



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**EVALUATION OF THE EFFECTS OF KNOWLEDGE
MANAGEMENT IMPLEMENTATION ON EXCELLENCE IN
THE NON-GOVERNMENTAL ORGANIZATIONS: THE CASE
OF CARE ETHIOPIA**

MSC THESIS RESEARCH REPORT

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ADDIS ABABA

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Declaration

I, ABREHAM ABEBE hereby declare that the thesis entitled “*EVALUATION OF THE EFFECTS OF KNOWLEDGE MANAGEMENT IMPLEMENTATION ON EXCELLENCE IN THE NON-GOVERNMENTAL ORGANIZATIONS: THE CASE OF CARE ETHIOPIA*”, submitted for the award of master’s Degree in Quality and Productivity Management, is my original work and it has not been presented for the award of any other Degree, Diploma, Fellowship or any other similar titles of any other university or institutions.

Signature_____

Name: Abreham Abebe

Date: January, 2021

Endorsement

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a University Advisor.

Advisor

Signature

St. Mary's University

Addis Ababa, Ethiopia

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Acronym

ECOSOC	Economic and Social Council of the United Nations
KM	Knowledge Management
KMS	Knowledge Management Systems
NGO	Non-Governmental Organization
UN	United Nations
CARE	Cooperative for Assistance and Relief Everywhere is a major international humanitarian agency delivering emergency relief and long-term international development projects.
PQL	Program Quality and Learning

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ABSTRACT

The main purpose of the study was to evaluate the effects of knowledge management implementation on excellence in the non-governmental organization, using CARE Ethiopia as case organization. The study focused on evaluating the implementation of knowledge management to determine knowledge is recognized as an important asset in the NGO sector in Ethiopia; to determine the effectiveness of knowledge management implementation with a focus on the Culture, Leadership, Incentive & Motivation, knowledge sharing, and Technology and also determine the implementation of KM influence the performance of the organization.

The research design adopted for the study was descriptive survey method. The target population of this study was all the staff members of the case organization – CARE in Ethiopia. The study used purposive sampling. This sampling procedure is found to be convenient due to its nature and formation of representation. The sample size for the study was 53 employees selected from the entire study population. The study collected primary data by use of semi-structured questionnaires. The completed questionnaires edited for completeness, consistency, checked for errors and omissions and then coded to SPSS version 26 for qualitative, and quantitative analysis. This enabled the researcher to make general statements in terms of the observed attributes.

The research revealed that there were indications that the organization faced some couple of challenges in the implementation process of knowledge management. The research revealed that lack of awareness about KM and written supporting policies, absence of dedicated functional unit and dedicated personnel to KM, lack of employee interactions, mistrust amongst employees, and lack of suitable KM environment are some of the findings. In general, the research concludes that even though the organization has a well-established infrastructure, connected globally and with very good opportunities to acquire, adopt, implement, store and share the required knowledge, no much effort was made to utilize and benefit the organization in the course of achieving organizational excellence.

The research finally recommended the required efforts to be made from the organizational perspective to ensure the implementation of KM and achieve organizational goals and objectives which ultimately leads to excellence.

CHAPTER ONE

INTRODUCTION

1. INTRODUCTION

In this research, I will be evaluating the implementation of knowledge Management in the NGO in Ethiopia, taking CARE Ethiopia as a case organization..

In this chapter, we will be dealing with background of the study, statement of the problem, basic research questions, and objectives, limitation and delimitation of the Study and organization of the Research Report consecutively.

1.1 Background of the Study

Knowledge, nowadays, is considered as a very important resource, like capital and work force, which influences the performance of any organization (Kimiz Dalkir, 2005). It is apparent that knowledge today has become one of the competitive advantages for organizations (Gupta et al, 2000).

Managing this vital resource is believed to ensure not only success to the organizations but it also excels performance and brings about excellence. (Fong and Wong, 2009). KM also enables organizations identify the prevailing knowledge in their possession so that they use it for the success of their goals and objectives.

Today, business organizations are in a stiff competition for market share through identifying the needs and wants of their customers and increasing productivity in order to reduce their production and related costs and satisfy their customers which ultimately maximizes their profit. Similarly, Non-for profit (Non-Governmental) Organizations also compete for resources such as fund and skilled manpower among themselves. According to Brody and et al, Non-for profit Organizations compete with each other on various issues such as revenues, board members, clients, contracts, grants, donations, gifts and bequests, prestige, institutional legitimacy, political power, staff and volunteers. (Brody 1996; Greenaway & Vuong 2010; Tuckman 1998).

Like any of the other resources, organizations required to identify and manage the individual or organizational knowledge at their disposal efficiently and effectively in order to ensure their success in their business.

It is apparent that NGOs beat their rivalry in such competition by exceling with their recorded performance history in the implementation of their projects and programs, where KM is the most

important component. Recently, with the changing global situation and increasing number of developmental NGOs, the competition for donor funding among the NGOs is increasing significantly (Ebrahim 2003).

In order to ensure their success in beating their rivalries in the increasing competition, improve in their program implementation and their overall performance, NGOs are investing significant portion of their funding, allocating human and material resources and excel their performance through improvement initiatives of various nature. However, it does not seem allocation of adequate resources only may not guarantee the organization involved in attaining its intended objective.

As we are reviewing some of the literatures in KM area, we found out that most of the researches mainly focus on the relation between KM and organizational learning; Knowledge sharing in Organization and other related issues. In addition, we also observed in the literature review that there are various researches made in relation to specific KM implementation focus areas such as on KM and its integration to strategy; KM and leadership; KM and its processes in organization and KM and the role of technology. However, no much attention has been given to explicitly evaluate KM implementation in relation to Organizational Culture, Leadership, Incentive & Motivation, Knowledge Sharing, and Technology and it's application in the NGO environment, particularly in the Ethiopian context.

The case organization, CARE started its operation in Ethiopia in 1984 with the draught affected population. Since then, its activities expanded and it was striving to address the root causes of poverty and vulnerability.

CARE Ethiopia works in various sectors but has particularly targeted Food Security and Resilience, WASH, Nutrition, Sexual and Reproductive Health and Emergency Response as crosscutting (focusing on the above sectors). It is obvious that all these and other programs and projects require efficient and effective KM implementation system. The organization also utilizes the experience of individual staff, consultants and other stakeholders, who have the knowledge and good understanding of the nature of the projects or programs.

CARE Ethiopia, under its Program Quality and Learning Unit, has employed **Impact and Knowledge System** in which KM is one of its sub system. Its objectives is to facilitate knowledge/evidence being sought, used, and effectively applied, as seen in the outcomes and

impacts for selected impact populations and provide systemic support for ensuring **program quality and organizational learning** (CARE Impact and Knowledge System, 2011).

The major change noticed in its operation, as it was indicated in the document, is that CARE's approach previously was project-oriented in most of its activities where the long-term sustainable impacts were not visible.

Currently, it has shifted most of its activities from the short-term project-oriented approach to long-term program approach. The shift referred as "P-shift" to indicate the shift made from Project to Program. This new approach is believed to ensure "long-term sustainable impact on the lives of the extremely poor, most marginalized and vulnerable populations". The newly applied approach is becoming vital to improve CARE's ability to track and demonstrate impact and knowledge at organization level (CARE Impact and Knowledge System Document, 2011).

Technology has also been utilized as a good instrument to support facilitate the process. For example, there are various platforms dedicated for staff to interact and exchange views on the subject they are interested globally, and on any other related issues, which has relevance to the success of CARE as an international organization in the delivery of its programs and projects.

It is observed that various types of knowledge gained through experience, training, and education...on various issues are available on their respective platforms dedicated for the specific area. As an example, there is a platform dedicated to Knowledge Management at a global level where all interested members of the organization interact with the KM working group.

We also observed that the system in place is also flexible in order to accommodate the changing situation at a global as well as national level, such as issues or crisis in relation to COVID-19 Pandemic. Recently, CARE International has also been utilizing the available resources and the platforms to ensure the protection of its staff from the risk of COVID-19 pandemic. The KM and other platforms and systems in place have been utilized extensively in this global emergency.

As part of the preventive measure, CARE Ethiopia management decided work from home, starting during the second week of March 2020, following the first official reporting of COVID-19 case in Ethiopia. This was practical for all staff, except those very critical using internet and the communication system in place.

During these emergency period, new working modalities has also been in place to ensure business continuity. All sorts of communication, e-mail correspondences, awareness trainings, meetings, including payment approvals, Monthly Personal Activity Reports, are now approved and submitted

in the online system. The new working modality adopted to enable resume regular duties avoiding any personal contacts, to reduce the risk of being infected with COVID-19. CARE International maintained regular contact to all country programs globally, established a system to share related knowledge and experiences which can be considered as part of the KM system in the organization. Thus, management of these available assets and the activities related to KM process, in the NGOs deserves evaluation.

1.2 Statement of the problem

Knowledge has become a very important asset to organizations and its management has been widely applied as one of the most favorable ways of achieving success in the information age (Rycicroft-Malone *et al.*, 2002).

Literatures in the area indicated that there is no doubt that effective Knowledge management and organizational success, irrespective of the nature of their business, (be it profit making or otherwise), has direct relationship.

However, many of the literatures focuses mainly on the business sector and provides new ways of doing things to fit to their context (Pyzdek and Keller, 2013).

As part of their performance improvement initiative, NGOs are also observed investing significant portion of their funding on KM. However, the question is, does the investment benefited the organization to meet its intended objective? In other words, is the implementation of KM in the organization has contributed in attaining the organizational goals and objectives, which ultimately leads to excellence.

Even though applying knowledge management implementation in the business as well as NGOs sectors witnessed, according to literatures, improve performance and ensure success, it is observed that there are still uncertainty with regard to the effectiveness of knowledge management implementation and practices.

In some of the researches reviewed, including by Butler, Schultz and Boland, about 80% of the KM projects failed for various reasons such as absence of conducive organizational culture, lack of proper attention by the leadership and, in some cases, absence of suitable infrastructure (Butler, 2003; Schultz and Boland, 2000), which ultimately influences the effective implementation of KM in the organization. This indicates that there is little certainty among some of the researchers in the

NGOs sector in applying the principles and practices of KM, as practiced and tested in the business sector.

Successful implementation of KM system and its subsequent process has been challenging for many organizations. Ulrich Remus (2012) also stated that without the use of professional knowledge management practices, it is difficult to gain adequate knowledge retention. Remus (2012) breaks knowledge management challenges into two different characteristics: insufficient collection of processes used in the past and legacy of knowledge, and difficulties with the knowledge management integration and training processes that provide users with the ability to fully realize the benefits of the new knowledge management processes and systems.

There is also another argument on the issue. According to Britten, there is a common belief among NGOs that KM practices and principles applied in the business sector may not be effective to NGOs, mainly because they are adopting the knowledge management strategies inappropriate to their situation. It was observed mostly that NGOs, apply the KM strategies employed by profit-making organizations (Britten 1998).

Generally, we observed that in the KM system and the activities in the process are the major concerns. However, among the literatures reviewed, no adequate research has been done to evaluate implementation of KM in the NGO sector, particularly in the Ethiopian context, which enable us identify the challenges and provide with recommendations.

In this research, implementation of KM and its possible impact on the excellence of the case organization in Ethiopia is evaluated, focusing on the activities in knowledge management, such as Organizational Culture, Leadership, Knowledge Sharing, Incentives & motivation, Technology and its application in the NGO environment, particularly in the Ethiopian context.

1.3 Basic Research Questions

- a. Is knowledge recognized as an important asset in the NGO sector in Ethiopia?
- b. Is the knowledge management implemented effectively in relation to its Culture, Leadership, Incentive & Motivation, Knowledge Sharing, and Technology?
- c. Does the implementation of KM influence the performance of the organization?

1.4 Objective of the study

1.4.1 General Objective

The general objective of the study is to evaluate the effects of Knowledge Management implementation activities on excellence in the NGO sector, focusing on CARE Ethiopia as case organization.

1.4.2 Specific Objectives

- To examine or evaluate the activities in the Knowledge Management Implementation process are effective and contribute to the success of the performance of the organization;
- To identify the gap in the implementation activities of Knowledge Management process and provide recommendations;
- To evaluate the activities in the knowledge management process are flexible and can be utilized to ensure business continuity through the time of crisis;

1.5 Significance of the study

As most of the studies in knowledge Management focus on the business organizations, it provokes researchers in the area to get a chance to critically view the subject under discussion from different perspective, particularly in the context of Non-for-profit organizations and fill the gap which they can critically consider in their future works.

In addition, it enables Non-for profit Organizations, which are investing and allocating significant amount of their resources, (which includes fund, time and manpower) to deal with activities such as collecting, analyzing, storing, sharing...relevant knowledge and aspire to look into the outcome of their investment. This research will initiate them test if it enables them achieve their intended objective.

1.6 Limitation of the Study

Some of the data required to do the analysis in a concrete and tangible way, were not provided by the organization for various reasons. Time is also of the other limitation for the research requires visiting field offices and sitting for interviews with various groups, banned by the organization until the time this data compiled.

In addition, considering the current COVID-19 emergency period and the subsequent declaration of the State of Emergency by the Federal government and the restrictions issued, the researcher

forced to exclude the external samples as a whole, which is believed may narrow the scope of the study to a certain degree and for sure compromises the outcome of the research.

1.7 Delimitation of the Study

The study is done on CARE Ethiopia as a case organization. It was selected as a study area because the researcher has reasonable experience and such research has not been done so far at this level. The study sampled the staff members of CARE Ethiopia. The study sampled the staff members that work in different departments/functional units in order to have an overall perspective of the entire organization. Their category and breakdown is as shown in Appendix. The study was carried out in Addis Ababa, and in CARE Ethiopia specifically. The study was carried out between the months of September and December 2020.

1.8 Organization of the Research Report

The study is organized in five chapters. The first chapter provides the introduction and background information about knowledge management, background of the study, Care Ethiopia, statement of the problem, the objectives, scope of study, and definition of terms, research question and significance of the study.

The second chapter deals with literature reviews relevant to the study, which consists of definitions of some important terms, such as Knowledge Management and Organizational Performance and Excellence, Knowledge Management in NGOs, Knowledge Management Implementation Process & Employees and knowledge transfer practices in NGOs as a theoretical foundation to support in dealing with the problem presented.

The third chapter elaborates the methodology used in the study. It stipulates the research design, data type and source, sampling method and analysis of the study. The results are presented, discussed and analyzed in chapter four; and finally the fifth chapter draws conclusions and suggestions to be considered by the case company and possible remedial recommendations based on the analysis in the fourth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of terms.

