The Effect of Knowledge Management on Sustainable Competitive Advantage Amongst Charitable Organizations in Kenya-Case of CARE International in Kenya (CIK)

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REG NO:D53/CTY/PT/20457/2010

RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR DEGREE OF MASTERS IN BUSINESS ADMINISTRATION STRATEGIC MANAGEMENT –KENYATTA UNIVERSITY

MAY, 2012
Declaration

I, the undersigned, hereby declare that this research project is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been previously, in its entirety or in part, submitted at any university in order to obtain academic qualifications.

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Acknowledgement

I thank the Almighty Lord for giving me Life and Energy to undertake this study.

I would like to acknowledge Kenyatta University for giving me a conducive environment which has made it possible for me to carry out my studies successfully. I sincerely give my gratitude to my able supervisors Mr. Eliud Obere and Mr. Robert Nzulwa for their mature criticism, motivation and intellectual guidance which enabled the study and writing of this research project possible. My appreciation goes to Dr. Mwathe who successfully coordinated the MBA programmes at Kenyatta University City Campus. My recognition also goes to my 2010 MBA fellow course mates who were always there for me when I required their support. I owe gratitude to the library staff of Kenyatta University, Kenya National Library Services (Nairobi), for providing reading materials whenever I needed. I can’t forget my entire family members including my beloved fiancée Annaline Jepkiyeny, my dear brother Alloys Angaga who accorded me moral support during the study time and hence facilitating its completion. I recognize Joshua Arogo, Denish Odhiambo, Elijah Mau and my dear friend Silas Ochieng’ who tirelessly assisted me in various ways to ensure the project is reasonable. My thanks also go to my dear colleagues at CARE International; Jane Muge, Miriam Warui and Patrick who supported me dearly during data collection. I would not forget to thank CARE International in Kenya for allowing me to carry out the study in the organization.

May God Bless All Abundantly.
Dedication

I dedicate this work to my beloved mother, Grace Onyisi and my dear fiancé-Annaline Jepkiyeny who stood by my side all through this work. My sincere appreciation goes to all of them.
Abstract
The purpose of this study was to present the effect of Knowledge Management on Sustainable Competitive Advantage using Knowledge Management enablers. A substantial part of the study was dedicated to providing a detailed analysis of Employee empowerment, Information Technology Systems, Organizational Culture, Top Management Leadership Commitment and Organizational Strategy and their influence on Sustainable Competitive Advantage. A framework synthesized from a review of the literature was offered. Although each of these were viewed as critical to the success of the entire process when examined individually, they were considered most influential when viewed as forming a comprehensive gestalt for effectively managing knowledge. A case study of CARE International in Kenya (CIK) was carried out.

The objectives of study were; to find out how employee empowerment influences SCA in CIK, to assess how information technology systems affect SCA in CIK, to find out how organizational culture affects SCA in CIK, to assess the effect of management leadership commitment on SCA in CIK and to examine the effect of organizational strategy on SCA in CIK. The study population was all the employees in CARE International in Kenya.

The study was a descriptive case study. Both the primary and secondary data were collected using triangulation: structured questionnaires, interviews, participant observation and document analysis. The questionnaires were administered by the researcher through a drop and collect method to ensure high response rates. Firstly information was gathered through questionnaires and interviews, then from funding proposals and report backs were covered, which was supplemented by information about KM in place at the time. Purposive and random sampling techniques were used to sample 259 employees from a population of 579 employees comprising 82 senior staff and 497 junior staff respectively. Statistical tools such as cross-tabulation and correlation were used to analyze the data. The study used graphs and pie charts to represent information and facts.

From the study, there is substantial evidence to show that KM has a strong positive correlation with SCA. Descriptive statistics and reliability analysis were presented to provide further insight. The following significant results were found: a strong and significant positive linear relationship
between KM and SCA (IT, employee empowerment, organizational culture, organizational strategy, management leadership commitment). The variables under study, which are KM variables, produced strong positive correlation with competitive Advantage, an indicator that a full adoption by CIK would significantly enhance their competitive advantage against other NGOs.

Developing KM is a long-term journey. It needs time and effort to establish an effective and standardized KM programme. For CIK, we observe that there are existing and potential KM obstacles and constraints, which are retarded by the restricted resources and financial supports. Those pressures impede the development and advancement of KM. However, KM is vital to the NGO sector, if the problems of limited resources have not yet been resolved, the growth of KM will be at a standstill and these organizations will not be competitive in the sector.

Finally, recommendations were offered under the five key KM enablers for consideration. The five key enablers were used because SCA is usually influenced mostly by them. This, in itself, is a key idea as using these themes in the initial planning stages of KM will substantially reduce the issues that could otherwise arise. The recommendations offered are practical ideas, drawn from experience, and intended for practitioners working with NGOs but are also based on the theory behind the KM concept and are just as relevant for consideration by KM and development theorists alike.
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Definition of Terms

**Competitive Advantage**- The strategic advantage one organization entity has over its rival entities within its competitive industry that strengthens and positions it better within the competitive environment.

**Conceptual Framework**- Used in research to outline possible courses of action or to present a preferred approach to an idea or thought.

**Community of Practice**- Organizational groups of people that assume roles based on their abilities and skills, instead of titles and hierarchy. Also referred to as a community of interest.

**Data**- Discrete and objective facts, measurements, or observations that can be analyzed to generate information.

**Data mining**- A technique to analyse data in very large databases. Analysis can reveal trends and patterns and can be used to improve vital business processes.

**Explicit knowledge**- Knowledge that can be codified in formal, systematic language and shared in discussion or writing. Examples include a telephone directory, an instruction manual, or a report of research findings.

**Information**- Data that have been categorized, analyzed, summarized, and placed in context in a form that has structure and meaning.

**Information management**- The management of an organization’s information resources to improve performance. Information management underpins knowledge management, as people derive knowledge from information.

**Information technology**- A term encompassing the physical elements of computing—including servers, networks, and desktop computing—that enable digital information to be identified, created, stored, shared, and used.

