardized reward system for sharing knowledge.

From the findings, the study deduces that organizations base their performance on knowledge creation. Findings also note that organization's managers on a continuous basis assess the quality of the knowledge within the firm for any errors. Finally the findings have noted that these organizations have not come up with definitive reward systems for employees who share knowledge.

4.3.3 Organizational Culture

The respondents were requested to indicate their views on their organization culture in reference to the below statements.

Table 4. 3: Statements on Organizational Culture

	Mean	Std. Deviation
In my firm workers understand the connection of knowledge to our success	3.3778	1.46612
In my firm high level of contribution is expected in recording, use and transfer of knowledge	3.6222	1.00654
In my firm continuous learning and training is valued and encouraged	4.7778	.70353
In my firm the organizational vision is clearly understood	4.7556	.52896
In my firm organizational objectives are clearly understood	3.5778	1.15776
In my firm the leadership has emphasized the impact of knowledge on success	3.2667	1.07450

Source: Researcher (2016)

From the results, the respondents' greatly agreed with a mean of 4.778 that within their organizations continuous learning and training is valued and encouraged. The respondents also greatly agreed with a mean of 4.757 that in their organizations overall organizational vision is clearly stated. Furthermore, the respondents agreed with a mean of 3.622 that in their organizations, high level of involvement is expected in recording, use and transfer of knowledge. The respondents further agreed with a mean of 3.578 that in their organizations the goals and objectives are clearly shared.

The respondents were not as clear as to whether within their organizations, the employees are aware of the importance of knowledge to overall success of the firm with a mean of 3.367. Finally the respondents were neutral with a mean of 3.267 that in their organizations the leadership has clearly stated the impact of knowledge in their success. From the findings, the study shows that organization's continuous learning and training is valued and encouraged and there was a level of doubt whether the organization's management supports the role of knowledge in the firm's success.

4.3.4 Human Resources

To finalize on the variables, the respondents were requested for their opinion on the below statements regarding human resources and performance within their firms.

Table 4. 4: Statements on Human Resources

	Mean	Std. Deviation
My organization's employees are conversant not only with their own tasks but also that of other colleagues	4.1778	.98371
My organization's members not only have information but can also make suggestions about other colleagues' tasks	3.6000	1.05313
My organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility	4.7111	.62603
My organization's members are specialists in their own field of expertise	2.7556	1.29957
My organization's members can perform their own tasks effectively despite environmental changes	4.2444	.93312

Source: Researcher (2016)

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From the results, the respondents' greatly agreed with a mean of 4.711 that their organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The respondents agreed with a mean of 4.244 that their organization's employees can efficiently handle their tasks without influence from the environmental changes.

Furthermore, the respondents agreed with a mean of 4.178 that their organization's employees are competent and can handle not only their specific tasks but also the responsibilities of other colleagues. The respondents also agreed with a mean of 3.600 that their organization's members not only have information but can also make suggestions about other colleagues' tasks. The respondents finally were neutral with a mean of 2.756 that within their firms, their employees have specialized in their respective fields of expertise.

From the findings, the study deduces that organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. We can also note that the employees have not necessarily specialized in one area, but understand other responsibility areas of colleagues. It is also important to note that the employees were minimally influenced by changes within the environment.

4.3.5 Performance

The study sought the view of respondents on the trend of the various aspects of performance within their organization in the past five years. The results were as presented in table 4.5.

Table 4. 5: Trend of various aspects of performance in the organization for the last five years

	Mean	Std. Deviation
Sustainability	4.1556	.95240
External donor/beneficiaries Satisfaction	3.1778	1.11373
Internal donor/beneficiaries Satisfaction	2.6222	1.23009
Operational Environmental conditions	2.4000	.83666
Research and development	4.0444	.99899
Organizational efficiency	4.3111	.94922
Human resource development	3.4667	.89443
Organization competency	3.1778	1.55635
Informatization (Level of adoption of IT)	4.2667	1.33825

Source: Researcher (2016)

From the findings the respondents indicate with a mean of 4.311 that organisation efficiency has improved in the organisation for the last five years, the respondents' indicated with a mean of 4.267 that informatization (Level of adoption/application of IT) has improved for last five years. The respondents noted with a mean of 4.156 that sustainability has also improved for last five years. Furthermore, the respondents showed with a mean of 3.467 that human resource development has remained constant for last five years.