This section presents the conceptual definition of some of the terms such as “Organizational excellence”, “Organizational performance”, “and Non-Governmental Organization”, “Knowledge”, “ Knowledge Management and knowledge implementation”. Then it will be followed with the working/operational definitions of the term Knowledge Management and Knowledge Implementation.

Organizational Excellence:

In this research excellence refers to the pursuit and achievement of organizational goals and objectives to satisfy the identified customers of the organizations with maximum results (Latilla, Frattini, Petruzzelli, & Berner, 2018).

Organizational Performance:

The concept organizational performance comprises the actual output or results of an organization when measured against its intended goals and objectives. These targets include both objective (quantitative) and subjective (qualitative) indicators. It is the extent to which an organization achieves a set of pre-defined targets that are unique to its mission (Pan and Scarbrough, 2009).

NGOs:

Non-Governmental Organizations (NGOs) also referred to as “Non-for-profit” or “third party” organizations. However, the most commonly accepted definition is the one presented by the UN. It says, an NGO is

“... not-for-profit, voluntary citizens' group, which is organized on a local, national or international level to address issues in support of the public good. Task-oriented and made up of people with common interests, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to governments, monitor policy and program implementation, and encourage participation of civil society stakeholders at the community level. They provide analysis and expertise, serve as early warning mechanisms, and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health. Their relationship with offices and agencies of the United Nations (UN) system differs depending on their location and their mandate”.

It should be clear at this point that there are still ambiguities in generalizing all NGOs as non-for profit organization. The status is granted to selected non-profit organizations by the Economic and Social Council (ECOSOC) of the United Nations. All NGOs are non-profits with tax-exempt status.

However, not all non-for-profits are or can be NGOs. According to ECOSOC, to be eligible, a non-profit organization must present audited financial reports, have a minimum of two years' legal existence, have a mission that complements ECOSOC's objectives, demonstrate a democratic/transparency decision making mechanism (by laws, elections of officers and members to the board of directors), must be able to disseminate UN activities and information to its constituents where appropriate, and show financial support from other NGOs, national affiliates or individuals. After being granted NGO status, the organization reviewed every four years in order to keep this status. The number of NGOs has grown from the first time they initially created in 1948 from 41 to over 20, 000 currently in the ECOSOC.

As per the above definition and criteria set by ECOSOC, the case organization is eligible to be considered as Non-governmental Organization.

Knowledge

Before we define what knowledge is, it is helpful first to have a clear distinction between the commonly confusing terms such as Data, Information and Knowledge. In some of the situations, people used them as interchangeably or in a confusing manner.

Data: It is simply defined as facts and figures that are not structured or organized and it doesn't give any information regarding patterns and contexts. It may rely on something specific but has the least impact on the person managing it (Thierauf 1999).

Information: Information is organized data with a purpose to serve. For data to become information, it must be contextualized, categorized, calculated and condensed (Davenport & Prusak 2000).

Definition of Knowledge varies in many of the literatures on the subject. The distinction mainly, is based on the objectives, values and missions of organization and the specific contexts used by the researchers. The following are appropriate and relevant for our context in this research.

Thus Knowledge is defined as follows by some of the literatures:

The sum of the information and experience the teacher has acquired or learned and is able to recall or use. - <www.wmich.edu/evalctr/ess/glossary/glos-e-l.htm>

Information evaluated and organized in the human mind so that it can be used purposefully.

- <www.aslib.co.uk/info/glossary.html>

Familiarity, awareness, or understanding gained through experience or study. The sum or range of what has been perceived, discovered, or learned. -

<www.jfcom.mil/about/glossary.htm>

According to McInerney

“Knowledge is the awareness of what one knows through study, reasoning, experience or association, or through various other types of learning.” (McInerney 2002).

Awad and et al also defined it as:

“Facts, skills and understanding that one has gained, through learning or experience, which enhances the ability of evaluating context, making decisions and taking actions “(Awad & Ghaziri, 2004; Tserng & Lin, 2004).

Knowledge combines information with experiences. Organizations applying KM provide their people with the ability to find and use methods and procedures that were created or used by others, previously used to solve similar problems, and learn from past experiences, while maintaining the newly created experiences to be used in the future (Tiwana, 1999); Davenport & Prusak, 1998; Baker et al., 1997).

In summary, we can take the common idea in the above definitions, which mainly consists of knowledge as **facts and skills gained through learning and experience and used to solve organizational problems now and in the future to meet its objectives and goals.**

As part of the definition, we need also have a clear understanding of the types of knowledge commonly identified in the literatures reviewed. In most of the researches we find there are Tacit and explicit types of knowledges as the two categories.

Explicit (or codified) knowledge

Knowledge that has been articulated, codified, stored, and readily transmitted to others. The information contained in textbooks, manuals, documents, procedures, case studies, and how-to videos are examples of explicit knowledge.

Explicit or codified knowledge is the “knowledge that can be transmitted by formal systematic language” (Schwandt and Marquardt 1999, 127).

According to Zack, Explicit knowledge is “more precisely and formally articulated, although removed from the original context of creation or use (e.g. an abstract mathematical formula derived from physical experiments)” (Zack 1999, 46).

Tacit knowledge

It is the knowledge in people’s heads. Tacit knowledge is personal, context-specific, and therefore hard to formalize and communicate (Schwandt and Marquardt 1999, 206). Tacit knowledge is subconsciously understood and applied; difficult to articulate; developed from direct experience and action; and usually shared through highly interactive conversation, storytelling, and shared experience (Polanyi, 1966).

Knowledge Management

Similar to the definition of “Knowledge”, there is no also clear cut definition of Knowledge management among the researchers in the area. Many of the literatures indicated that KM can be defined based on the perspective we are focusing on. It seems that the definition vary mainly because the concept is defined based on the specific context the term is used. It can be defined from the perspectives of the activities we are performing. Others define it process/technology perspective, still for others KM can be defined as a cognitive science or knowledge science.

Defining the term based on various perspectives and applying it in different contexts in multidisciplinary situation, “makes it both easy and difficult to define. At one extreme, KM encompasses everything to do with knowledge. At the other extreme, it is narrowly defined as an information technology system that dispenses organizational know-how” (Kimiz Dalkir, 2005).

Barclay defined KM from activity perspective as “Treating the knowledge component of business activities as an explicit concern of business reflected in strategy, policy, and practice at all levels of the organization; and, making a direct connection between an organization’s intellectual assets—both explicit (recorded) and tacit (personal know-how)—and positive business results” (Barclay and Murray, 1997).

For Grey, Knowledge management is “a collaborative and integrated approach to the creation, capture, organization, access and use of an enterprise’s intellectual assets. (Grey, 1996)

It is also defined as “a process of applying a systematic approach to the capture, structure, management, and dissemination of knowledge throughout an organization in order to work faster, reuse best practices, and reduce costly rework from project to project (Nonaka and Takeuchi, 1995; Pasternack and Viscio, 1998);

Jashapara explained KM as “The effective learning processes associated with exploration, exploitation and sharing of human knowledge (tacit and explicit) that use appropriate technology and cultural environments to enhance an organization “intellectual capital and performance” (Jashapara, 2004).

Even though researchers in the area came up with different definitions based on the context they are studying, the definition given by **Seiner**, encompasses most of the ideas and fits for the purpose of this study. According to him, KM generally is taken as “a concept in which an enterprise **gathers, organizes, shares and analyzes** the knowledge of individuals and groups across the organization in ways that directly **affect performance**. (Robert S. Seiner varies).

As we can understand from the definition, KM involves activities, in a process organizations utilize the knowledge within their reach to achieve their objective and enable them increase their performance.

In conclusion, we can summarize the various definition for the purpose of this research is that Knowledge management is the activity of managing the acquisition, storage, retrieval, application, generation, and review of the knowledge assets of an organization in a controlled way in such a way that it is viewed from various perspectives.

In general it can be viewed as a discipline promoting an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise’s information assets. As defined by the Gartner Group (Duhon 1998), these assets may include databases, documents, policies, procedures, and previously uncaptured expertise and experience in individual workers. It is intended to improve efficiency and the quality of products and services and to achieve innovations.

2.2. Knowledge Management and Organizational Performance and Excellence

Today, the concept of Knowledge Management has become the most important concern for governmental, non-governmental organizations, multinational corporations, and a multitude of companies, around the globe (Kimiz Dalkir, 2005).

That is mainly because there is a clear understanding among experts in the area that KM, as an important asset, significantly impacts the success of organizations. This has been tested and approved among many of organizations, be it profit making, non-for profit (including NGOs), small or big enterprises, religious or non-religious or any organizations established with various types of goals and objectives.

Literatures in KM today indicate that we are now in the knowledge age. Drucker, one of the prominent management thinkers, also supports the idea that we are now moved into a knowledge-based economy (Drucker, 1994), where competitions and success of organization against their rivalries, depends on their ability to apply and utilize the Knowledge available to them (Kelleher and Levene, 2001). According to Savage, in the knowledge age, which he referred to as “the 3rd wave”, organizations accumulate wealth based upon the ownership of knowledge and the ability to create or improve goods and services (Charles Savage in Fifth Generation Management, 2008). KM has become a phenomenon since the 1980’s and organizations of various natures, established to meet any objective in a society, started considering knowledge as an important resource for their success (Kimiz Dalkir, 2005). Organizations give paramount importance to KM and apply KMS suitable to their context for various reasons.

It is, of course, obvious that many of the researches are made around the business sector, whose prime objectives are profit making. The business sector mostly is the first to introduce any improvement initiative to beat its rivalries and appear as the most competitive in the areas they are operating. Knowledge management can be considered as a good example in this regard.

However, the non-governmental organizations (NGOs), are also applying the improvement initiatives developed to the business sector, adopting to fit their situation.

For being successful, NGOs are obliged to be or become knowledge-based organizations, a task not easily achieved considering their external and internal environment in which they operate. On the one hand, NGOs are experiencing constant changes in their external environment with governmental policies, funding opportunities and volunteers’ attraction being subject to significant volatility. On the other, NGOs personnel is both loyal, as it is attracted not just by the employment opportunity but also by the cause served by the organization they belong to, and at times very mobile, as it is not always easy for NGOs to offer long-term contracts and employment insecurity can become an issue.

Nevertheless, NGOs have been capitalizing on aspects of organizational theory that are not so evident in other sector of human activity while, at least to a certain degree, knowledge transfer is also achieved between various NGOs through numerous networking and sharing processes. In effect, the NGO ecosystem is considered as rather open and cooperative with co-creation systems

being set on an ad-hoc, i.e. based on specific funding opportunities, as well as a more permanent basis, i.e. through secondary or tertiary organizations.

Despite the match between knowledge and NGOs, the interest in knowledge management in the third sector is relatively recent. Thin traces of the academic interest go back for several decades (Rainey et al., 1976; Martinsons and Hosely 1993), but a more consistent research has been developed in the past decade (Corfield, Paton and Little, 2013; Hume et al., 2012a, b). In mid 2000s, several authors were stressing the importance of knowledge management for nonprofit organizations (Lettieri et al., 2004; Hurley and Green, 2005; Vasconcelos et al., 2005; Hume and Hume, 2008).

Previous research on knowledge management in NGOs tends to have in mind the organizational context. A large part of the research is dedicated to knowledge transfer, especially considered from the perspective of infrastructure and organizational facilitators (check the studies reflecting the specificities of the nonprofit sector - Hasnain and Jasimuddin, 2012; Rathi et al., 2014). A reduced number of studies concentrate on human behavior and personal factors influencing knowledge sharing (Casimir, Lee and Loon, 2012; Chiu et al., 2006; Hsu et al., 2007; Hung, Lai and Chou, 2010; McCall et al., 2008; Teng and Song, 2011; Wang and Noe, 2010). A significant body from these studies consider the dynamics associated to virtual communities and how the new technologies are used by individuals to share information (Chiu et al., 2006; Matschke, Moskaliuc and Cress, 2012; Phang, Kankanhalli and Sabherwal, 2009; Ma and Agarwal, 2007). Nevertheless, the evidence offered by the existing studies are in most cases associated with business-contexts. The present paper sets a more personal framework, investigating the aspects associated to individuals working for NGOs that affect knowledge sharing.

2.3. Knowledge Management in NGO

The dynamics of the operating environment for NGOs and the increasing globalization with many of its subsequent challenges has made their management complex (J Gretchen et al, 2008). These challenges required NGOs to find new ways of doing things and various types of improvement initiatives (Mitlin, Hickey & Bebbington 2006). The NGOs nowadays are focusing on Information and Knowledge Management to implement new and innovative ways to manage their operations (Cummings, Heeks & Huysman 2003)

Roles of NGOs in Retrospect

Historically, NGOs started their operation as a relief organization, which provides relief services to war and natural disaster affected communities. However, over the years their role is changing and has been expanding to the areas of development, advocacy and political (Ahmed, 2013).

According to Lewis, the role of NGOs is stated in terms of three main sets of roles they are involved in and can be defined as implementers, catalysts and partners (Lewis 2007).

However, it should be noted that all NGOs play a role in all of the three sets. Based on the nature of their purpose they established for, there is a great probability that they change their role and engage in all the three areas as the context and the situation in their operation areas change. (David Lewis and Nazneen Kanji, 2009).

There are some arguments on the improvement initiative tools, which says these tools developed and successfully applied in the business sector, should not be transferred or applied to the NGOs. However, still others argue that the similarity of the organizational structures in both the business and NGO sectors, makes it possible to apply to the NGOs sector for many of the improvement initiative tools, which makes them more effective and more accountable as it makes business organizations more profitable (Walsh & Lenihan, 2005).

Literatures indicate that these tools adopted in the business sector can, in practice, be effectively applied in the NGOs working environment. (Unterman and Davis, 1984; Speckbacher, 2003; Lewis, 2001, 2002). Welsh and Lenihan still argue, considering the challenging environment NGOs are operating and the complex nature of their programs, the management structure they should adopt must be much stronger and even more developed than the management structure in the business sector (Walsh & Lenihan, 2005).

NGOs are investing much to apply KM system and other improvement initiatives in their organizations. For instance, CARE in Ethiopia linked to the KM platform established at a global system, where it can collect, store, analyze and share knowledge, manage the knowledge and apply to the effective and efficient implementation of its programs and projects.

As a known global learning organization, it also designed specific, tailored trainings and provide them to staff on/off-line to enhance their skill, knowledge and understanding about their organization, the programs and projects they are working on and other required knowledge obtained from various sources including beneficiaries and host community where respective country programs are operating. In some of the situations, improvement initiative models specific

to some of functional areas such as finance, HR, Program has been applied separately. In addition, NGOs are “staffed by hardworking and dedicated employees” (Walsh & Lenihan, 2005), even though many of their staff are staying with them for relatively short term depending on the funding availability. However, it doesn’t seem that they managed to be successful in capitalizing these qualified staff. (Smillie, 1999; Cracknell, 2000) and perform their programs and projects effectively and efficiently.