**Junior Staff**- Include all operational employees who undertake hand on tasks, help in policy implementation based on existing directives and operate within the Standard Operating Procedures of CIK.

**Knowledge** - According to Wiig (1996) Knowledge refers to the insights, understandings, and practical know-how that we all possess, is the fundamental resource that allows us to function intelligently.
Knowledge audit- Systematic identification and analysis of an organization’s knowledge needs, resources, flows, gaps, uses, and users. A knowledge audit usually includes a review of people-based knowledge, capability, and skills as well as information. It also examines critically an organization’s values, vision, culture, and skills from the perspective of its knowledge needs.

Knowledge base- An organized structure of information which facilitates the storage of intelligence in order to be retrieved in support of a knowledge management process.

Knowledge flows- The ways in which knowledge moves around, and into and out of, an organization.

Knowledge economy- An economy in which knowledge plays a dominant part in the creation of wealth.

Knowledge Harvesting- A set of methods and techniques for making tacit knowledge more explicit so that it can be shared more easily.

Know-How- The ability to cause a desired result. This may be the most valuable Knowledge element of all. It is forward looking and predictive and reflects the person or organizations ability to act and achieve its goals.

Knowledge Management- Snowden (1999), writes that it is the “identification, optimization, and active management of intellectual assets, either in the form of explicit knowledge held in artifacts or as trait knowledge possessed by individuals or communities” (p. 63).

Knowledge management tools- The methods and techniques that are used to support or deliver practical knowledge management. These can be either information technology systems, e.g., databases, intranets, extranets, and portals; methodologies; or human networks, e.g., communities of practice.

Knowledge management strategy- A detailed plan that outlines how an organization intends to implement knowledge management principles and practices to achieve organizational objectives.

Learning Organization- Learning organization is where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together” (Peter Senge, 1990).
Leadership- According to Chemers (1997) leadership has been described as the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”

Lessons learned- Concise descriptions of knowledge derived from experience that can be communicated through methods and techniques, such as storytelling and debriefing or summarized in databases.

Management- Management is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal.

Management in CIK- These are employees at the top of leadership, policy formulation and strategic guidance of the organization.

NGOs- A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently.

Organizational culture- The specific collection of values and norms shared by individuals and groups in an organization that controls the way they interact with one another and with people outside the organization.

Organizational Learning- Organizational learning is defined as a system of actions, actors, symbols and processes that enables an organization to transform information into valued knowledge which in turn increases its long-run adaptive capacity (Schwandt, 1993)

Population- The group you wish to generalize to is often called the population in your study.

Primary data- Data observed or collected directly from first-hand experience.

Purposive sampling- Purposive sampling targets a particular group of people.

Random sampling- In random sampling, each item or element of the population has an equal chance of being chosen at each draw. A sample is random if the method for obtaining the sample meets the criterion of randomness (each element having an equal chance at each draw).

Sample- The sample is the group of people who you select to be in your study.

Sampling- Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.
Sampling frame- The listing of the accessible population from which you'll draw your sample.
Secondary data- Published data and the data collected in the past by other parties
Story Telling- The use of stories as a way of sharing knowledge and helping learning in an organization. Stories can describe complicated issues, explain events, communicate lessons, and/or bring about cultural change.
Tacit knowledge- The personalized knowledge that people carry in their heads. Tacit knowledge is more difficult to formalize and communicate than explicit knowledge.
List of Abbreviations

CIK-CARE International in Kenya
CIO-Chief Information Officer
CSOs-Civil Society Organizations
CRM-Customer Relationship Management
ERP-Enterprise Resource Planning
HIV/AIDS-Human Immuno Virus/ Acquired Immuno Deficiency Virus
IT-Information Technology
KM-Knowledge Management
LAN-Local Area Network
MIS-Management Information Systems
NGOs-Non Governmental Organizations
PDAs-Portable Digital Assistants
PKM - Personalized Knowledge Management
RFID- Radio Frequency Identification
SCA-Sustainable Competitive Advantage
UNHCR-United Nations High Commission for Refugees
WFP-World Food Programme
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CHAPTER ONE
INTRODUCTION

The chapter introduces and briefly discusses the broad concept of KM, with the intent to bring out the conceptual as well as contextual focus of the research. It has the following information needs; Background, Problem Statement, Research Objectives, Study questions, Scope of the study and Importance of the Study.

1.1 Background of the Study

1.1.1 Knowledge Management

Knowledge management has been recognized as a potentially useful approach to enhancing competence and competitive advantage of firms through efficiently managing knowledge assets. However, it has been asserted that knowledge management is still at an immature phase and furthermore, its resultant benefits and advantages have not been clearly identified or substantiated.

While there are many organizations undertaking knowledge management projects, there is dispute over what exactly knowledge management is. Some in the field define knowledge management simply as information that has value for action, but others, like Snowden (1999), maintain that knowledge management is not that simple. He writes that it is the “identification, optimization, and active management of intellectual assets, either in the form of explicit knowledge held in artifacts or as trait knowledge possessed by individuals or communities” (p. 63). Swan et al. (1999) explain that knowledge management is about harnessing the “intellectual and social capital of individuals in order to improve organizational learning capabilities, recognizing that knowledge, and not simply information, is the primary source of an organization’s innovative potential” (p. 264). However, in the simplest term, knowledge management means exactly that: management of knowledge. It can be extended to management of organizational knowledge for creating business value and generating a competitive advantage. It consists of the processes required to effectively manage knowledge. It is a systematic, explicit and deliberate building, renewal and application of knowledge to maximize a firm’s knowledge-related effectiveness and returns from its knowledge assets (Wiig, 1997). Knowledge
management is essential for enterprises to determine where they are going and for organizational survival in the long run, given that knowledge creation is the core competency of any organizations (Leonard-Barton, 1995). It is a key requirement to future successful enterprises and is rapidly being recognized by firms to be of major strategic importance (Dyer, 2000).