They further noted that the following aspects have remained constant for last five years; external donor/beneficiaries satisfaction, organization competency, operational environmental conditions and internal donor/beneficiaries satisfaction with means of 3.179, 3.179, 2.622 and 2.444 respectively.

4.4 Regression Analysis

The analysis involved the use multiple regressions analysis to measure the relationship between KM capabilities and performance of international humanitarian organizations in Kenya.

Table 4. 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.881	0.776	0.753	3.306

Source: Researcher (2016)

Table 4.6 is a model fit which establishes how the model equation fits the data. The adjusted R^2 was used to establish the predictive power of the study model and it was found to be 0.753 implying that 75.3% of the variations in performance in international humanitarian in Kenya is explained by technological advancement, organization structure, organization culture and human resource leaving 24.7% percent unexplained. Therefore, further studies should be done to establish the other factors (24.7%) affecting these organizations.

Table 4. 7: ANOVA results

Model	Sumof Squares	df	Mean Square	F	Sig.
Regression	1625.82	4	406.455	34.598	.000
Residual	469.92	40	11.748		
Total	2095.74	44			

Source: Researcher (2016)

From the findings, the probabilities return of 0.00 shows that the relationship was highly expressive in predicting how technological advancement, organization structure, organization culture and human resources affect performance of humanitarian organizations in Kenya. The F calculated at 5% level of significance was 34.598 since F calculated is greater than the F critical (value = 2.61), it shows that the overall model was significant.

Table 4. 8: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.351	0.432		3.127	.0032
Technological advancement	0.762	0.196	0.684	3.888	.0003
Organization structure	0.683	0.113	0.609	6.044	.0004
Organization culture	0.845	0.148	0.672	5.709	.0000
Human resource	0.591	0.162	0.582	3.648	.0007

Source: Researcher (2016)

The established model for the study was:

$$Y = 1.351 + 0.762 X_1 + 0.683 X_2 + 0.845 X_3 + 0.591 X_4$$

The regression equation above has constituted that considering all factors (technological advancement, organization structure, organization culture and human resource) constant at zero, performance of humanitarian organization was 1.351. The findings also show that taking into account all other independent variables at zero, a unit increase in the technological advancement would lead to a 0.762 increase in the scores of performance of humanitarian organizations and a unit increase in the scores of organization structure would lead to a 0.683 increase in the scores of performance of international humanitarian organizations.

In addition, the findings show that a unit increases in the scores of organization culture would lead to a 0.845 increase in the scores of performance of humanitarian organizations. Further, a unit increase in the scores of human resources would lead to a 0.591 increase in the scores of performance of international humanitarian organizations. Overall, organization culture had the greatest effect on the performance of humanitarian organizations, followed by technology advancement, then organization structure while human resources had the lowest influence on performance of humanitarian organizations. All the variables were significant ($p<0.05$).

4.5 Discussion

The key goal of this study was to establish knowledge management capabilities and performance of international humanitarian organizations in Kenya. The researcher found out that the organizations use technology that allows them to record the geographical locations of their firm, capturing information such as the employees, specific systems or databases. In addition, organizations use technology to enable employees train as one group from multiple sources and at different points in time. To support the findings McAdam and Parkinson (2003) in their discussions note that technology is precisely important in closing the barriers of geographical distance and time which often affects knowledge workers. An escalation in the importance of this issue is due to the effects of globalization, thus facilitating collaborative teamwork among employees, knowledge invention, capture, sharing and assimilation.

The findings of the study noted that respondents were in agreement that their organizations base their performance on knowledge creation. They also indicated that their leadership constantly assesses the quality of knowledge for any errors. The respondents were in agreement that there does not exist a proper reward system for knowledge sharing. The findings are supported by Eisenhardt and Martin (2010) who emphasized that organization policies, procedures and structures are integral concepts that encourage and enable flexibility and knowledge management in organizations.

The research shows that most respondents agreed that organization continuous training and learning is valued and encouraged and that the overall organizational vision is adequately shared within the organization. Finally there was a level of doubt as to whether organization leadership supports the role of knowledge in the success of the firm.