NGOs have also direct contact with the community they are serving and this opportunity enabled them build up and accumulate local knowledge. However, these accumulated knowledge, doesn’t seem properly used and managed to solve problems, to direct actions and to make decisions, together with any lessons learnt. The knowledge accumulated and not appropriately utilized is referred to as “lost” knowledge (Vasconcelos et al, 2003). In addition, the knowledge that is with the individual and those gained from experience and used to solve problems and make decisions, are not usually properly managed. It is important for the NGOs to manage the knowledge in the people’s mind and the knowledge stored in various means for future reference and successful implementation of their programs and projects (Hildreth and Kimble, 2000).

However, the question to focus on is, do organizations in the NGO sector, investing in KM and other improvement initiatives, are benefiting from their investments and their accumulated knowledge as they expected, is something to be assessed or evaluated.

As we repeatedly indicated above, KM both as practice and theoretical construct, emerged in the business sector, where it proved its ability to contribute to business effectiveness. Considering this practical relevance, organizations active in other sectors consider increasingly more the adoption of the KM specific approaches.

The importance of knowledge for NGOs is revealed by its impact (Corfield et al., 2013). Even if sometimes the benefits are hard to measure, the employees of the nonprofit organizations using knowledge management strategies are strong supporters of the associated practices. This might be related with the recognition of knowledge as being of high importance for NGOs (Zbucnea et al., 2017).

Despite its relevance and potential positive impact on NGOs, designing and implementing knowledge management strategies is a challenge even for mature, large NGOs. Knowledge

management depends on understanding the concepts and processes associated to it (Hume et al., 2012a), but including it in various components of the business model of an NGO would lead to its sustainable development (Cullom and Cullom, 2011). Knowledge management is, therefore, connected to the human dimension of an NGO. It should not only be top-down adopted, but also assumed by its workforce, both employees and volunteers. We mention that, especially in the case of volunteers, the workforce might not feel obliged to share the information they possess, or not understand the importance of the knowledge they have or the relevance of its transfer towards co-workers or other stakeholders. Human resources strategies connected to promoting knowledge management and transfer, an organizational culture encouraging knowledge sharing, as well as internal marketing practices incorporating knowledge communities of practice, might give those NGOs a competitive advantage.

Another factor influencing knowledge management and transfer positively is the connectedness of an organization. In respect with the networking strategies and interests of the NGOs, we observe a paradox. On the one hand, organizations are actively involved in networks and umbrella organizations to gain knowledge but, on the other hand, they do not integrate the networking strategies formally in coherent knowledge management strategies or in their managerial approaches and processes (Zbucnea and Leon, 2015; Zbucnea et al., 2017, 2018). At least in some countries, studies show that even large organizations and well-established NGOs are not to be considered models in terms of knowledge management practices (Hume et al., 2012a).

This might be surprising considering that knowledge management made its case based on the impact it has in business organizations on profits and competitive advantage, leading to the adoption of knowledge management-related business practices in NGOs. Nevertheless, as other researchers show, the implementation of knowledge-management theories and practices should be adapted to the specificities of NGOs (Bloice and Burnett, 2016; Hume and Hume, 2015). For instance, stakeholders as sources of knowledge should be a concern for knowledge management strategies, considering stakeholders and decision-making actors (Rossi et al., 2015).

2.4. Knowledge Management Implementation Process

As we discussed above, success of any organization significantly depends on its ability to generate or gather, organize, store and use of the prevailing knowledge. Knowledge requires appropriate management system just like any other resources in organizations such as human, financial or

material resources. It is very common to find the practices of management in the areas of human resource and financial resources. However, it is not as such long to hear about managing knowledge until the last two decades. It is not also difficult to witness that organizations able to manage the explicit or tacit knowledge prevailing in the organization ultimately ensures their competitive advantage over its competitors, and escalates its performance through time, which ultimately ensures the organizational excellence.

It is worth discussing some of the important concepts commonly used in KM implementation processes.

Knowledge Management Processes: Most of the concepts and the management schools see that knowledge management represents processes, and knowledge and information come from internal and external sources do not mean anything without these processes. Knowledge management processes define as the degree to which the company creates in them the knowledge and participate in it, distribute and benefit from it in the job limits (Momeni et al., 2011).

Knowledge Management Processes also represents the process of discovering new knowledge, which might be explicit or implicit, discovered from data or information, or by working on previous knowledge. This is done through blending and collecting explicit knowledge available, data or information to be new set, more complex than the present knowledge (Jaradat et al., 2011, p. 12, p. 134). This process involves three issues such as learning, excellence and teams work.

Another important concept is Knowledge Acquisition. It is when the organization determines the required level of knowledge; it determines the cognitive gap that should be reached and requires the look inside. The organization some time may demand technical support from external companies in developing its capabilities to attain the needed knowledge, or buys the advanced technology from the market. Organization also can cooperate through combining its resources by merging the processes or the unification, this can also help the organization attains its need of knowledge (Gasik& Poland, 2011). Knowledge acquisition indicates at the organization ability to develop or forming knowledge sources through the jobs' limits, this comes through enabling the processes and activities to interact, creating, brainstorming, setting the standards and evaluation. Researchers and studies indicate at strong and positive links between knowledge acquisition and performance measures (Emadzade et al., 2012). Kotecki (2011, p. 253), Amirkhani et al. (2012, p. 142), and Emadzade et al. (2012, p. 783) studies determined that the elements of knowledge

acquisition represent by external sourcing, strategic alliances, mutual agreements, and scientific conferences.

Knowledge Evaluation is also an important term in the process. This process includes the necessity for knowledge evaluation through the availability of intellectual capital, and developing its account, this is through the presence of strategic perspectives for knowledge management.

Knowledge Development and Discrimination, still as part of the process, is about passing the written knowledge that takes the form storable documents and sharing them between the employees to be able to use them. The social interaction, knowledge exchange, and change management might do this discrimination.

Knowledge application as a concept in the process is also indicates the degree to which the company applies the cognitive source to be shard thorough the Job limits. It allows the company to generate the revenues for its knowledge and the ability to benefit from knowledge base with the importance in decision making and problems solving, and enables respond more effectively to the environmental changes. Then knowledge is used in the context, which enables the users to learn, then producing new knowledge. Many organizations, particularly in the business sector, encourage the organizational learning of the individuals in which it is possible to apply knowledge to the initiatives, such as developing new products, improving performance, speed of innovation, and market need, because it affects the organizational performance and support the company's processes (Alhawari, Talet, & Al-Jarrah, 2011). (Golden, 2009, pp. 152-153; Cho, 2011, p. 8) This determines the importance of applying knowledge by empowerment, decision making and the organizational routine.

As the final concept, Knowledge Accumulation together with Knowledge evaluation in the process and confirms the building of cognitive storage, determining and distributing knowledge in the organization to achieve excellence. (Mciver& Hall, 2011, p. 185; Amirkhani et al., 2012, p. 142). Studies determined the importance of this process by the cognitive storage of knowledge map and excellence.

As it has been indicated earlier, most of the literatures reviewed on this subject, focus mainly on the business sector, but much is not done to the NGO sector, particularly, with respect to the

relationships between implementation and performances. NGOs have models of their own to evaluate their performance in the organization.

NGOs investment in this important sector is not given much attention and does not seem examined adequately as it was done to the business sectors. This research strives to fill this gap.

Implementing knowledge management thus has several dimensions to consider including:

Strategy: Knowledge management strategy must be dependent on corporate strategy. The objective is to manage, share, and create relevant knowledge assets that will help meet tactical and strategic requirements.

Organizational Culture: The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge.

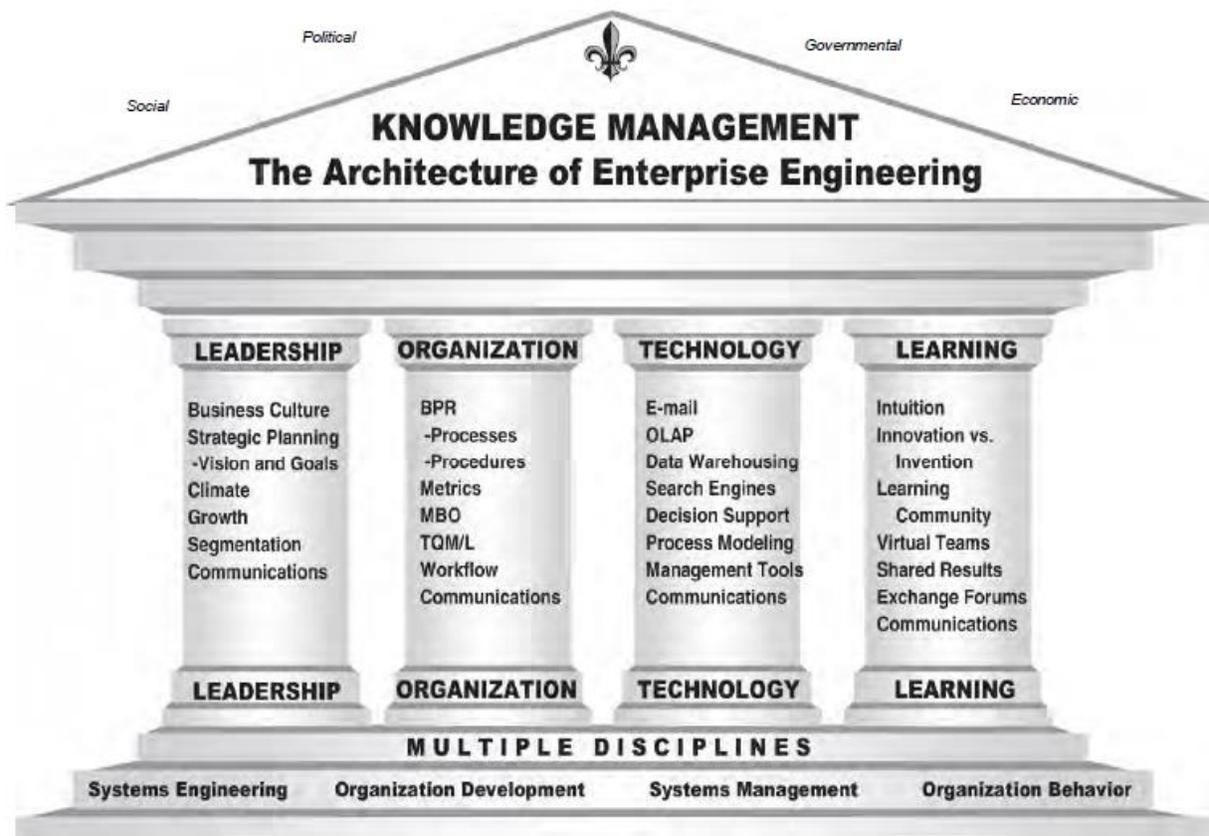
Organizational Processes: The right processes, environments, and systems that enable KM to be implemented in the organization.

Management & Leadership: KM requires competent and experienced leadership at all levels. There are a wide variety of KM-related roles that an organization may or may not need to implement, knowledge managers, knowledge brokers and so on.

Technology: The systems, tools, and technologies that fit the organization's requirements - properly designed and implemented.

There are many models developed by different researchers to fit the context of a certain organization. One of them is presented below as an example.

Fig 2.1 Stankosky's four pillars model of Knowledge Management (1994)



2.5 Employees and knowledge transfer practices in NGOs

Studies show that knowledge management should be a person-centered approach (Bloice and Burnett, 2016), therefore staff (considering here not only employees, but also volunteers) are key to successfully implementing knowledge management strategies. Knowledge management could support both volunteers and employees in terms of building an environment leading to performance (Cullom and Cullom, 2011). This is attained by formal processes, specific infrastructure to manage and share knowledge, but also training and other means to reinforce learning and knowledge transfer within the organization. Also, developing an organizational cultural enhancing learning, knowledge transfers and development is desirable for NGOs. These aspects are even more relevant considering that the fluctuation of workforce is high in NGOs, not only for volunteers, but also for employees. A strong and attractive organizational culture might diminish the “migration” of workforce and increase its loyalty and commitment, as well as improve other aspects of human resources management in NGOs (Batti, 2014).

Organizational culture is for NGOs, as well as for other organizations, influencing their activity in various ways. The organizational culture of an NGO, in connection with its stakeholders, as well as other organizations, might influence the effectiveness of its activity as well as its sustainability (Lewis, 2003). The values associated to organizational culture of an NGO also affect the way it relates to partners and how it acts in networks in which it is a part of (Spencer and Skalaban, 2018). Therefore, it also influences the way it shares knowledge and the openness to this process (Alavi, Kayworth and Leidner, 2005; Ragdell, 2009).

Another aspect to be considered in relation to the organizational culture in NGOs is its impact on effectiveness, mediated by knowledge sharing (NurulHidayana, 2017). Joe Duke II and Gloria Henry Edet (2012) indicate that there is a direct relationship between organizational culture on one side and the number of clients/beneficiaries served by the NGO and access to funding on the other side. The culture variables considered are outcome orientation; commitment of members to a common set of values, beliefs and philosophy; involvement of employees in decision-making; individual autonomy; people-orientation; and, customer focus. Some of these elements show an openness towards cooperation, both inside and outside the organization, therefore, they might be a predictor for knowledge share and openness to knowledge acquisition. We mention that the investigation of Hurley and Green (2005) shows that organizations should stimulate not only their own organizational cultures in the spirit of knowledge sharing, but also nurture a knowledge management culture between organizations and stakeholders.

We would connect the organizational culture of an NGO with a learning culture in order to ensure its effectiveness. In the third sector, organizational learning is influenced by organizational culture, the motives to learn of the members of the NGO as well as by the teams' dynamics (Prugsamatz, 2010). In the past decade researchers have argued that learning culture is a must for NGOs (Gill, 2009) having in mind that to ensure the adaptation of the organization to the increasingly more dynamic environment and a sustainable development. Nevertheless, it is not enough for an organization to set the norms and necessary infrastructure for being a learning organization. Knowledge is shared only in teams and among departments in which the employees believe in the benefits of knowledge sharing. Namely, a proper organizational culture enhances learning within an organization. Nevertheless, effective knowledge management leads to organizational learning (Bratianu and Bolisani, 2015; Guldborg et al., 2013).

Knowledge management depends on employees' acceptance of sharing knowledge (McCall et al., 2008). Previous studies suggest that different factors influence the voluntary and solicited knowledge sharing. While knowledge management might influence the later, common values and group cohesion influence the first (Teng and Song, 2011).