Nonaka and Konno (1999) categorize knowledge as either explicit or tacit. Explicit knowledge can be thought of as knowledge that can be expressed in terms of words and numbers. It can be shared in the form of data. Tacit knowledge, on the other hand, is highly personal, hard to formalize, and difficult to communicate (p. 39).

This study adopted Salleh and Goh's (2002) definition of knowledge management where it is a process of leveraging knowledge as means of achieving innovation in process and products/services, effective decision-making, and organizational adaptation to the market for creating business/programme value and generating a competitive advantage to organizations. If the above statement is true, then it is extremely important that an efficient knowledge-intensive process must be established to meet the demands of improved organizational performance (Quinn et al., 1996). It is this area that provided the setting for the study to investigate the various critical KM enablers to sustainable competitive advantage.

1.1.2 Competitive Advantage
Organizations strive to survive and succeed in competition by pursuing strategies that enable them to perform better than their competitors. When two or more organizations compete within the same sector, one organization possesses a competitive advantage over its rivals when it earns or has the potential to earn a persistently higher rate of return (Porter, 1980; Grant, 1997; Hill et al, 2001).

Competitive advantage then is the ability of the organization to occupy a superior position in an industry and outperform its rivals on the primary performance goal- operational efficiency and competitive edge. An organization’s superior competitive position allows it to achieve higher rates of returns than the industry’s average (Porter, 1985).
Competitive advantage can arise from various sources. According to Porter (1985), an organization can achieve a higher rate of return (or potential operational efficiency) over a peer in one of two ways: either it fundraising with ease and at a lower cost, in which case the organization possesses a cost advantage; or it can offer projects or programmes that are differentiated in such a way that the customer/beneficiaries are able to enjoy a service/product premium that exceeds the additional cost of the differentiation advantage.

Differentiation by an organization from its competitors is achieved when it provides something unique that is valuable to beneficiaries beyond simply offering better services/operational efficiencies. Emphasizing the importance of innovation, Grant (1997) points out that innovation not only creates competitive advantage, it also provides a basis for overturning the competitive advantage of other organizations. An organization with a distinctive competence can differentiate its products and services—provide something unique that is valuable to beneficiaries, or achieve substantial operational efficiencies than its peers. Consequently, the organization creates more value than its rivals and earns a competitive advantage above the industry peers. Thus the strengths of an organization are grounded in its resources, capabilities and competencies that help the organization attain a competitive advantage based on superior efficiency, innovation, and quality and customer/beneficiary and stakeholder responsiveness. Gaining from competitive advantage requires that the organization first establishes a competitive advantage, and then sustain its advantage for long enough to reap its rewards (Hill et. al., 2001).

Once established, competitive advantage is subject to erosion by competition. This arises because an NGO with a competitive advantage earn higher donor attention, beneficiary trust, stakeholder cooperation and operational efficiency. These advantages send a signal to peers that the organization is in possession of some valuable distinctive competence that allows it to create superior value (Hill et. al., 2001). Naturally, its competitors try to identify and imitate that competence. Insofar as they are successful, they may ultimately undermine the organization's competitive advantage and surpass its superior operations. As Grant (1997) and Hill et. al., (2001) observe, the speed of imitation has a bearing upon the durability of an organization's competitive advantage.
As it takes less and less time for one product or technology to replace another, NGOs are finding that there is no such thing as permanent competitive advantage. Other things being equal, the more rapidly competitors imitate an organization’s distinctive competencies; the less durable is its competitive advantage. Erosion of competitive advantage through imitation first requires potential imitators to identify those rivals in possession of competitive advantage and then diagnose the basis of their advantage. Having diagnosed an incumbent’s competitive advantage, the imitator can mount a competitive challenge only by assembling the resources and capabilities necessary for imitation. Grant (1970) states that the greater the imperfection of information in an industry, the more difficult such identification and diagnosis. Thus organizations, particularly NGOs, adopt a more attractive means of avoiding competition for the organization by withholding information about its operations and documentation.

1.1.3 Knowledge Management and Sustainable Competitive Advantage in NGOs
Non Governmental Organizations (NGOs) are generally seen to be playing an increasingly important role in international development. The ongoing support given to NGO’s by donors can be construed as evidence that they are considered to be more effective than state-owned organizations in implementing and sustaining developmental programmes. It has further been seen that NGOs and their operations have been influenced by the “New Policy Agenda” which according to Edwards and Hulme (1996) is characterized by two theories. The first implies that NGOs have been enabled by governments to be private providers because of their supposed cost-effectiveness and their ability to more effectively reach the masses than the public sector. The second suggests that since NGOs are vehicles for democratization they have a fundamental humanitarian role to fulfill which should counterbalance state power, protect human rights, open up communication channels and participation, and promote activism and pluralism.

The adoption of the “New Policy Agenda” has motivated NGOs to scale-up operations and this has given rise to NGOs in Kenya to expand their operations considerably and to incorporate both developed and developing countries in their programmes. This has resulted in the establishment of framework within most NGOs. A further outcome has been that because NGOs are considered to be vehicles for “democratization” they have become the preferred channel for service provision and government organizations have often been deliberately supplanted. This growth in
recent years of developmental NGOs has, however, also meant increased competition for donor funding according to Ebrahim (2003) and the need for greater accountability and visibility not only at the local constituency level, but also internationally.

All these factors as well as external factors such as the fast changing environment and increased globalization, including competition for resources and donor funding have made the management of NGO operations very complex. This has forced NGOs to adopt new ‘agendas’ in order to survive Mitlin, Hickey & Bebbington (2006) and they have, for example, been implementing new and innovative ways to manage their operations. One such solution has been to employ knowledge management (KM) procedures and principles to try and ameliorate the situation.