These findings are in agreement with Miller (2012) who highlighted that it's imperative to establish the organizational cultural conditions influencing knowledge management by coming up with favorable knowledge management related cultural values.In reference to human resources and its influence on the performance of humanitarian organizations, the study found out that international humanitarian organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The respondents also indicated that their organization's members are efficient to effectively perform their tasks, without interference from the changes within the environmental.

Majority of the respondent were again in agreement that their organization's members not only have information but can also make suggestions about other colleagues' tasks. In this regard, the study found that employees have an understanding of not only their individual responsibilities but also the tasks of other colleagues. Finally it was clear that organization's members do not necessarily concentrate on their areas of expertise but have a wide range of knowledge. To support the findings Lee and Choi (2003) agree that within organizations, employees are perceived as the most important enablers in successful implementation of KM. ODonnell and Berkery (2003) also noted that in order to gain a sustainable competitive advantage, firms need to exploit the intellectual assets and capacity within their workers. Most importantly, managers need to ensure to come up with systems that encourage employees to create and disseminate knowledge in addition to sourcing for new ways of motivating staff so as to encourage knowledge sharing. This, they see as the main challenge for many organizations.

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and the recommendations based on the outcome and interpretations of the research. The researcher also presents the limitations that were identified when carrying out this research. Further, the researcher provides suggestions for further research on the area and closes the chapter with providing implications for policy and practice that can emanate from the recommendations of the research.

5.2 Summary of the Research Findings

The study objectives were to derive the knowledge management capabilities and performance of international humanitarian organizations in Kenya. The research revealed that the IHOs use technology that allows them to record the geographical locations of their firm, capturing information such as the employees, specific systems or databases of specific types of knowledge.

In addition, that organizations use technology to enable employees train as one group from multiple sources and at different points in time. It was clear that IHOs base their performance on knowledge creation and that the managers constantly ensure that quality knowledge is created and disseminated within the firms, through monitoring .

The findings further revealed that IHOs do not have a standard form of reward systems for employees who share knowledge. The findings indicate that training and development is ultimately important to the employees. In addition, the managers felt that the overall organizational vision and purpose is adequately shared within the firms. Of concern however is that, the IHOs senior management do not clearly recognize the role of knowledge in their success.

Furthermore the study deduced that organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The research again indicated that organization's members are effectively able to perform the tasks of colleagues, and are not necessarily influenced by external environmental factors. Further, employees not only have information but can also make suggestions about other colleagues' tasks. Thus, for managers the challenge is on recruiting employees who are innovative and can share knowledge, in relation to ensuring that there exists a source of motivation for staff to increase employee participation in knowledge sharing.

5.3 Conclusion

Based on the above findings, the study concludes that knowledge management capabilities affect the performance of international humanitarian in Kenya. These knowledge management capabilities include technological advancement, organization structure, organization culture and human resource. When implementing KM, organizations in most cases commence with the technological capability, which will enable them to record and disseminate corporate knowledge.

International humanitarian organizations use technology that allows them to record the geographical locations of their firm, capturing information such as the employees, specific systems or databases of specific types of knowledge. In addition, that organizations use technology to enable employees train as one group from multiple sources and at different points in time. However, they could improve on technology that enables colleagues from different locations to train as one group from a single source and at one point in time.

More importantly, there was significance shown on encouraging on-the job training, therefore putting emphasis on the role of knowledge in organization success.

The study concludes that members of IHOs effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The study deduced that organization culture had the greatest effect on the performance of humanitarian organizations, followed by technology advancement, then organization structure while human resources had the least effect on performance of humanitarian organizations.

5.4 Recommendations

In reference to the findings and conclusions above, this study comes up with the following recommendations;

Managers of international humanitarian organizations should adopt technology that will assist them to record the locations of specific types of knowledge within the firm. They should also advance in technology to enable employees from different geographical locations to learn and train as one group from different sources or from multiple points in time. This will encourage technology sharing hence reducing on installation and maintenance cost.