Other factors influencing knowledge sharing in NGOs are procedures and structural aspects (Ragsdell, 2009). These might form a stimulating framework for employees and volunteers. The perception of managers as being open also stimulates knowledge transfer within the organization. Leadership in general influences knowledge transfer (Hume et al., 2012b). Also the trust in the organization or the confidence in the success of the activities they are undergoing stimulate knowledge sharing (Ragsdell et al., 2014). Socialization is another knowledge sharing enabler (Hume et al., 2012).

Another documented connection between employees of an NGO and the knowledge transfer processes is rather surprising. A perception of openness to knowledge sharing leads to positive attitude among employees (Corfield et al., 2013).

The personal characteristics of employees might also influence knowledge transfer within or among organizations (Hung, Lai and Chou, 2010). The literature in the field, which does not specifically focus on NGOs, specifies the following predictors for knowledge sharing: social consecutiveness (Chiu, Hsu and Wang, 2006; Ma and Agarwal, 2007; Phang et al., 2009), reputation growth (Wasko and Faraj, 2005), and perceived benefits (Chiu et al., 2006; Hsu et al., 2007). The model offered by peers or their influence are other stimulating factors for knowledge transfer (Hung, Lai and Chou, 2010). Trust is also an important sharing enhancer (Hsu et al., 2007). Being part of a community also stimulates the tacit knowledge transfer (Barley et al., 2018). Summing up the literature, Wang and Noe (2010) identified the following personal aspects influencing the sharing behavior: interpersonal and team characteristics, cultural characteristics, individual characteristics, and motivational factors – to which they add the organizational context.

Knowledge sharing is also stimulated by a certain professional setting, by networks in which professionals in the field are active in sharing their knowledge to other, to stimulate the transfer of good practices (Hung, Lai and Chou, 2010; Zbucheá, Petropoulos and Partyka, 2018)

In summary, organizations, be it public or private, profit making or non-for-profit, small or complex, strive ultimately for excellence in the area where they are competing. As it is indicated in many of the researches, the effective implementation of KM has a direct correlation with the organizational performance and its achievement of excellence. (Kelleher and Levene, 2001; Fong & Wong, 2005; Gupta et al, 2000). In order, therefore, to be successful in their performance and achieve the level of excellence they aspire for, they need to effectively apply KM, which consists of organizational Culture, Leadership, Knowledge Sharing, Incentives & motivation and Technology.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

In this chapter, the methodology used in the study explained. It consists of research design and approach, population and sampling design, (which consists of sampling technique and size), data collection methods, research procedures, methods of data analysis and ethical consideration are the chapter outline.

3.1 Research Design and approach

The qualitative survey method was employed in this study. A qualitative survey design was used to undertake this study because the intention of the study was to assess the existing situation and to describe opinions that are held on Knowledge Management practices by participants of the study and to look into Knowledge Management challenges. The qualitative methods (approach) were employed with the assumption that the qualitative data collected through interview would supplement the data gathered through survey questionnaire. In the same line of argument qualitative study is concerned with conditions or relationship that exist, opinions that are held, process that are going on, effects that are evident or trends that are developing. Since the main objective of this study is to evaluate the practices and experience in detail, with the associated problems and challenges, it uses a qualitative research approach, with an inductive approach and a social constructivist position. As Hancox and Hackney (2000) stated, qualitative research is the best approach when the research is concerned with understanding the situation at hand in detail rather than generating findings of statistical significance which proves or disproves causal relationships.

Thus, the method is preferred on the ground that practices and challenges of Knowledge Management are better perceived from the judgment survey of CARE Ethiopia employees.

Validity and Reliability: The data collected is mainly based on structured questionnaire and interviews with the purposively selected samples. The respondents identified to be well aware of the subject under discussion and have a good experience working in the case organization and they have a good educational background. Hence, the researcher is confident on the response collected are reliable and valid.

3.2 Population and Sampling Design

The populations of the study will be employees working in the case organization operating in Ethiopia, the beneficiaries', Partners, local and Federal Authorities including the host communities and elders or clan leaders as appropriate. The samples are internal and external. The internal samples taken based on their role in the organization, such as managerial responsibilities, program staff working on the organization's key performance areas of the organization, staff working in the support function and the service years working with CARE in Ethiopia. The external samples considered based on their frequent relationship to the case organization for a relatively longer period. No external samples considered in the research due to the existing COVID related restrictions.

3.3 Sample size

In this research, purposive sampling is used to select key informants. It is convenient to identify based on deliberate sampling or non-probability sampling technique. The method selects the samples deliberately or purposively from the units in the case organization constituting a sample which represent the study area (Kothari, 2004:17).

Therefore, in this study the samples are taken from the case organization, particularly staff who are somehow versed in this topic and have personal experience in working in the organization. Purposive sampling considered desirable when the respondents are few and have known characteristic to the study intensively (Kothari, 2004:17).

The total number of CARE staffs currently (as of April 2020) is about 1362, many of which are at the field level and currently are "working from home" (as per the decision made by the organization since March 16, 2020). It has also been a challenge to reach most of the staff, (if not all), for they have no access to internet and laptops. A great deal of "non-critical" staff were also on their annual leave, as part of the strategy to help them "stay at home" working modality by the time.

Purposive sampling of the 53 staff considered as potential respondents for both qualitative and quantitative approaches. The allocation is as follows:

Table 2.1 Respondents Sample

No	Position/Department	Sample size
1	Senior Leadership Team (Management at various levels)	3
2	Program Managers	3
3	Field Office Program Managers	7
4	Program Quality and Learning and related areas	5
5	IT and related functional units	3
6	Emergency Area	5
7	Finance Area	5
8	Human Resources and Administrations	3
9	All Active Program Areas	19
Total		53

3.4 Procedures of Data Collection

The research takes the data gathered from staff respondents in the form of questionnaires, interview, and focus group discussions on virtual online meeting and observations as an input. The respondents are selected based on their position, role in the organization, their work experience and closeness to the program activities and the concept under discussion.

3.5 Methods of Data Analysis

The data gathered is organized in such a way that it answers the research questions at hand. Excel is used to analyze quantitative data. The qualitative and quantitative data are used in an integrated manner to explain the findings in more depth. The secondary data are used whenever appropriate in clarifying and supporting primary data sources. The report followed descriptive approach.

The approach followed in this research mainly is reviewing prior theoretical knowledge with European Foundation for Quality Management to evaluate the actual impacts of KM implementation in the organization. The approach is matching the theoretical view with the real life observation, which is more of deductive and partly inductive.

3.6 Ethical consideration

In collecting, analyzing and presenting information obtained from various sources, the sources indicated properly. Proper care is also taken not to misinterpret or expose the ideas of interviewees, respondents and original writers, change or modify them for any reason without indicating the sources.

I was responsible to safeguard the interviewee and respondents by maintaining the understood purpose of the research and established trust by informing the purpose of the study to participants.

I was also aware and responsible to maintain for interviewees' emotional turmoil in the course of responding to questionnaires and interviews. I'll remain confidential if participants may disclose sensitive and potentially distressing information in the course of the interview.

- Participants were told full information about the research including the reasons they have been chosen to participate.
- Participants' privacy, confidentiality and anonymity have also been guaranteed.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

All data are presented, analyzed and interpreted in this chapter. The chapter is divided in two different parts: part one, which deals with general characteristics of the respondents' positions and work experience.

Part two deals with analysis and interpretation of the data gathered on the implementation of knowledge management practice in CARE. The relevant data and information collected through questionnaires and interviews were analyzed and interpreted. Hence the basic questions raised in this chapter were given appropriate treatment.

Out of the total 53 questionnaires distributed 53 (100%) were filled and returned. The researcher works currently in CARE and this made it easy to facilitate and manage the data collection process. Based on the responses obtained from the sample respondents, the analysis and interpretation of the data presented below.

4.1. Demographic Characteristics of Respondents

Table 4.1 Demographic Characteristic of Respondents

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	45	84.9	84.9	84.9
Female	8	15.1	15.1	100.0
Total	53	100.0	100.0	
Age				
25 - 30 years	1	1.9	1.9	1.9
31 - 35 years	10	18.9	18.9	20.8
36 - 40 years	36	67.9	67.9	88.7
41 and above years	6	11.3	11.3	100.0
Years of Experience				
1 - 5 years	10	18.9	18.9	18.9
6 - 10 years	2	3.8	3.8	22.6
11 - 15 years	30	56.6	56.6	79.2
16 - 20 years	7	13.2	13.2	92.5
21 and above years	4	7.5	7.5	100.0
Total	53	100.0	100.0	

The above table gives a detail of the selected respondents' profile. Three basic and important items asked were gender, age and year of experience in CARE. From the table above, most of the respondents (45, 84.9%) are male, even though their number is reasonably proportional, which

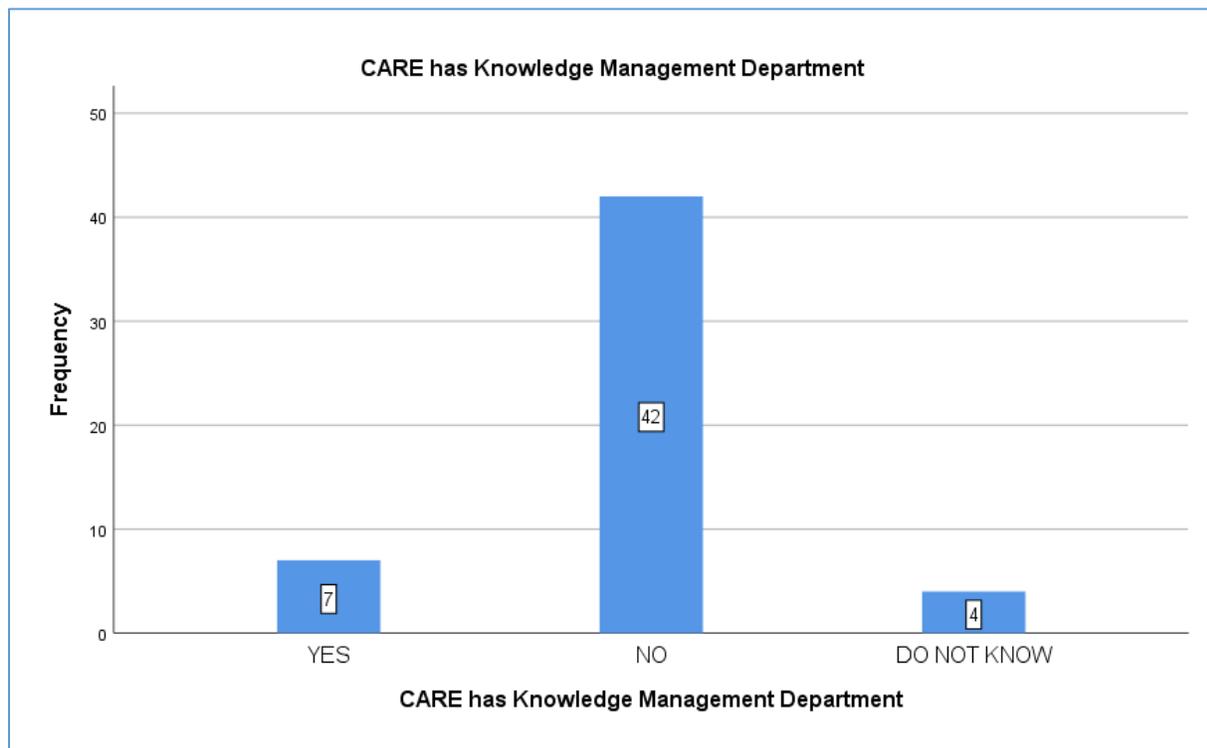
indicates that the number of male workers in the organization is still more than the number of female staff. Majority of the respondents (36, 67.9%) are found in the age range of 36 up to 40 which indicates that they are matured enough to provide their wise opinion. The above table also shows that (41, 77.3%) of the respondents have more than 11 years of experience in the organization which also indicates that they have ample experience to give proper feedback about the practices and implementation of knowledge management in CARE.

4.2 Presentation and Analysis of Data

4.2.1 Organization Related Items

4.2.1.1 CARE has a dedicated Knowledge Management Department

Fig 4.1: CARE has a dedicated Knowledge Management Department



The response of employees on the first question “ Does CARE has dedicated Knowledge Management functional unit/Department? ” in the above table, indicated 42 in number or 79% of the respondents gave their opinion on NO and 7 in number or 13% of them YES.

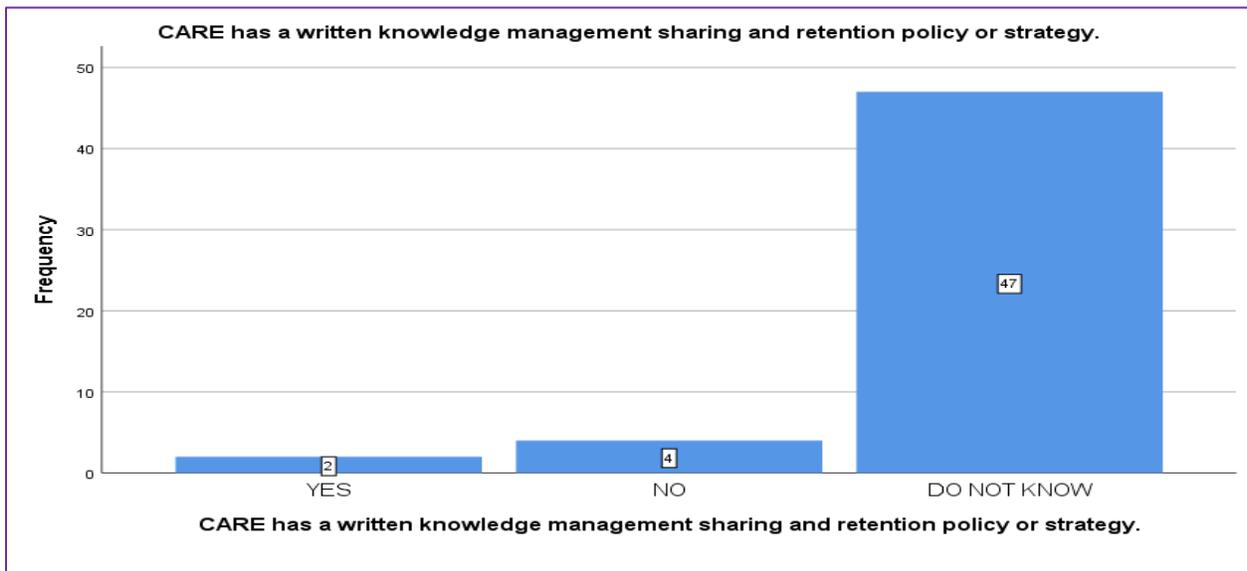
As we observed there is a functional unit in the case organization referred to as Program Quality and Learning dealing with KM, as its one area of responsibility. The respondents replied NO for

there is no unit in the case organization with a name KM. In addition, even though KM is one of its areas of responsibility, the unit does not work on KM in its entirety encompassing all sorts of knowledge in the Program and support areas. Program Quality and learning mainly focuses on program related knowledge and delivery of quality service to beneficiaries. Furthermore, the response also indicated that staff are not fully aware of the existing organizational structure and units and their areas of responsibility.