Due to the critical role of Knowledge Management in the creation and sustainability of competitive advantage, the field of strategic and Knowledge Management have come up with a number of conceptual empirical works of how knowledge is created (Spender, 1996, Nonaka and Takendi, 1995; Von Krogh etal, 2002). However in creating Knowledge Management strategy to competitive strategy, NGOs have not understood yet that it is not knowledge per se that is important, but the way it is applied to strategic objectives that is the critical ingredient in improving competitiveness and performance (Nonaka, 1994). The concept of knowledge management concerns the creation of structures that combine the most advanced elements of technological resources and the indispensable input of human response and decision-making (Raisinghani, 2000). The notion of knowledge management is nothing new. Corporations have always had some process to synthesize their experience and integrate it with knowledge acquired from outside sources (Sarvary, 1999). However, not until recently have scholars and practitioners alike become increasingly attracted to the science of applied knowledge within NGOs. This movement is unique in combining information technology theory with pioneering work on models of learning organizations (Senge, 1994).

Knowledge management is a concept rooted in practicality and chiefly used in the business world. According to Wiig (1997), people and organizations practice knowledge management to achieve two main objectives. The first is to make the enterprise act as intelligently as possible to secure its viability and overall success. The second objective is to gain understanding of the best
value of knowledge assets (p. 8). While the primary users of knowledge management reside in the corporate community, other organizations can benefit greatly from the practice.

KM in NGOs could constitute a very relevant civic tool that would give back development to citizens, grass roots organizations and local communities without losing the training and specialization which are required in professionalized development work. KM should be extensible in a planetary way enhancing shared knowledge and practices concerning concrete local development projects in which local and international NGOs, as well as other organizations, are involved. KM also helps to create mechanisms for differentiating NGOs from their competitors within given niches. Because many niches are quite saturated with numerous NGOs endeavoring toward like core competencies, organizations are forced to dissect their operation processes for the purpose of determining what can produce a sustainable competitive advantage. The information age and the changes created by it have shifted NGOs away from being myopically concerned with the exploitation of tangible assets toward a steadfast and holistic interest in leveraging intangible assets as well. The management of information as a key to grasping and retaining competitive advantage has recently evolved into the more strategically focused management of knowledge. In order to deal with more donors (at the top) and more beneficiaries (at the bottom), NGOs increasingly need systems to manage the creation, accessing and deployment information: within the NGOs themselves, between different NGOs that work together and, ultimately, between NGOs and Society as a whole. Put simply, NGOs are organizations that need an effective KM solution to tackle the problems that arise from both their local-global nature and from the difficulties of effective communication between and within NGOs and Civil Society (Vasconcelos et al, 2005).

Such KM procedures are, because of the emphasis placed on information and knowledge sharing processes, particularly suited to enhancing sustainable competitive advantage with their peers. KM processes further predicate greater participation by all staff, and the recognition of staff skills and capabilities in the decision-making process and NGO programme development (Sheehanm 1998).
According to David Skyryme associates (Skyryme, 1997), KM gives an organization the following benefits; At the most basic level of benefits, the knowledge benefits, people within the organization will have fast access to shared knowledge and know how to find the information they need. Because the knowledge has been categorized and everyone has been made aware of the importance of information, employees understand which information can help them at the time and they know how to find it. People will better understand their responsibilities and the responsibilities of others. Some of the benefits that fall into the intermediate category include things like the ability to solve problems faster and to approach problems with new ideas because of the availability of information and knowledge regarding those problems. New employees will be able to become efficient much more quickly because there'll be a clear guide to the information they need. And because information will be shared much better throughout the organization, each person can benefit from what's already been done without having to reinvent the wheel each time. Benefits on the organizational level include overall heightened productivity and output, better innovation and implementation of new ideas and better customer and/or beneficiary service. All of the goals and end results can be reached more quickly and more efficiently thanks to the benefits of knowledge management.

1.1.4 Background of CIK
CARE International in Kenya (CIK) is a development and humanitarian organization with a goal to reduce poverty at the household level and to provide relief in emergencies. CIK has been operational in Kenya since 1968. It currently carries out major initiatives in Refugee and Emergency Operations, Health, Livelihoods, Water and Sanitation and in HIV/AIDS. It is one of the lead agencies under the United Nations High Commission for Refugees (UNHCR) and the World Food Programme (WFP), for water and hygiene, food distribution and basic education in Dagahaley camp, one of three such camps in Dadaab, along the Kenya-Somalia border. CARE also carries out significant activities in livelihoods (group savings and loans, water and sanitation), civil society organizational strengthening, and environmental services. Its main office is in Nairobi, and priority regions are Nyanza Province (with a sub-office in Kisumu and projects in Siaya, Kisii and Nyamira), Kibera in Nairobi, North Eastern Province (sub-offices in Garissa, Dadaab and Takaba) and Marsabit and Embu in Eastern Province (www.care.or.ke).
1.2 Statement of the Problem

CARE Kenya had not been competing well in the NGO industry. Despite the fact that the NGO has existed for a couple of decades in Kenya, it still did not practice vibrant KM. In fact, it did not even have a KM department. An ideal organization practicing vibrant KM has the following characteristics: reduced knowledge loss, improved customer and beneficiary service, improved productivity and performance, better and faster innovation, minimized duplication/re-invention, faster problem solving, novel approaches and new ideas, faster access to knowledge, access to best/latest thinking, better sharing, knowing who is doing what, clear procedures and tools for documentation and reporting of events and functions and having an operational KM department with employees specifically handling issues of KM in the organization. CIK did have indicators of success in vibrant KM which include reduced knowledge loss, improved customer and beneficiary service, improved productivity and performance, better and faster innovation, minimized duplication/re-invention, faster problem solving, novel approaches and new ideas, faster access to knowledge, access to best/latest thinking, better sharing, knowing who is doing what, documentation and reporting from events and functions and having an operational KM department with employees specifically handling issues of KM in the organization. Therefore CIK was not succeeding as an ideal organization that applies vibrant KM. If CIK does not use KM, it will be overtaken by stiff competition for resources amongst peer NGOs. This made the study justified as CARE International in Kenya will be well placed in its competitive advantage if it practices vibrant KM. It will be able to confront the challenges of similarities in NGOs and stand above other NGOs in the same sector. The present competition can be enhanced if CIK adopts vigorous KM culture and practices.