Further the study proposes that humanitarian organizations should base their performance on knowledge creation and the managers should continue to examine knowledge for errors/mistakes frequently. More importantly, the study notes that managers of international humanitarian organizations in Kenya should come up with standardized reward systems for sharing knowledge. The research suggests that continuous learning and development has to be valued and encouraged in international humanitarian organizations. The study recommends that overall organizational vision has to be clearly stated in the organization and be firmly supported by all employees. Senior management of the international humanitarian organizations should strongly come out and support the importance of knowledge in the success of the organization.

Finally the study recommends that in order to improve on human resource the managers of humanitarian organizations should encourage organization's members to effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The managers should also create an enabling environment in the organization that will enable organization's members to perform their duties effectively without influence from the environmental changes. Finally managers of humanitarian organizations are encouraged to establish a system that allows employees to specialize in their own field of expertise.

5.5 Limitations of the Study

The study encountered unwillingness by respondents to reveal information which may have been classified as confidential. This was overcome by carrying an introduction letter showing it is an academic work and assuring the respondents of confidentiality.

The researcher also encountered a challenge in securing the employees precious time considering their busy working schedules and constant travel of the programme managers across the country. The researcher had to make arrangements with managers to try and fill out the questionnaires after working hours, as well discussing the value of the study with the managers to enhance their participation. The study was also limited by inability to include more organizations due to constrain of time allocated and the availability of resources. The study would have covered more institutions across the humanitarian organizations such as local NGOs so as to provide a more broad based analysis. However, this was overcome by including all the 62 international humanitarian organizations operating in Kenya as identified by the Relief web in 2016.

5.6 Suggestion for Further Studies

This study recommends further research to be conducted on the same topic of knowledge management capabilities but involve other industries rather than humanitarian organization. Such industries can be the finance industry or manufacturing industry among others. Further study can be done involving other variables not tackled in this study since error of 24.7% shows that there are other variables that affect the performance of international humanitarian organizations, apart from those studied.

In future research on performance of humanitarian organizations in Kenya, in addition to questionnaires, other tools such as (interviews and observations) can be used to evaluate the factors that influence performance. In further studies the researcher can decide to evaluate the performances of humanitarian organizations in relation to each variable. For example how the humanitarian organization has improved as a result of technological advancement.

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APPENDIX I: LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE 09TH SEPT. 2016

TO WHOM IT MAY CONCERN

The bearer of this letter DEBORAH ATIENO ONYANGO

Registration No. D61/74183/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: RESEARCH QUESTIONNAIRE

All respondents and information provided will be treated as confidential.

SECTION A: Background of respondents

Please answer the following questions by placing a tick ☑ where necessary in the spaces provided

1) What is your age?

   18 - 25   [ ]   26 – 35   [ ]

   36 – 45   [ ]   46 – 55   [ ]

   56 and above   [ ]

2) What is your gender?   Male   [ ]   Female   [ ]

3) What is your highest academic qualification?

   Certificate   [ ]   Diploma   [ ]

   Bachelor's degree   [ ]   Post graduate   [ ]

4) How many years have you served at the organization?

   Less than 1 year   [ ]   1-5 years   [ ]

   6-10 years   [ ]   11-15 years   [ ]

   More than 15 years   [ ]

SECTION B: EFFECTS OF KNOWLEDGE MANAGEMENT CAPABILITIES ON PERFORMANCE OF HUMANITARIAN ORGANIZATIONS

5) Please indicate by ticking ☑ the appropriate box the extent to which you agree with each statement. Use a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

	1	2	3	4	5
Technological advancement					
My organization has adopted the use of technology that encourages workers to collaborate within the firm.					
My organization utilizes information technology that encourages colleagues from different locations to train and learn as one group from one source or at the same point in time					
My organization has put in place technology that encourages colleagues in different locations to train and learn as a group from multiple sources					
My organization has adopted technology that assists it to record the locations of multiple offices and their specific kinds of knowledge					