Establishing and indicating a dedicated functional unit for KM in the organizational structure is a formal pattern for establishing a working relationship and coordination designed by management to link the activities and assignments of individual and group. This is believed ultimately foster achievement of organizational goals and objectives. From this definition, we can conclude that the majority of the total respondents gave their opinion that there is no such establishment dedicated to manage the prevailing knowledge in CARE.

4.2.1.2 CARE has a written knowledge management sharing and retention policy or strategy.

Fig 4.2 CARE has a written knowledge management sharing and retention policy or strategy.

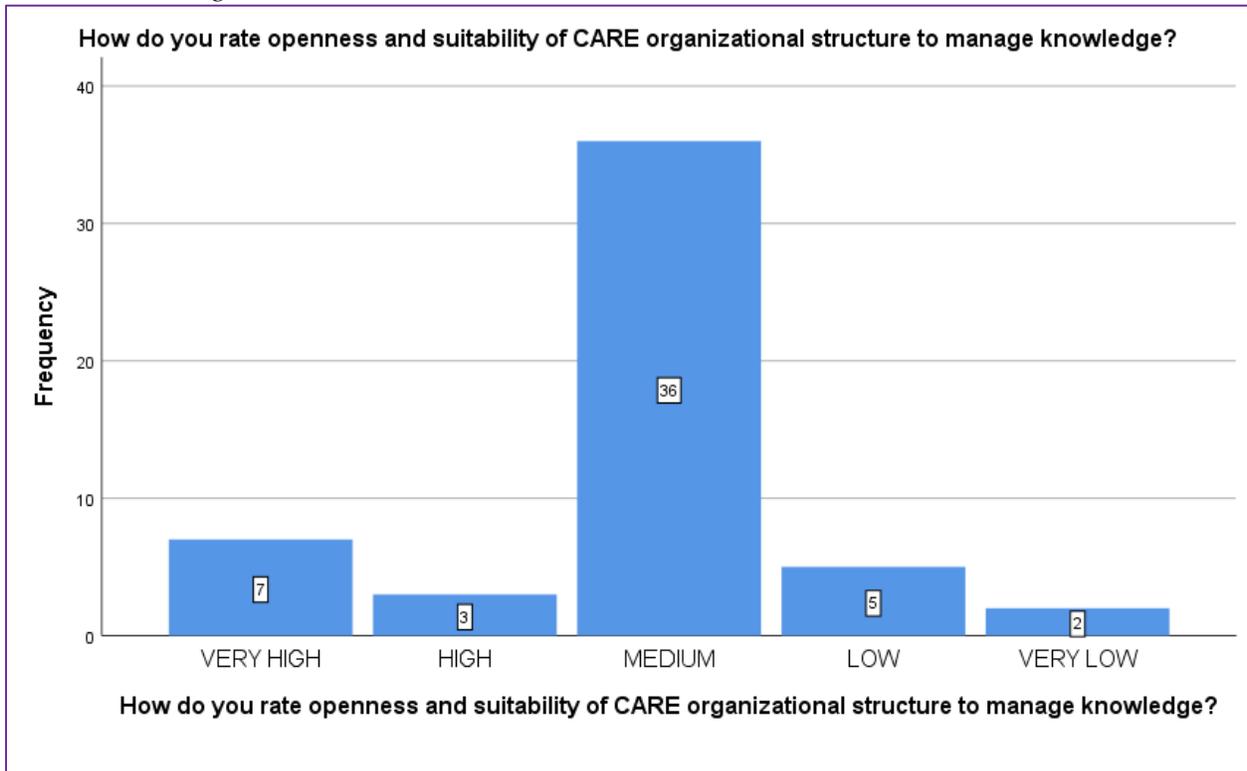


The main purpose of the question in the above table is to assess if CARE has any relevant written rule, procedure, strategy and policy to manage knowledge. As we observe, the result in the above table indicates, 47 in number or 88.7% of the total respondents responded that they “DO NOT KNOW”. We can generally conclude from the above result that most of the employees are not sure whether there is a written KM sharing and retention policy or strategy, which implies that the

organization does not communicate its policy or KM strategy to its employees. This has significant impact on the effective implementation of the KM activities for understanding the strategy and policy always has primacy over implementation.

4.2.1.3 How do you rate openness and suitability of CARE organizational structure to manage knowledge?

Fig 4.3 How do you rate openness and suitability of CARE organizational structure to manage Knowledge.



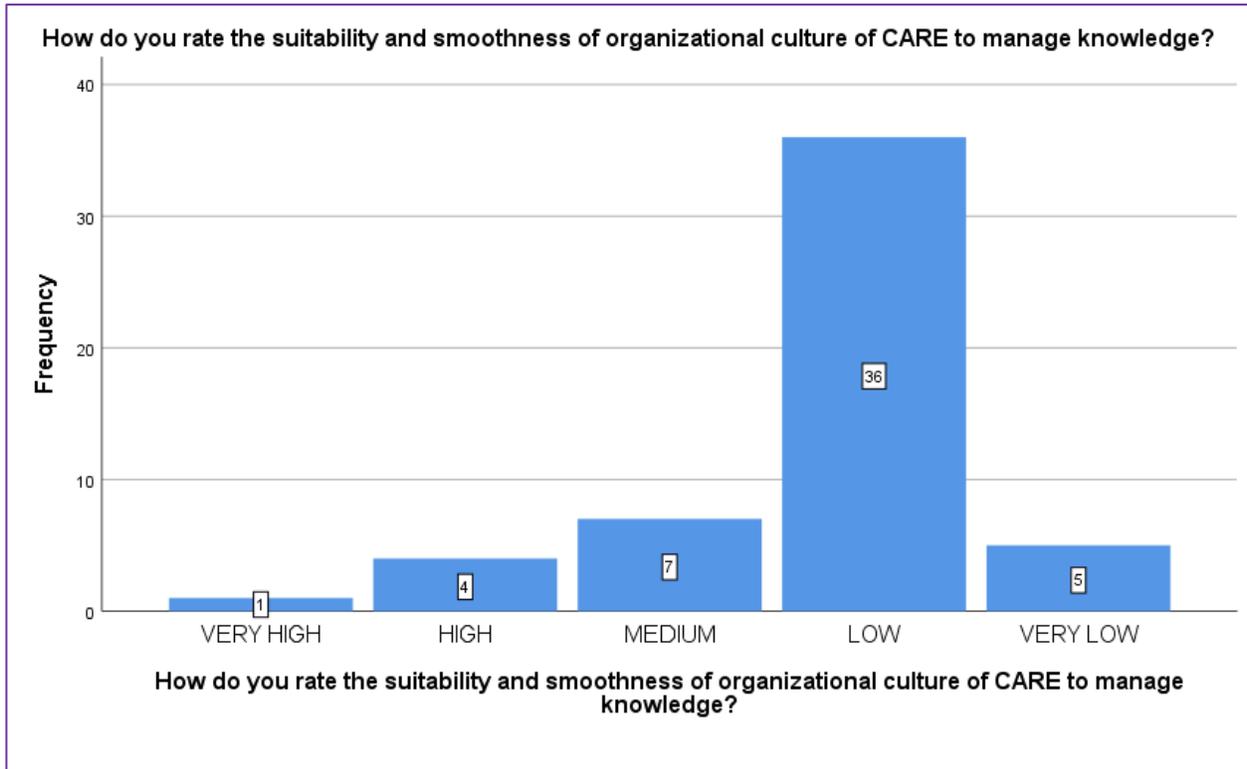
The above table focuses to evaluate the organizational structure openness and suitability, mainly with regard to tacit knowledge; 36 out of 53 respondents believe that they feel there is openness and suitability in managing KM somehow. This has an implication that even though they feel there is no dedicated functional unit for KM (as indicated in the first question and also not aware of the existence of KM policy and strategy, the majority of the respondents still feel there is a way somehow that tacit knowledge sharing process in the organization is managed openly with a certain degree of suitability. There is a culture where individuals in most cases has the opportunity to share their tacit knowledge if they need to do so. In the case of explicit knowledge, where individuals attend a training, workshop or other similar events related to their areas of activity, they are required to share what they obtained from the event they attended. They are required to do it either

in a written form or in oral presentation. The issue in here is that does the organization store, share, adopt and apply knowledge acquired in this way deserves further investigation.

Different scholars believes that bureaucratic factors such as the inflexible organizational structure and hierarchical chain of command that are major barriers for tacit knowledge sharing, which doesn't seem the case in the case organization. Establishment of appropriate organizational structure and hierarchies, supported with openness and suitable system determines the successful tacit knowledge transfer process.

4.2.1.4 How do you rate the suitability and smoothness of organizational culture of CARE to manage knowledge?

Fig 4.4 How do you rate the suitability and smoothness of organizational culture of CARE to manage knowledge?

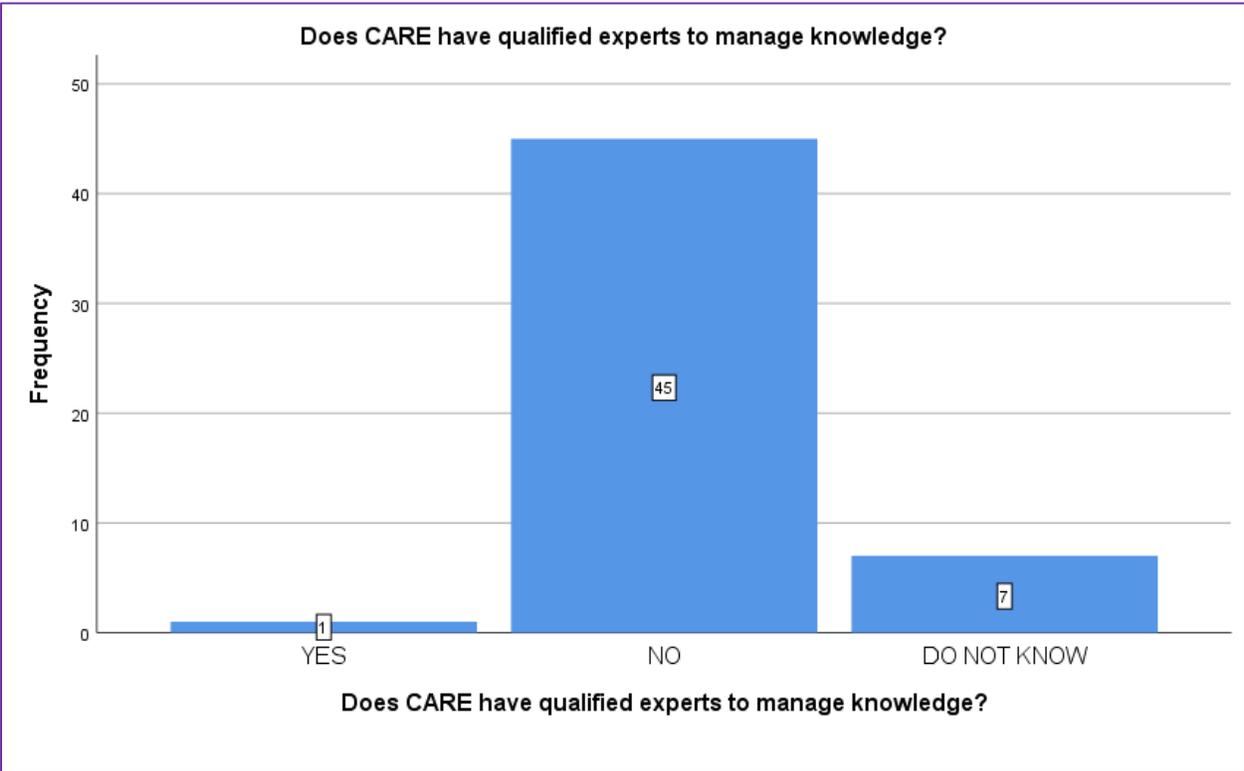


On the item Organizational culture, of the total respondents 36 in number or 67.9 % believe the organizational environment and culture is low and 5 in number or 13.2 % feel it is very low. This means that employees in CARE hoard knowledge because they feel that they may lose their “power” or competitive advantage in the organization if they share the knowledge they obtained. In relation to the organizational culture, CARE expected to create conducive or “suitable and smooth” environment to enable staff encouraged to engage themselves in the KM activities.

Developing a culture based on trust should be the priority for the organization. By doing so the employees will be able to change their attitude and create a culture that is based on openness. Organizational culture is also important as it ensures there will be tolerance, acceptance of diversity and flexibility. These aspects will create trust among the employees, and foster teamwork and make tacit knowledge sharing encouraging within the organization.

4.1.1.5 Does CARE have qualified experts to manage knowledge?

Fig 4.5 Does CARE have qualified dedicated experts to manage knowledge?



The above graph represents the inexistence of a dedicated knowledge management expert in CARE by 45 respondents out of 53 which means 84.9 % of the total population responded that there is no dedicated expert assigned and accountable to manage tacit or explicit knowledge within the organization. This indicates that CARE is losing its resource.