It was once said by Sir Frances Bacon that ‘Knowledge is power’. This seems comparatively lofty and is perhaps unwarranted. Viewing ‘Knowledge as a Resource’ is perhaps somewhat closer to the truth. Just like resources knowledge can be harvested, contained and redistributed. It has considerable economic potential in the same scale as scarce resources. According to Brinkley (2006), knowledge is the ‘ultimate economic renewable.’ In the assertion, however, the resource is being utilized by private firms while the economic value of knowledge has equal relevance in competitive advantage.
Non Governmental Organizations just like in for-profit firms. Undeniably it would be beneficial to NGOs to consider this point for their competitive advantage and economic efficiency.

As at the time of the study, very little was known on the extent to which CIK applied knowledge management as a source of sustainable competitive advantage and therefore, this study was aimed at investigating the extent to which various aspects of knowledge management were being applied in CIK with an aim of achieving Sustainable Competitive Advantage.

1.3 Objectives of the Study
1.3.1 General Objective of the Study
The general objective was to investigate the effect of KM on Sustainable Competitive Advantage (SCA) in CARE International in Kenya (CIK)

1.3.2 Specific Objectives of the Study
The specific objectives of the study were;

i. To find out how employee empowerment influences SCA in CIK

ii. To assess how information technology systems affect SCA in CIK

iii. To find out how organizational culture affects SCA in CIK

iv. To assess the effect of top management leadership commitment on SCA in CIK

v. To find out the effect of organizational strategy on SCA in CIK.

1.2.3 Research Questions
The research questions answered by the study variables were;

i. How employee empowerment influenced SCA in CIK

ii. How information technology systems influenced SCA in CIK

iii. How organizational culture affected SCA in CIK

iv. The effect of top management leadership commitment on SCA in CIK

v. The effect organizational strategy on SCA CIK

1.4 Significance of the Study
The study is important because it would help NGOs to see how best they can utilize the strategic resources, especially the notion of knowledge management in the creation of sustainable competitive advantage. The study will help CIK to identify their strengths and weaknesses in
order to take advantage of the prevailing opportunities and minimize threats facing them. It enables CIK to compare their performance with similar NGOs.

The study sensitizes the organization to utilize its knowledge resource particularly tacit knowledge as a key source of sustainable competitive advantage to carry its operations and generate income for its projects’ sustainability.

Other NGOs and organizations will use the findings to also improve their competitive advantage. It is important for employees of CIK to understand the role of knowledge management in the creation of sustainable competitive advantage in order to help them make appropriate changes to their operations.

Policy makers must also understand the role of knowledge management in the creation of sustainable competitive advantage to ensure they formulate policies that help NGOs maintain stable operations and incomes. The study, thus contributes to the body of knowledge on the performance of NGOs.

Finally, the study forms a foundation for other researchers who would like to pursue studies in the same area.

1.5 Assumptions of the study
The assumptions for this study were that CIK would avail all the information needed; and that the respondents would not be hostile and would provide accurate information. The respondents were assumed to have enough knowledge and experience to be able to answer all the questions competently.

1.6 Delimitation of the Study
This study focused on the effect of KM on SCA in CIK. Since it was a case study, it was conducted in CIK only. It targeted CIK employees at the levels of the management and junior staff. The study revealed KM practices at CIK, using KM enablers and variables, with a particular focus to how the practices enhanced a KM culture that ensured SCA in CIK.
1.7 Outline of the Study
The study is divided into five chapters. Besides an introductory chapter in which the problem is defined, the research motivated and the aim as well as method of the study provided. The chapters are organised as follows:

1.7.1 Chapter 2: Literature Review
The literature review section is divided into two main chapters; a review on the literature on the various variables of KM and how they enhance SCA.

1.7.2 Chapter 3: Research Methodology
The research methodology chapter describes the methodology employed in the study. It identifies and briefly describes the paradigm of the research and then goes on to describe how the sample was determined; the administration of the questionnaires; the history of the measuring instruments used (Management Staff Questionnaire, Junior Staff Questionnaire, Interview Guide and Observation Checklist); their reliability and validity; and the research’s ethical considerations.

1.7.3 Chapter 4: Analysis of Results
This chapter contains the results, descriptions of the results followed by the analysis of the relationship (interpretation of the results) and explanations on what the researcher subscribes to the results.

1.7.4 Chapter 5: Summary, Recommendations and Conclusions
The study ends with a summary, concluding remarks and recommendations on further research on the relationship between KM and SCA. The chapter also discusses the implications of these results in the light of the literature review. Research limitations are identified and discussed in this chapter.
CHAPTER TWO
LITERATURE REVIEW

This section examines recent and historically significant research studies that act as the basis for the proposed study. It is meant to critically inform the current study and act as both conceptual and empirical literature. The section also shows the reader how the study supplements the work that has already been done on the topic.

2.1 Theoretical Literature

2.1.1 Knowledge Management

Knowledge management is a key concept in today’s business world. Evidence of this fact is apparent if one only peruses the current business, management, and organization literature. On the surface, it looks as if knowledge management just appeared toward the end of the 1990’s. Some regard knowledge management as a business fad or craze (Swan, Newell, Scarbrough, and Hislop, 1999, p. 275), but a closer examination of the concept reveals that there has been considerable thought and research into it, and many of the world’s most successful corporations, businesses, and organizations are investing considerable resources in this enterprise (Alvesson and Karreman, 2001, p. 995). Prusak (1999) estimates that approximately 80% of the Global 1000 businesses are conducting knowledge projects, and that “approximately 68% of the Fortune 1000 have defined knowledge projects underway. Attendance at knowledge conferences...has reached over 10,000 in the U.S. alone. There are at least six knowledge management newsletters, one fully developed knowledge management magazine” (p. 3).