Organizational Structure					
My organization structure encourages the invention of new knowledge					
My organization structure facilitates identification of new knowledge					
My organization bases its performance on generation of knowledge					
My organization has a definitive appreciation system for knowledge sharing					
My organization encourages knowledge sharing across functional responsibilities					
My organization structure promotes the sharing of new knowledge across structural boundaries					
My organization's managers frequently examine knowledge for errors/mistakes					
Organizational Culture					
In my firm workers understand the connection of knowledge with our success					
In my firm high level of contribution is expected in recording, use and transfer of knowledge					
In my firm continuous learning and training is valued and encouraged					
In my firm the organization vision is clearly understood					
In my firm organizational objectives are clearly understood					
In my firm the leadership has emphasized the impact of knowledge in success					
Human resources					
My organization's employees are conversant not only with their own tasks but also that of other colleagues					
My organization's members not only have information but can also make suggestions about other colleagues' tasks					
My organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility					
My organization's members are specialists in their own field of					

expertise					
My organization's members can perform their own tasks effectively without regard to environmental changes					

SECTION C: PERFORMANCE

6) What has been the trend of the following aspects of performance in your organization for the last five years?

	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Sustainability	☐	☐	☐	☐	☐
External donor/beneficiaries Satisfaction	☐	☐	☐	☐	☐
Internal donor/beneficiaries Satisfaction	☐	☐	☐	☐	☐
Operational Environmental conditions	☐	☐	☐	☐	☐
Research and development	☐	☐	☐	☐	☐
Organizational efficiency	☐	☐	☐	☐	☐
Human resource development	☐	☐	☐	☐	☐
Organization competency	☐	☐	☐	☐	☐
Informatization (Level of adoption/application of IT)	☐	☐	☐	☐	☐

END OF QUESTIONNAIRE

Thank you for taking time to fill out this questionnaire

APPENDIX III: LIST OF INTERNATIONAL HUMANITARIAN ORGANIZATIONS IN KENYA

United Nations Agencies	International Non-Governmental Relief Organizations
1. United Nations Environmental Programme (UNEP)	2. Action Against Hunger (AAH)
3. United Nation Human Settlement Programme (UN-Habitat)	4. CARE
5. Food and Agricultural Organisation for the United Nations (FAO)	6. Caritas International
7. International Civil Organisation (ICAO)	8. Catholic Relief Services (CRS)
9. International Labour Office (ILO)	10. Doctors Without Borders (MSF)
11. International Maritime Organisation (IMO)	12. Emergency Nutrition Network (ENN)
13. International Monetary Fund (IMF)	14. Food For The Hungry International (FHI)
15. United Nations Development Fund for Women (UN Women)	16. Hunger Plus, Inc
17. United Nations Development Program (UNDP)	18. Interaction
19. United Nations Drug Control Program	20. International Committee of the Red
21. (UNDCP)	22. Cross (ICRC)
23. United Nations Educational Scientific	24. International Federation of Red Cross
25. and Cultural Organisation (UNESCO)	26. and Red Crescent Societies (IFRC)
27. United Nations Industrial Development Organisation (UNIDO)	28. International Organisation for Migration (IOM)
29. Office of the United Nations High Commissioner for Refugees (UNHCR)	30. International Rescue Committee (IRC)
31. United Nations Children's Fund (UNICEF)	32. Lutheran World Federation
33. United Nations Joint Programme on HIV/AIDS (UNAIDS)	34. Mennonite Central Committee (MCC) Mercy Corps (MC)
35. United Nations Office for Project Services (UNOPS)	36. Oxfam
37. United Nations Population Fund (UNFPA)	38. Refugees International
39. World Bank	40. Relief International
41. World Food Program (WFP)	42. Save the Children (UK)
43. World Health Organisation (WHO)	44. The Office of U.S. Foreign Disaster Assistance (OFDA)
45. United Nations Centre for Regional Development (UNCRD)	46. US Committee for Refugees (USCR)

47. United Nations Humanitarian Air Services (UNHAS)	48. World Vision International
49. United Nations Office for Coordination for Humanitarian Affairs (UNOCHA)	50. Action Aid
51. United Nations Political Office for Somalia (UNPOS)	52. African Medical Research Foundation (AMREF)
53. United Nations Centre for Regional Development Africa Office (UNCRD)	54. Agency for Cooperation and Research in Development (ACORD)
	55. Centre for Conflict Resolution
	56. Concern Worldwide
	57. Danish Refugee Council
	58. European Commission for Humanitarian Aid
	59. GOAL
	60. Norwegian Refugee council
	61. United States Agency for International Development
	62. World Relief