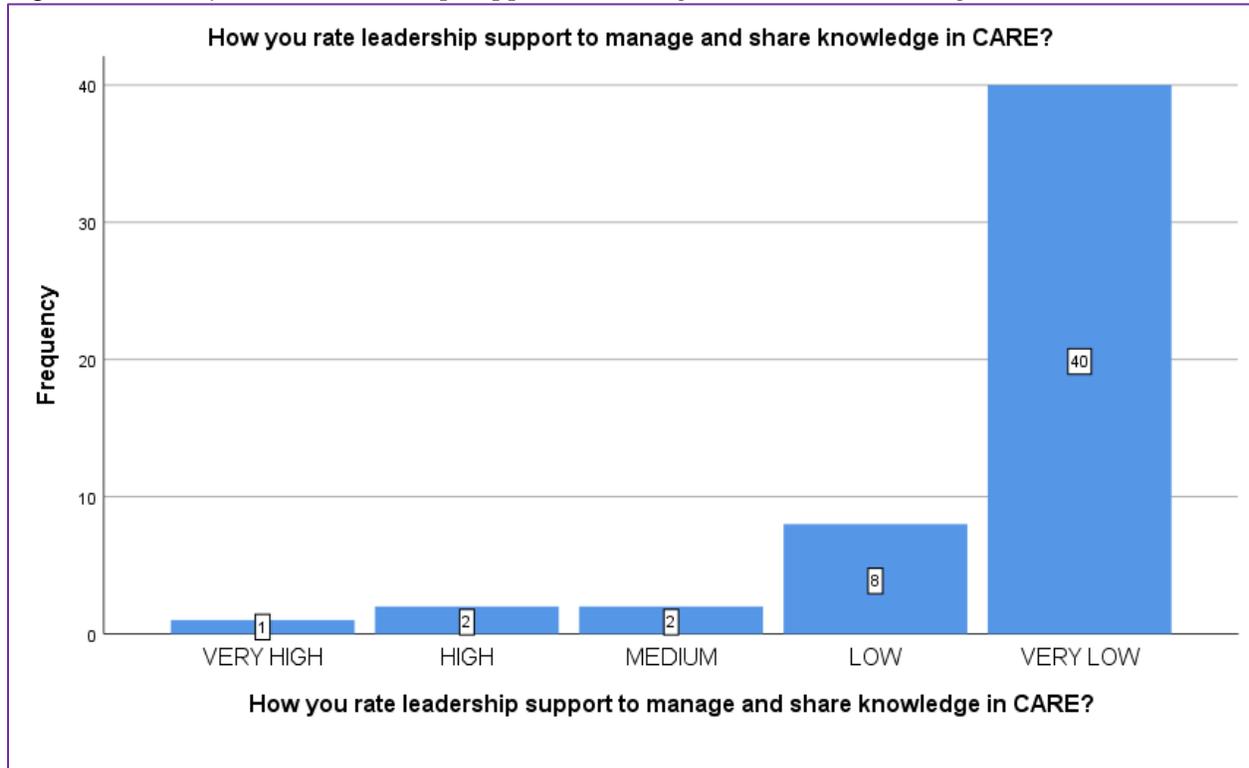
There is no knowledge without someone being able to manage it. Researchers suggest that knowledge experts are professionals, practitioners or experienced persons of practice with critical skill and knowledge providing specialized knowledge or task in a community or company. Knowledge transfer among the members of an organization is a basic necessity. The longer a person works in a field, the more expertise that person develops in that field. Researchers also

suggest that knowledge is the lifeblood of an organization and therefore knowledge and information managers have a key role to play in keeping knowledge flowing, used and retained in their organizations. Hence, from the given explanation the importance of knowledge management expert in an organization for the successful accomplishment of their mission given emphasis.

4.2.2 Leadership Related Items

4.2.2.1 How you rate leadership support to manage and share knowledge in CARE.

Fig 4.6 How do you rate leadership support to manage and share knowledge in CARE?



Today dynamic organizations require well-equipped leaders with good communication and planning skills to supervise the interaction between strategy, people and systems. The required change cannot be achieved unless there is strong leadership notes that top managers can adopt change by exemplifying it in their own behavior and efficient leadership is required to blend system, employees and procedures. The above table summarizes leaders supportiveness on managing knowledge within the case organization, the result obtained represents, 40 in number or 75.5% of the total. These respondents believe that there is a very low support of leaders at all level and 8 in number or 15.1% of them rated low, cumulative feedback of respondents represents 90.6% of total respondents feeling leaders are doubtful about the supportiveness leaders in the case organization on knowledge management.

An open question also forwarded for strategic and operational leaders to find out the barriers and factors existing in CARE affecting knowledge management and sharing. “Can you give any other existing barriers of knowledge management in CARE?”

For this question, strategic and middle level leaders also share the opinion gathered through questionnaire. Respondents feel the following are some of the barriers for Knowledge Sharing practices in the organization. These include: “the working environment and the nature of work being performed”, “Fear of job security”, “Cultural factors”, “Lack of trust among knowledge workers” and dominance of “knowledge is power” thinking”, and “Lack of commitment and support by the top management”.

4.2.2.2 Give a value or the listed item on leadership support to manage and share knowledge in CARE.

Table 4.2 Leadership support to manage and share knowledge in CARE

Item to be Evaluated	A	F	S	N	Total
Lack of role models on Sharing Experiences and Knowledge	32	8	13	--	53
Percent	60.4	15.1	24.5	--	100%
Lack of leadership commitment to consistent and ongoing communication	21	17	9	6	53
Percent	39.6	32.1	17.0	11.3	100%
Lack of awareness of the skills of each staff member possesses	17	18	15	3	53
Percent	32.1	34.0	28.3	5.7	100%
Lack of empowerment and encouragement	29	14	6	4	53
Percent	54.7	26.4	11.3	7.5	100%
Leaders are aware of and recognize the power of intellectual capacity	3	15	14	21	53
Percent	5.7	28.3	26.4	39.6	100%
(KEY: SD=Always (A), Frequently (F), Sometimes (S), and Never (N))					

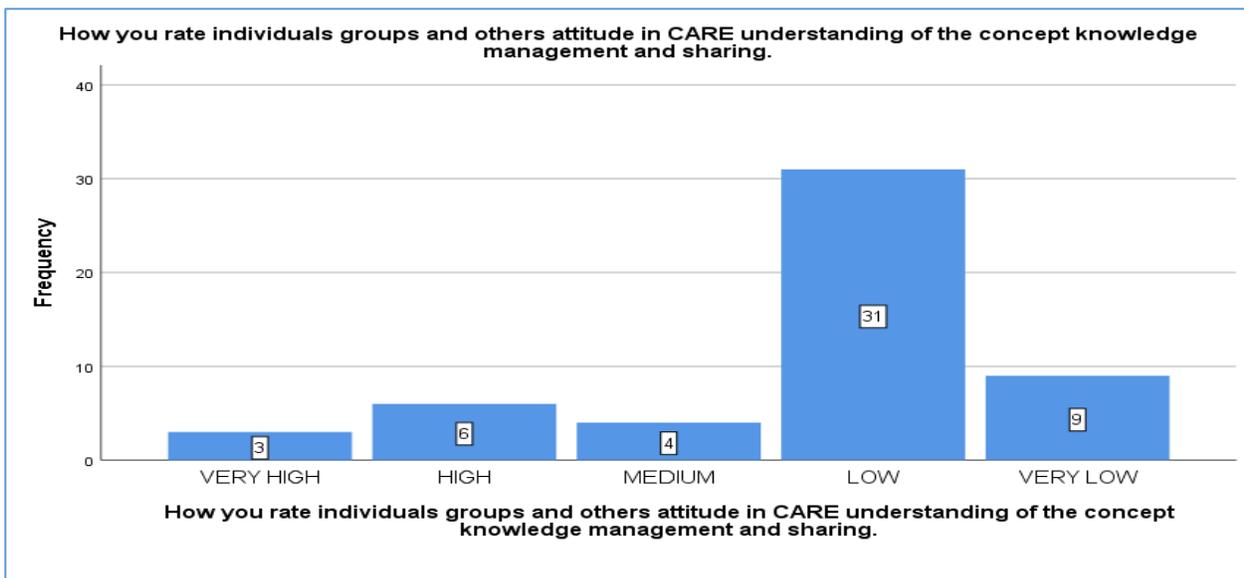
Strengthen the above analysis and theory on the strategic and operational managers gave some relevant non-supportiveness samples like; 60.4% of the total respondents believe that at all level leaders (strategic, operational and tactical) seem they lack attitude of being role models on Sharing Experiences and Knowledge. This seems one of the common barrier within the organization. Others replied 15.31% also believe leaders do not pay attention that the attitude of being role models on Sharing Experiences and Knowledge. This is frequently observed as a barrier in CARE. In an organization, effective communication between leaders at all level and employees is

inherently important, effective communication among this categories leaders and subordinates develops motivation. Hence, lack of leadership commitment to consistent and ongoing communication in CARE remains very low as of 39.6% and 32.1% of the total respondents believe that is always and frequently observable problem. Downward communication from the superiors to the employees and upward communication from the employees to the superiors are important to give and receive comment, feedback and suggestions. This kind of communication is important for the relationships in the organization, which lacks CARE to manage and share organizational knowledge smoothly. Lack of awareness of the skills of each employee possesses and lack of empowerment and encouragement are some of them.

4.2.3 Knowledge Management & Sharing Concept Related Items

4.2.3.1 How you rate individuals groups and others attitude in CARE understanding of the concept knowledge management and sharing.

Fig 4.7 *How you rate individuals groups and others attitude in CARE understanding of the concept knowledge management and sharing.*



Knowledge is increasingly seen as an organization’s most valuable resource, many firms and organizations have implemented knowledge-management and sharing systems in an effort to capture, store, and disseminate knowledge across the firm.

Knowledge sharing is central to the success of all knowledge management strategies. Effective knowledge sharing practices enable reuse and regeneration of knowledge at individual, group and

organizational level by sharing people of one or more organization or community share and exchange understandings, norms, values, attitudes, beliefs, ideas and expertise (best practices.

Employees in CARE asked to give their opinion on to what extent they understand the concept of knowledge management and sharing, and 31 out of 53 respondents believe the understanding level of the concept of knowledge management and sharing in CARE is low. Many scholars describes that knowledge can be classified into two forms tacit and explicit, and by different levels as of individual, group and organizational level.

On the issue of knowledge concept interviewees indicated that they are definitely sure they heard the word KM and to some extend read about it. However, they say they are not sure how the concept practiced on a full scale, though they have practiced it informally themselves in managing their own knowledge and that of the organization from current and previous life experiences. They confirm that indeed they know the importance of skills management, learning, sharing of knowledge and mentoring.

In general, the terms related with knowledge management and sharing like, Socialization process of converting tacit knowledge into new tacit knowledge to several persons at the same time, Externalizations conversion of tacit knowledge into explicit among groups, Combination conversion of explicit knowledge into explicit and Internalization conversion of explicit into tacit remains not-understood within the organization and deserves further investigation.

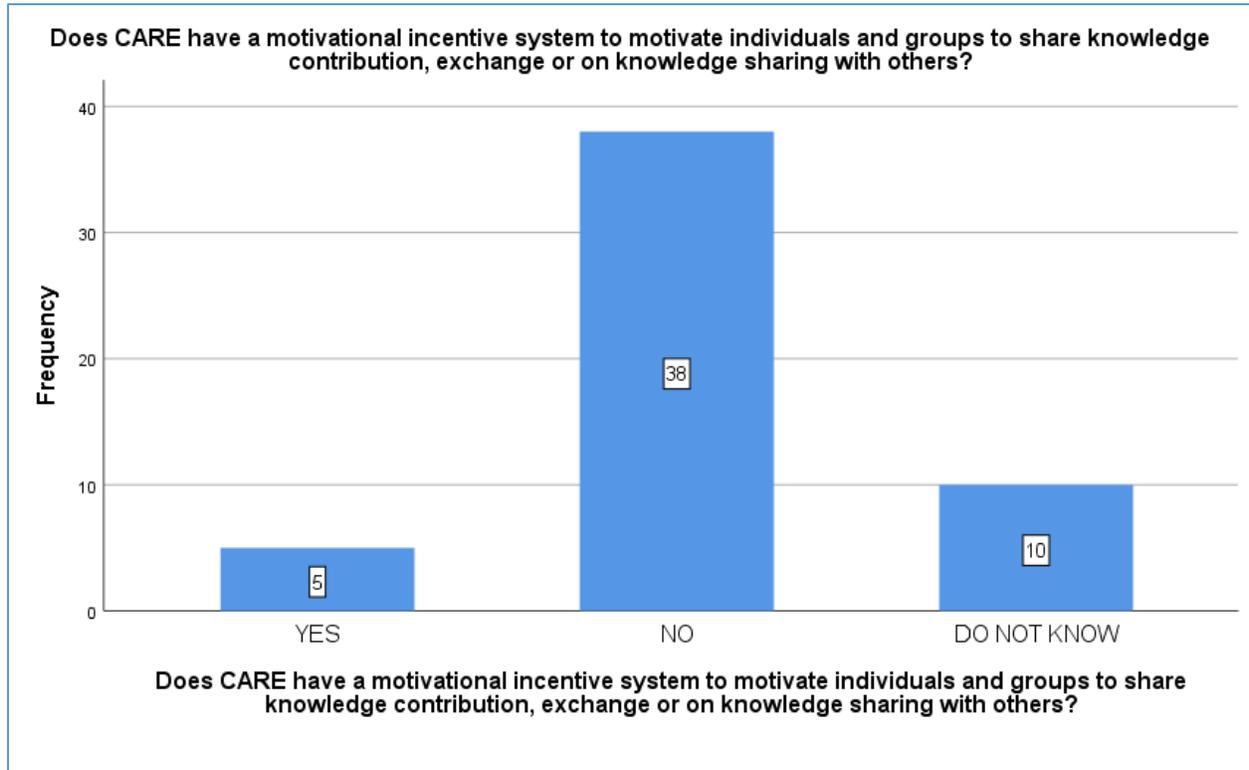
According to the respondents', the perception of individuals and groups indicates that, the possible challenges discouraging them to act with their full capacity, includes but not limited, are lack of Participation in improving Knowledge Management System of the organization; lack of confidence or reluctance of the organization to act on their recommendations and lack of self-confidence and the feeling which says "my knowledge is not worthy of and cannot contribute to the success of the organization in any way".

To conclude, respondents and leaders perceptions on the questions presented and responses given above, it seems that CARE does not practice as defined in different theories and practices of knowledge management within the organization.

4.2.4 Incentive and Motivational Related Items

4.2.4.1 Does CARE have a motivational incentive system to motivate individuals and groups to share knowledge contribution, exchange or on knowledge sharing with others?

Fig 4.8 *Does CARE have a motivational incentive system to motivate individuals and groups to share knowledge contribution, exchange or on knowledge sharing with others?*



As the presented above, the perception of Employees on Motivational incentives, system of the organization areas follows. 38 or 71.7% of the respondents gave their opinion as “strong disagreement” and 10 or 18.9% of them “do not know” whether there is an incentive system or not. It is possible to conclude saying that “there is no incentive and motivational system” in place to encourage individual and group employees. According to the views of different scholars, Incentive systems, rewards and motivational aids, should incorporate the importance of collaboration, sharing and application of knowledge.

Incentives should focus on knowledge sharing and contribution, teamwork, creativity and innovative solutions, with group-based compensation encouraging high levels of knowledge

exchange. The reward system may include both monetary and non-monetary recognition. Knowledge-related participation can be assessed in annual performance reviews as well.

For this item, an interview question was also forwarded to few strategic and operational leaders. The question was “Is there a motivation and incentive mechanism in CARE to motivate employees?”

For this question, all the interviewees witness that even if it is not procedurally put as a policy, rewarding staff for their contribution in knowledge sharing in some cases individual and employees, are given recognition. As indicated in the table below, we can say there is a lack on incentive management in CARE. As stated in the previous sections, incentives can be intrinsic or extrinsic, in monetary and non-monetary terms. However, the most important thing to note is, as stated in different literatures by scholars, the procedure on incentive should exist as a written policy and communicated for the employees.