The vital importance of knowledge in an organization has always been recognized but, up until now, organizations haven’t been able to manage it because they understood neither the problems and the opportunities nor the strategies and solutions. This picture is gradually changing as models, methods, tools and techniques for effective knowledge management are becoming available and as organizations realize the importance of knowledge and thinking to their capacity to adapt to the changing world (Robert Taylor).

Swan et al. (1999) explain that knowledge management is about harnessing the “intellectual and social capital of individuals in order to improve organizational learning capabilities, recognizing
that knowledge, and not simply information, is the primary source of an organization’s innovative potential” (p. 264).

"We recognize that our most important asset is people and their knowledge. We understand Knowledge Management (KM) as the cultivation of an environment within which people are willing to share, learn and collaborate together leading to improvement" (Care Services)

Knowledge is not easily measured or audited, so organizations must manage knowledge effectively in order to take full advantage of the skills and experience inherent in their systems and structures as well as the tacit knowledge belonging to the employees of the firm. Knowledge management is a managerial activity which develops, transfers, transmits, stores and applies knowledge, as well as providing the members of the organization with real information to react and make the right decisions, in order to attain the organization’s goals”.

Not all NGO’s have however been equally successful at embracing knowledge management principles. There is often skepticism with regard to the effectiveness of knowledge management practices among NGOs. Knowledge sharing particularly at inter organizational level is often said to be hindered by “dynamics of power, opportunism, suspicion, and asymmetric learning strategies which can constitute processual barriers to collective knowledge development” (Larsson et al. 1998). It is further generally believed that the ineffectiveness of knowledge management practices among NGOs can be attributed to the adoption of the wrong knowledge management strategies for NGOs, particularly when they inappropriately copy KM strategies employed by profit-making organizations (Britten, 1998).

2.1.2 Types of Knowledge
Nonaka and Konno (1999) categorize knowledge as either explicit or tacit. Explicit knowledge can be thought of as knowledge that can be expressed in terms of words and numbers. It can be shared in the form of data. Tacit knowledge, on the other hand, is highly personal, hard to formalize, and difficult to communicate (p. 39). Much of Nonaka’s work is based upon the knowledge theories of Polyani (1966), who first came up with the idea of tacit knowledge. He declared that “we have examples of knowing, both of a more intellectual and more practical knowing” (p. 6). One can also see the similarity between the intellectual knowing and Nurmi’s
know-how mentioned in the paragraph above. Polyani further states that the two aspects of knowing have a similar structure, and that neither is present without the other (p. 7). His explanation of tacit knowledge, "we can know more than we can tell" (p. 4), is best illustrated by police identification techniques. If an individual is trying to identify a criminal but cannot fully describe him, the police might use a database of images of facial parts such as eyes, nose, and mouth. They will then show those to the individual, who will pick through the choices until he arrives at something similar to the features of the criminal he remembers. In other words, the individual knows the information; he just cannot relate it without that process. This illustration not only points out what tacit knowledge is, it also demonstrates that tacit knowledge can be conveyed through some type of process.

Nonaka (1994) expands on Polyani's notion of tacit knowledge by asserting that tacit information has both cognitive and technical elements. Cognitive elements can be thought of as mental models in which people form models of the world. They can manipulate these models to help define their world. The technical element is know-how or skills that apply to a specific context (p. 16). Snowden (1999) helps further clarify the concepts of tacit and explicit knowledge by relating how each particular type of knowledge is evoked. He writes that "the optimization of explicit knowledge is achieved by the consolidation and making available of artifacts. The optimization of tacit knowledge is achieved through the creation of communities to hold, share, and grow the tacit knowledge" (p. 63).

Lubit (2001) observes that explicit knowledge is codified and stored in the "organizational memory" and is available to employees throughout the structure. Conversely, tacit knowledge is personal knowledge possessed by an employee that may be difficult to express or communicate to others. Because a population of employees possesses a theoretically infinite number of mental models, or ways of perceiving information, tacit knowledge is often individualized and highly specific in scope. Lubit (2001) argues that it is this knowledge that is often difficult to disseminate to others in the context of the workplace, but it is also invaluable to propagate because it is a unique asset that is very hard to copy by other firms. Hence, given this premise, it can be logically understood that tacit knowledge can form the basis for competitive advantage, but to do so it must become manifest in the real world and utilized to actualize the strategic
agendas of the organization. Ideally, a firm can better manage its intellectual capital base by uncovering the tacit knowledge of its employees and turning that into explicit knowledge, available to others (Erickson & Rothberg, 2000).

2.1.3 Creating Sustainable Competitive Advantage
Practitioner oriented research, both of US and European origin, points to a general consensus concerning the importance of knowledge as a basis for competitive advantage and superior operational effectiveness (Skyrme and Amidon, 1997). KM is clearly a key approach to solving current problems such as competitiveness and the need to innovate, which is faced by organizations today (Wickramasinghe, 2003).

Success in today’s global, interconnected economy springs from the fast and efficient exchange of information. Sustainable competitive advantage is no longer rooted in physical assets and financial capital, but in effective channeling of intellectual capital (Seubert et al, 2001).

Spender (1996) contended that a firm’s knowledge and its capability to create exclusive knowledge are at the center of the theory of the firm. Grant (1996) suggested that knowledge is the significant competitive asset that an organization possesses.

Competitive advantage can be created in numerous ways, for instance, by size, location, access to resources (Ghemawat, 1986), or even by plain luck (Barney, 1996). Lasting advantage comes from using knowledge management systems to support what we do well and to add value to resources we possess that are not readily available to competitors. For organizational knowledge to offer sustainable competitive advantage, it should have the following four properties: it should be valuable, rare, imperfectly imitable and non-substitutable or imperfectly substitutable. A prerequisite of implementation of KM is to understand and develop the infrastructure elements required to support the acquisition, management, and transfer of tacit and explicit organizational knowledge. Three areas of emphasis form the literature on organizational knowledge infrastructure; these are the emphasis on people, process and technology. Innovations that exploit an organization’s assets are likely to add value to those resources, and the competitive advantage that results is likely to be sustainable. The literature on KM highlights the importance of a
sharing culture to support and foster a knowledge management focus (Alavi, 1999; Zack, 1999a,b; Davenport and Prusak, 1998).