4.2.4.2 Give value of appropriateness for the listed incentive mechanisms

For the items below respondents were asked to give their feeling as follows on the appropriateness of some selected motivational mechanisms usually practiced in CARE.

For the items below, respondents asked to give their feeling the type of incentives to consider in the case organization, if there is a need. The options given were as follows: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).

Table. 4.3 Appropriateness of Incentives

Item to be Evaluated	VA	A	LA	NA	Total
Official Organizational Recognition	41	6	6	--	53
Personal Recognition	12	36	5	--	53
Certification	12	35	5	1	53
Financial Prize	36	10	6	1	53
Employee Promotion	8	41	2	2	53
(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).					

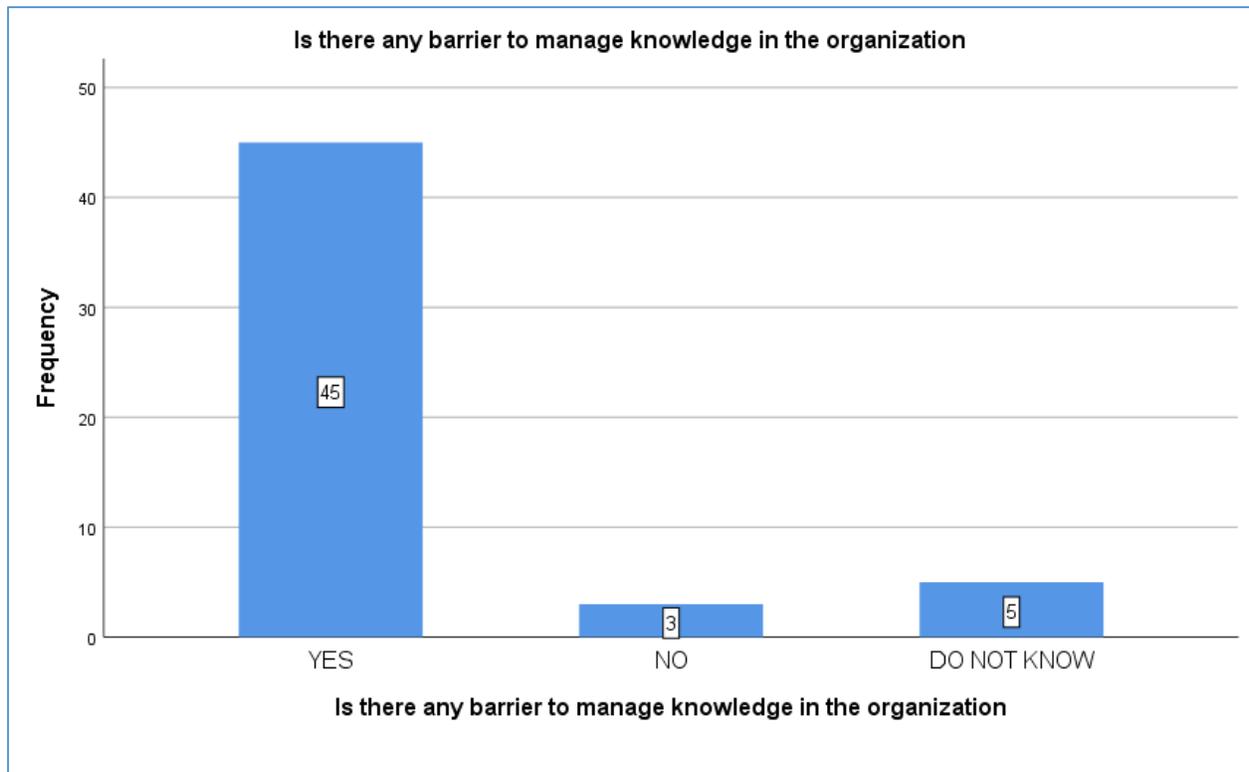
The respondents’ opinion are; all listed items are appropriate, however, the majority, as a very appropriate type of incentive, supported Official Organizational Recognition and Financial Prize.

The remaining three items in the list scored lower. These are Personal Recognition, Certification and Employee Promotion.

4.2.5. Factors Affecting Knowledge Management and Sharing Related Items

4.2.5.1 Is there any barrier to manage knowledge in the organization

Fig 4.9 Barrier to manage Knowledge in the organization



The above item is prepared to gather relevant information to check whether there is a barrier to manage knowledge in the organization, and the respondents' opinion fall on 100% agreement that there are barrier. These barriers affect knowledge management practices in the organization. We can conclude from this result that knowledge acquisition, creation, sharing and retention were inhibited by several factors such as non suitable Organizational Environment, lack of Employees interactions, Lack of Expertise, Lack of awareness of importance of Knowledge Management Unavailability of Infrastructure and Technology, Non-Responsive Organizational Structure, resignations, employees reluctance to share their knowledge and a culture that does not promote knowledge sharing.

As presented in the above chart, respondents' proof that in CARE, there is a barrier affecting the organizational knowledge management and sharing. Out of 100% of the respondents 84.9% of the

total respondents' strong agreement on the questioned item. Below here respondents were asked intentionally their view on the pillars of knowledge management, the resulted also presented below.

4.2.5.2. Rate the existence of barriers to manage knowledge in CARE

For the items below respondents were asked to give their feeling as follows Always (A), Frequently (F), Sometimes (S), and Never (N)

Table 4.4 existence of barriers to manage knowledge

Item to be Evaluated	A	F	S	N	Total
Organizational Environment	4	32	13	4	53
Organizational Culture	34	9	6	4	53
Lack of structured procedure and process to implement Knowledge Management	29	14	6	4	53
Lack of Expertise	39	8	4	2	53
Non-Responsive Organizational Structure	38	9	5	1	53
Lack of awareness of importance of Knowledge Management	37	9	5	2	53
Employee's resistance and lack of interaction to share their knowledge.	38	6	5	2	53
Lack of Leadership Support	38	7	5	3	53
Lack of Resource (Budget, and Staff)	31	13	5	4	53
Turnover of Skilled employees	11	34	5	3	53
(KEY: SD= Always (A), Frequently (F), Sometimes (S), and Never (N))					

For the above listed items, respondents asked to give their feeling on the happening frequency rate of organizational barriers, which lower the knowledge management and sharing practice; as of the respondents' perception;

- Organizational Culture 34 out of 53; Lack of structured procedure and process to implement Knowledge Management 29 out of 53; Lack of Expertise 39 out of 53; Unavailability of Infrastructure and Technology 38 out of 53; Non-Responsive Organizational Structure 38 out of 53; Lack of awareness of importance of Knowledge Management 37 out of 53; Employees' resistance and lack of interaction to share their knowledge 38 out of 53; Lack of Leadership Support 38 out of 53 and Lack of Resource (Budget and Staff) 31 out of 53 rated as "always" observed barriers to manage and share knowledge in CARE.

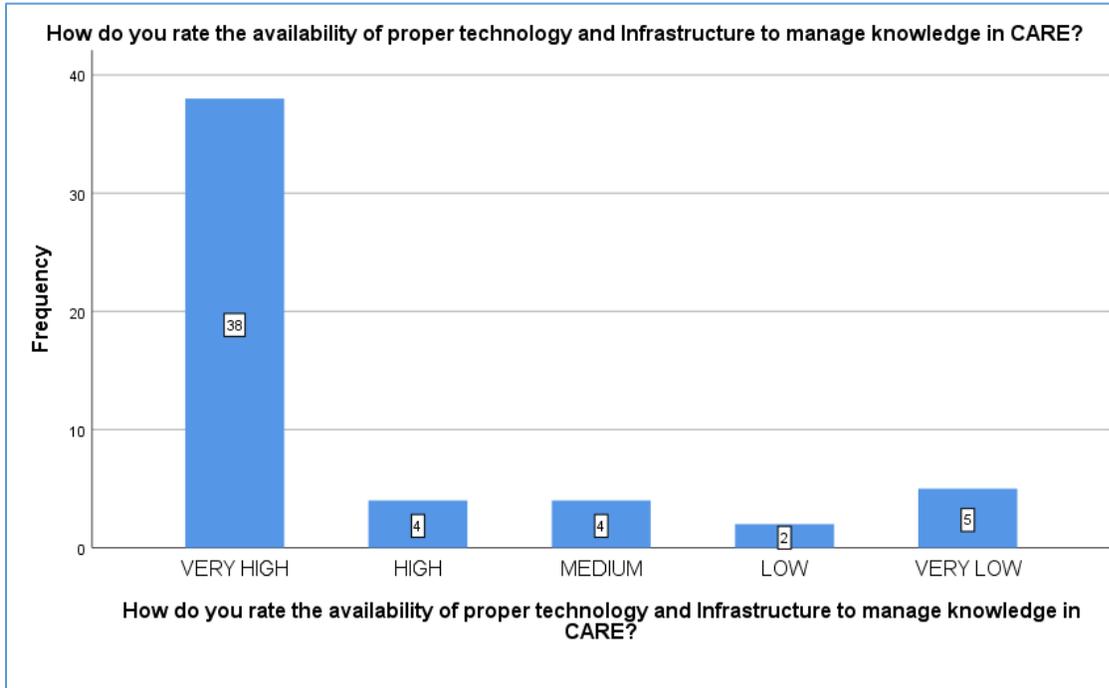
- Organizational Environment and Turnover of Skilled employees are rated as a frequently observed barrier to manage and share knowledge in CARE.

In addition, interview also made with strategic, operational and tactical leaders and their responses summarized as follows. They believe that there are different barriers, which adversely affects the knowledge management and sharing within the organization through individuals and groups. Among those the dominating rather than the listed in the above table are; People keeping skills/knowledge for themselves, Professional jealousy, hard earned knowledge is hard to part with. Most people are reserved in sharing knowledge, Members are also conservative and do not want to share their knowledge when they exit the system, it leaves a huge gap. People only want recognition for themselves and therefore would like to be regarded as expertise/assets thereby not sharing their knowledge/information.

4.2.6. Technology and Infrastructure Related Items

4.2.6.1. How do you rate the availability of proper technology and Infrastructure to manage knowledge in CARE?

Fig 4.10 Availability of proper technology and Infrastructure



The above survey wanted to check the availability of Infrastructure and Technology in support of knowledge sharing and ultimately knowledge management in CARE. 38 or 71.7% of 53

respondent's belief is lack of Infrastructure and Technology is always a huge barrier to manage knowledge and for 4 or 7.5% gave their agreement. Cumulatively, 79.2% of the total respondents expressed their feelings that lack of proper technology and infrastructure to manage knowledge. As the infrastructure and technology at the global level is well established. However, the response given is mainly to the local context focusing on the need for appropriate technology and infrastructure, specifically dedicated to knowledge management at the local level. This encompasses the field location or operation areas, which do not have reliable establishment for knowledge sharing.

Scholars gave different definitions on Infrastructure and Technology and their importance to manage knowledge. Technological infrastructure facilitates KM through knowledge repositories where employees share their expertise and access the shared experiences of others. Information technology also addresses knowledge-oriented capabilities such as email, intranets, networked computers and standardized software so that documents can be easily exchanged, supporting daily operations, problem solving and decision making. Similarly Effective KM requires technological infrastructure that is simple, easy to use, is suitable to users' needs, contains relevant content and incorporates a standardized knowledge structure and taxonomy.

Technology enables and provides the entire infrastructure and tools to support knowledge management within an organization, lack of proper tools and technology infrastructure can lead an organization to failure. The functional requirements that organization can select and use to build a knowledge management solution include Capture and store, Search and retrieve, Structure and navigate, Share and collaborate, Synthesize and Solve or recommend.

4.2.6.2. Give a value on the appropriateness of the listed methods' to manage and share knowledge in CARE.

For the items below, give your feeling as follows Very Appropriate (VA), Appropriate (A), Less Appropriate (LA) and Not Appropriate (NA)

Table 4.5 Appropriateness of the listed methods' to manage and share knowledge

Item to be Evaluated	VA	A	LA	NA	Total
Knowledge Sharing by a written document, book, pamphlet, research, report etc.	24	17	12	--	53
Knowledge Sharing by audio-video recorded diffusion	8	5	31	9	53
Knowledge Sharing by creating a Knowledge Sharing Center	11	12	28	2	53
Internet and Intranet Access Documentation	3	2	8	40	53

Knowledge Sharing by web site accessibility	3	5	4	41	53
Blog and e-mail diffusion	5	2	5	41	53
Video-Conferencing	14	11	8	20	53
Knowledge Sharing by a Conference	31	20	2	--	53
(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).					

On the above table, respondents asked to give their opinion on a possible way to manage knowledge within the organization. The responded 100% replied “Yes”, on any possible recommendation to manage knowledge in CARE. In addition, important emphasis was given by the leaders too, managing knowledge within NGO like CARE, whose operating and knowledge source elements are dispersed and diversified in terms of mission and geographic location, is a challenge. However, the adaptable best mechanisms for them proposed as follows; Knowledge Sharing by a Conference, Knowledge Sharing by a written document, book, pamphlet, research, report...etc., Knowledge Sharing by audio-video recorded diffusion, and Knowledge Sharing by creating a Knowledge Sharing Center.

4.2.7. Overall Knowledge Management

4.2.7.1. What is/are the possible outcome/s of knowledge management in CARE?

For the below question the response are set to be: Very Appropriate (VA), Appropriate (A), Less Appropriate (LA), Not Appropriate (NA).

Table 4.6 Possible outcomes of Knowledge Management

Item to be Evaluated	VA	A	LA	NA	Total
Bringing of employee Satisfaction	30	7	12	4	53
Creating Fast Decision Making process	15	6	24	8	53
Rapid Problem Solving method	21	7	20	5	53
Innovation	33	15	3	2	53
Quality of Work	27	9	10	7	53
Decreasing Time Consumption	19	17	12	5	53
Experience Gaining	32	15	6	--	53
Better Risk Management	11	10	30	2	53
Employees Retention	7	21	21	4	53
Better Work Environment	30	21	1	1	53
Developing Trust Among Individuals and Groups	25	14	11	3	53
(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).					

Some of the important factors that are driving the need for Knowledge management are organizational survival, competitive advantages or differentiation, effects of globalization and aging workforce. Survival concerns are not limited to for-profit firms as non-profits and even public agencies have all realized the value of KM and started applying various models, tools and procedures since recently. Without adequate understanding and commitment how to manage knowledge, organizations may not operate, at least optimally, and this will result in the ineffective and inefficient creation and delivery of products and services leading to unsatisfied customers, which is what ultimately leads to the demise of the organization.