One central measure of organizational effectiveness is the creation and continuance of a measurable competitive advantage. Many broad initiatives such as efficiency, core competency advancement, actualization of beneficiary-centric products and services, and limitation of the fixed costs of doing programmes and projects can help to achieve a sustainable competitive advantage within the NGO industry. Knowledge management is a targeted expertise designed to impact productivity and innovation in profound ways. It represents a new technology that is changing the competitive landscape of contemporary operations (Sarvary, 1999). Knowledge management may exploit supply-side or demand-side economies of scale (Ofek & Sarvary, 2001). In the former case, the role is to reduce the operating costs of the organization, while in the latter case its role is to create added value to beneficiaries and stakeholders by appreciably increasing the quality of product and service provision. Thus, the effective management of knowledge understandably has the capacity to deeply impact the way an organization does business from the minor details of daily operations to the broadest strategic decision-making processes. There always exists better ways to transform inputs into outputs through the refinement of processes. Both academics and practitioners alike are beginning to grasp the power of knowledge in helping to do so.

To achieve sustainability, there must be a focus on learning, and learning how to harness the learning capabilities that lead to innovation. There are three fundamental processes that sustain profound changes such as the introduction of a comprehensive knowledge management system, and they are to improve business results; to enhance personal results; and to develop networks of committed people who like where they work and what they are doing (Senge et al, 1999).

For significant change to lead to sustainability, hierarchical control must be put aside. The emergence and development of informal networks must be supported so that people can share their tacit knowledge and help one another. Communities of practice can be geared so that people continually learn to help each other. The diffusion of innovative practices needs informal networks through which new ideas can spread in and across organizations. Such informal
networks are almost always superior to hierarchical channels for spreading new innovations because these informal networks already exist; experimenting with new ideas requires help and time to think in a safe context; and because there is a strong element of credibility with people whom we know. Without active internal communities of practice, an organization cannot expect profound and sustained change (Senge et al, 1999).

2.2 Employees Empowerment
Employees are empowered when they are fully involved in the KM framework, conceptualization, development and implementation. The common dictionary definition of empowerment, "to give official authority to: delegate legal power to: commission, authorize" (Grove, 1971, p. 744) is the one most understood by most people. As an example, Gandz (1990) writes, "Empowerment means that management vests decision-making or approval authority in employees where, traditionally, such authority was a managerial prerogative." (p. 75) However, this is not the definition of what is usually called employee empowerment. One author notes empowerment is, "easy to define in its absence—alienation, powerless, helplessness—but difficult to define positively because it 'takes on a different form in different people and contexts'" (Zimmerman, 1990, p.169). When most people refer to employee empowerment they mean a great deal more than delegation. It is for this reason that many authors provide their own definitions.

Some of these are vague, and meant to be so. Block (1987) describes empowerment as "a state of mind as well as a result of position, policies, and practices." (p. 65) One has to read an entire chapter to understand what he means when he says, "To feel empowered means several things. We feel our survival is in our own hands. . . . We have an underlying purpose. . . . We commit ourselves to achieving that purpose, now." (Block, 1987, p. 65). Other authors (Blanchard, Carlos & Randolph, 1996; Blanchard & Bowles, 1998) use their entire book to define empowerment. Still others provide an excellent perspective of effective empowerment without mentioning the word even once (Freedman, 1998). Other author provided definitions are simplistic on the surface, but have far greater implications than a first reading would suggest.

For example, Caudron (1995) articulates empowerment as, "when employees 'own' their jobs; when they are able to measure and influence their individual success as well as the success of
their departments and their companies." (p.28) The casual reader may think that owning one's job is what the postal worker's union seeks to provide their members. Most would agree, however, that job security is not empowerment.

In order to implement employee empowerment the employees must be competent. Competency goes beyond developing job-task specific knowledge. Bowen and Lawler (1995) cite the importance of "training in which employees are familiarized with how their jobs fit into upstream and downstream activities." (p.80). "Employees must be properly trained. It does not make sense to empower employees to do things such as make decisions or approve or initiate action if they are not properly trained." (Gandz, 1990, p. 76) Byham (1997) indicates that among the "Characteristics of an empowered organization" (p. 25) are, "Empowering leadership/training. . . .Job and technical skills/training. . . .Interpersonal and problem-solving skills/training. . . .Front-line customer service skills/training. . . .Empowering support groups/training." (p. 28-30). Gandz (1990) indicates, "Technical training, decision making skills, group process skills, all are required if empowerment is to be accepted and produce results." (p. 76). Caudron (1995) indicates, "Once employees understand what needs to be done to improve the company, they must have all the skills and resources necessary to be able to accomplish those improvements." (p. 32). Kanter (1979) notes, "spreading power means educating people to this new definition of it." (p. 73) Ginnodo (1997) indicates, "Empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees: we're spending money on you because this is important to the organization's future." (p. 13). Ettorre (1997) defines empowerment, "as employees having autonomous decision-making capabilities and acting as partners in the organization, all with an eye to the bottom-line implications." (p. 1). One must then ask, "Where do employees get those decision-making capabilities and information about bottom line implications?" The answer, of course, is through training.