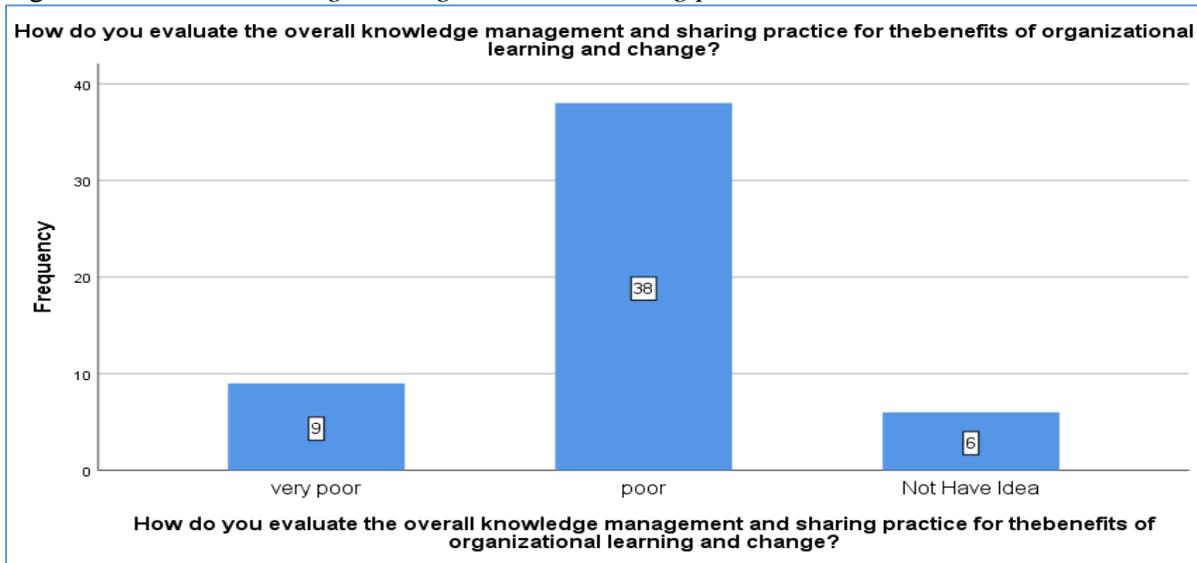
Based on the above theory, respondents asked to give their opinion on the possible outcome if the organization manage knowledge appropriately and effectively, and 38 or 71.7% agreement and 15 or 28.3% strong agreement. This implies that the understanding level of the respondents on the proposed question that managing knowledge can have a possible positive outcome for the successful advantage of the organization.

This also strengthened by an interview with the strategic leaders, which says “Is there any possible outcome and importance of Knowledge Management in the Organization? “

They replied that, without any doubt, managing knowledge brings a positive outcome on the organization’s performance and on the individual’s career, and they gave some basic and important inputs of managing knowledge like: bringing of Employees Satisfaction, creating Fast Decision Making process, Rapid Problem Solving method, Innovation, Quality of Work, Decreasing Time Consumption, Experience Gaining and Better Risk Management.

4.2.7.2. How do you evaluate the overall knowledge management and sharing practice for the benefits of organizational learning and change?

Fig 4.11 Overall knowledge management and sharing practice



Knowledge Management (KM) has been growing in importance and popularity as a research topic since the mid-1990s. Literatures are witnessing that this is sufficient time for many organizations to implement KM initiatives and KM systems (KMS).

Knowledge management (KM) is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making. Knowledge flow refers to the ease of movement of knowledge within and among organizations. Knowledge must flow to be useful. The purpose of knowledge management is to create shared understanding through the alignment of people, processes, and tools within the organizational structure and culture in order to increase collaboration and interaction between leaders and subordinates. This results in better decisions and enables improved flexibility, adaptability, integration, and synchronization to achieve a position of relative advantage. Sound and dedicated Knowledge Management system and practices in CARE enhances: Collaboration among personnel at different places, Rapid knowledge transfer between units and individuals, Reach-back capability to centers of excellence, and other resources, “Leader and followers” agility and adaptability during operations, policy development, in organization’s ability to capture lessons learned throughout each force or pool of employees generation cycle, Effective and efficient use of knowledge in conducting operations, and supporting organizational learning, are essential functions of KM.. As we can observe in the table

presented above, 71.6% Of the total respondents believe knowledge management practice of CARE requires revisiting. Knowledge gained from experience does not seem given the required attention.in the organization.

CHAPTER FIVE

CONCLUSION, SUMMARY & RECOMMENDATION

5.1 Summary of Findings

This section provides a summary of findings with respect to the objectives meant to be achieved by the study. The study investigated the implementation of KM and role of knowledge management in enhancing organizational performance in CARE Ethiopia.

- **Organization Related;** on organization related issues the analysis gives a fact that in CARE there is No organizational response on the knowledge management issue, there is No dedicated unit existing and there is no responsible person dedicated to run this activity. However, most of the respondents are not sure whether there is a written KM sharing and retention policy or strategy, which implies that the organization does not communicate its policy or strategy to its employees.
- **Leadership related;** from leadership perspective, the analysis indicated that there seem lack of leadership support at all levels. Scholars believe that most of the organizations agree nowadays that effective leadership is one of the most important contributor to the overall organizational performance and change. Successful leaders are those who have accumulation of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes. However, in case of CARE, the leadership lacks what is required; lack of role models on Sharing Experiences and Knowledge, Lack of leadership commitment to consistent and ongoing communication, lack of awareness of the skills of each employees possesses and lack of empowerment and encouragement are some of them.
- **Context related outcome and importance of Knowledge Management;** from the gathered data, knowledge management has important outcomes such as; employees Satisfaction, facilitates decision making process and enable rapid problem solving, encourages innovation, improves quality of work, reduces the time consumption, Experience Gaining and Better Risk Management.
- **As perceived by the respondents on Incentives and Motivation Related Items;** on this question, the analysis indicates that there is no Incentives and Motivation or such a system, devoted particularly to KM, within the organization.

- **Other item is about barrier to manage knowledge in the organization;** for this question respondents gave their opinion in a frank way and the result obtained is there are different barriers to manage knowledge in CARE. Among the listed barriers are; organizational culture, lack of resource and experts to manage knowledge, lack of technology and infrastructure, Employees resistance and lack of interaction to share their knowledge, Lack of Resource (Budget, and Staff), nonresponsive organizational structure and Lack of awareness of importance of Knowledge Management.
- **On matters Related to Individuals and Groups Attitude to manage knowledge in the organization;** it is obvious individuals and groups in general human is a core component of an organization. However, the reality on the analysis part for this item indicates that individuals and groups are not involved or do not play any role in managing knowledge, according to the respondents feedback. Fear of job security, cultural factors, lack of trust among them and lack of commitment and lack of cohesive teams in organization which facilitates sharing of experiences and Information among Employees, support by the top management are the main negative factors affecting Knowledge Sharing within the organization.

5.2 Conclusions

Knowledge is considered as one of the main sources of competitive advantage and essential element for survival of almost all organizations nowadays. The aim of the study was to investigate the implementation of knowledge management in CARE Ethiopia and its effects on enhancing organizational excellence. The study also sought to investigate and recommend the KM practices and strategies that could be adopted by organization to create, capture and retain knowledge as a competitive advantage and for future use. The investigator reasonably chooses much-focalized question to penetrate the untouchable boundary of NGO in an academic research.

Knowledge in the case organization. is not recognized as an important asset, and the awareness of staff at all levels is not satisfactory in understanding the concept of knowledge management.

KM implementation activities in the organization, in relation to its Culture, Leadership, Incentive & Motivation, Knowledge Sharing, and Technology, are not also to a level where it can influence organizational performance, which ultimately ends up with excellence.

5.3 Recommendations

Considering the presence of KM implementation system, in the case organization, established from the global up to the local levels, the recommendation given below focuses mainly on the implementation of the KM activities at the Ethiopia Country office level.

In general, it is important that CARE Ethiopia consider the importance of knowledge management practices based on the problem statement of the study and the findings this study made. CARE is required allocate adequate human and financial resources on knowledge management programs to enhance and protect its knowledge resources and enable it accomplish its mission and vision effectively. The most emphasized points that could be the priority of the organization presented as follows;

- Organization related, CARE need to establish a clear policy and procedure including strategy to manage knowledge, a written policy and have a specific department and a clear independent organizational structure are advisable. Organizational structure and hierarchical chain of command should be revisited so that it should not at least be barrier for tacit (knowledge within individuals) knowledge sharing. Organizational structure and hierarchies can hinder communication, therefore hampering the tacit knowledge transfer process. A smooth organizational environment also needed to manage knowledge. Enabling structures in terms of hierarchy and communication flows that facilitate learning. Regarding knowledge management policies, CARE need to have written knowledge management policies or documented for future references. On the other side CARE need to create a positive organizational culture to enable individuals and groups openly share and manage knowledge. Besides the organizational structure and policy documents, knowledge managing teams and experts also needed to manage, share and archive organizational knowledge in a possible way to retain knowledge.
- Leadership Related; In leadership, problem-solving and decision-making are more complex and more demanding in NGO situations. It is therefore recommended the leadership related findings in KM issues identified by the study, should be given special attention, so that it enhances the effective implementation of KM in CARE.
- Motivation and Incentives; Top leadership need to see knowledge as a strategic asset and provides incentives and support for knowledge management processes. The organization

need to provide incentives to motivate employees to learn from experiences and use KM system.

- Recommendation Ideas on Knowledge Sharing Mechanism; respondents gave their opinion on what possible way CARE manage and share tacit and explicit knowledge within the organization. Among those the most suitable on the context of simplicity for the perspective of the available resources, a mechanism has been proposed to Knowledge Sharing by a Conference, Knowledge Sharing by a written document, book, pamphlet, research, report etc. Knowledge Sharing by audio-video recorded diffusion, and Knowledge Sharing by creating a Knowledge Sharing Center can also be considered as a possible mitigation measure.

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Appendix

QUESTIONNAIRE

Dear Responders,

I'm a student at Saint Mary's University, studying at the Quality and Productivity Institute with Master's Program. As a final year student, I'm working on my thesis entitled "Evaluation of the Implementation of Knowledge Management in NGOs, The Case of CARE Ethiopia" in partial fulfilment to my study.

I would like to thank you in advance for taking time and completing this research questions presented below. The information you give shall be treated with the utmost confidentiality and shall be used solely for this research study.

I. PERSONAL PROFILE DATA

1. Gender:

Male () Female ()

2. Age Group:

25-30 Yrs () 31-35 Yrs () 36-40 Yrs () 41 and above Yrs ()

3. How many years have you been working in CARE Ethiopia?

1-5 Yrs () 6-10 Yrs () 11-15 Yrs () 16-20 Yrs () 21 and above Yrs ()

II. KNOWLEDGE MANAGEMENT IN CASE ORGANIZATION

A. Organization Related Items

1. CARE has Knowledge Management Department		
YES	NO	DO NOT KNOW

2. CARE has a written knowledge management sharing and retention policy or strategy.		
YES	NO	DO NOT KNOW

3. How do you rate openness and suitability of CARE organizational structure to manage knowledge?				
Very High	High	Medium	Low	Very Low

4. How do you rate the suitability and smoothness of organizational culture of CARE to manage knowledge?				
Very High	High	Medium	Low	Very Low

5. Does CARE have qualified experts to manage knowledge?		
YES	NO	DO NOT KNOW

B. Leadership Related Items

6. How you rate leadership support to manage and share knowledge in CARE?				
Very High	High	Medium	Low	Very Low

7. Give a value for the listed item on leadership support to manage and share knowledge in CARE.				
Item to be Evaluated	A	F	S	N
Lack of role models on Sharing Experiences and Knowledge				

Lack of leadership commitment to consistent and ongoing communication				
Lack of awareness of the skills of each staff members possesses				
Lack of empowerment and encouragement				
Leaders are aware of and recognize the power of intellectual capacity				
(KEY: Always (A), Frequently (F), Sometimes (S), and Never (N))				

C. Knowledge Management & Sharing Concept Related Items

8. How do you rate individuals groups and others in CARE understanding of the concept knowledge management and sharing?				
Very High	High	Medium	Low	Very Low

D. Incentive and Motivational Related Items

9. Does CARE have a motivational incentive system to motivate individuals and groups to share knowledge contribution, exchange or on knowledge sharing with others?		
Yes	No	Do NOT Know

10. Give value of appropriateness for the listed incentive mechanisms				
Item to be Evaluated	VA	A	LA	NA
• Official Organizational Recognition				
• Personal Recognition				

• Certification				
• Financial Prize				
• Employee Promotion				
(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).				

E. Factors Affecting Knowledge Management and Sharing Related Items

11. Is there any barrier to manage knowledge in the organization		
Yes	No	Do NOT Know

12. Rate the existence of barriers to manage knowledge in CARE					
Item to be Evaluated	SD	D	N	A	SA
• Organizational Environment					
• Organizational Culture					
• Lack of structured procedure and process to implement Knowledge Management					
• Lack of Expertise					
• Non-Responsive Organizational Structure					
• Lack of awareness of importance of Knowledge Management					
• Employee’s resistance and lack of interaction to share their knowledge.					
• Lack of Leadership Support					
• Lack of Resource (Budget, and Staff)					

• Turnover of Skilled employees					
(KEY: SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree)					

F. Technology and Infrastructure Related Items

13. How do you rate the availability of proper technology and Infrastructure to manage knowledge in CARE?				
Very High	High	Medium	Low	Very Low

14. Give a value on the appropriateness of the listed methods' to manage and share knowledge in CARE.				
Item to be Evaluated	VA	A	LA	NA
Knowledge Sharing by a written document, book, pamphlet, research, report etc.				
Knowledge Sharing by audio-video recorded diffusion				
Knowledge Sharing by creating a Knowledge Sharing Center				
Internet and Intranet Access Documentation				
Knowledge Sharing by web site accessibility				
Blog and e-mail diffusion				
Video-Conferencing				
Knowledge Sharing by a Conference				
(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).				

G. Overall Knowledge Management

<p>15. What is/are the possible outcome/s of knowledge management in CARE? For the items below give your feeling as follows Very Appropriate (VA), Appropriate (A), Less Appropriate (LA), Not Appropriate (NA)</p>				
Item to be Evaluated	VA	A	LA	NA
Bringing of employee Satisfaction				
Creating Fast Decision Making process				
Rapid Problem Solving method				
Innovation				
Quality of Work				
Decreasing Time Consumption				
Experience Gaining				
Better Risk Management				
Employees Retention				
Better Work Environment				
Developing Trust Among Individuals and Groups				
<p>(KEY: Very Appropriate (VA), Appropriate (A), Low Appropriate (LA), and Never Appropriate (NA).</p>				