It is this essential ingredient, information with which to make decisions, from which empowerment is created. Bowen and Lawler (1992) indicate, "We define empowerment as sharing with front-line employees four organizational ingredients: [the first being] information
about the organization's performance. . . .[another is] knowledge that enables employees to understand and contribute to organizational performance" (p. 32). The other two ingredients Bowen and Lawler note are, "rewards based on the organization's performance [and] power to make decisions that influence organizational direction and performance." In a later article these authors conclude that, "research suggests that empowerment exists when companies implement practices that distribute power, information, knowledge, and rewards throughout the organization." (Bowen & Lawler, 1995, p. 73) The authors go on to note that, "if any of the four elements is zero, nothing happens to redistribute that ingredient, and empowerment will be zero." (Bowen & Lawler, 1995, p. 74)

The most comprehensive definition of empowerment in the literature can be found in Thomas and Velthouse's 1990 article entitled "Cognitive elements of empowerment: An 'interpretive' model of intrinsic task motivation". The definition they provide is:

"To empower means to give power to. Power, however, has several meanings...authority, so that empowerment can mean authorization. . . .capacity. . . However, power also means energy. Thus to empower also can mean to energize. This latter meaning best captures the present motivational usage of the term. Our perception is that the word empowerment has become popular because it provides a label for a nontraditional paradigm of motivation. . . .change [has] forced a search for alternative forms of management that encourage commitment, risk-taking, and innovation. . . .the newer paradigm involves relaxed (or broad) controls and an emphasis on internalized commitment to the task itself. . . .We use the word empowerment to refer to the motivational content of this newer paradigm of management. (p. 667)."

In her excellent literature review of employee empowerment, Linda Honold indicates, "to be successful, each organization must create and define it [empowerment] for itself. Empowerment must address the needs and culture of each unique entity." (Honold, 1997, p. 202).

From the foregoing, a further discussion of empowerment from a general perspective and from an involvement point of view is advanced.

Empowerment refers to a feeling of control and self-efficacy that emerges when people are given power in a previously powerless situation. It means eliminating the bureaucratic controls and
creating a sense of freedom so that people can commit all their talents and energies to accomplish their shared goals (Pickering & Matson, 1992). Empowered employees are given autonomy – the freedom, independence and discretion – over their work activities. They are assigned work that has high levels of task significance – important to themselves and others. Empowered employees also have control over performance feedback that guides their work and also a feeling of self-efficacy; that is, they believe that they are capable of successfully completing the task.

Many researchers (Anahotu, 1998; Bhatt, 2002; Choi, 2000; Martinez, 1998; Senge, 1991; Verespej, 1999; Moffett et al., 2003) have regarded employee empowerment as one of the critical factors for knowledge management implementation success. Verespej (1999) claims that the real advantages of knowledge management implementation could not be realized without truly empowering the employees. Without the appropriate knowledge and skills, it is almost impossible for employees to perform their jobs effectively (Lawler, 1992). If employees are to feel empowered, they need knowledge that will enable them to comprehend and contribute to the performance of the organization (Bowen & Lawler, 1992). This is because when individuals are empowered, they begin to take extra responsibilities to solve organizational problems by learning new skills in their jobs (Anahotu, 1998), which will eventually lead to them being more competent.

Schön’s work points to a need to engender reflection-on-action and reflection-in-action by employees, in addition to “educating” them of knowledge-in-practice as part of knowledge management initiatives. Mitroff and Linstone (Mitroff and Linstone 1993) also argue for a similarly reflective approach to thinking in their book “The Unbounded Mind”. This text suggests that systems thinking, along with appreciation of conflict and multiple realities, can provide a better picture for decision making. A similar argument is provided by Peter Senge who suggests that in addition to team-learning and communication, systems thinking have a key role in organizational learning (Senge 1990). Effective creation and sharing of knowledge will fail if employees do not have a sense of ownership in the overall aim of the organizational knowledge management system. After all, most organizational knowledge comes from the expertise, learning and experience of their employees (Choi, 2000). Through empowerment, employers can
value their employees’ expertise and help them communicate their knowledge by creating ways to capture, organize and share knowledge (Martinez, 1998). Thus, it can be concluded that empowerment is recognized as one of the critical implementation factors to the success of knowledge management which subsequently enhances SCA.

2.2.1 Involvement
Employee involvement in making organizational decisions is a well-researched area. It describes how employees can contribute effectively to meeting the organization’s objectives. It refers to the degree that employees share information, knowledge, rewards and power throughout the organization (McMahon & Lawler, 1995).

Researchers such as Kaufman (1992), Silos (1999), Wilson and Asay (1999), Bhatt (2000), Choi (2000), Hall (2001), Binney (2001), Ryan and Prybutok (2001), Hung et al. (2005) and Moffett et al. (2003) found that employee involvement is one of the critical factors for knowledge management implementation success. NGO leaders are realizing that employee knowledge is a critical resource for competitive advantage, so they are encouraging employees to share this knowledge (Choi, 2000). According to Lawler (1992), creating a high involvement organization involves making choice about organizational design that creates a world in which individuals know more, do more and contribute more. A recognition of the importance of employee tacit knowledge is based on the assumption that successful performance improvement may not only depend on how work is organized, and the skill of the worker, but on the willingness of employees to convert tacit knowledge of the work process into continuous process improvement and innovation (Crauise O'Brien, 1995).

Employee involvement is an array of techniques aimed at sharing information, knowledge, rewards and authority (Steinecke, 1993). It is thus the right way to gather knowledge from various levels of management and essential for an organization to survive. According to Hall (2001), knowledge creates knowledge when it is shared. Problems faced by organizations can be resolved through knowledge management where employee involvement and empowerment is emphasized. According to Binney (2001), the focus of business and knowledge management application is on providing an environment in which knowledge workers of various disciplines can come together and create new knowledge. By agreeing on common presumptions and
analytical frameworks, employees can co-ordinate diverse sets of activities and solve organizational-wide complex problems (Bhatt, 2000).

Employee involvement has been a focal point of other management fields as well. It has been viewed as one of the most effective problem-solving and process improvement principles of total quality management (Silos, 1999). Since both fields share common perspectives on employee involvement, quality professionals are in a unique position to assist knowledge management implementation (Wilson & Asay, 1999). Employee involvement is important in successful knowledge management implementation because since employees must share the nature of knowledge creation and sharing, many knowledge management activities are unthinkable without employee involvement (Choi, 2000).

The impact of the global economy on the NGO sector has required NGOs to recruit at the international level to find quality staff and pay ever-increasing wage rates to retain them. Growth has become a necessity for these NGOs to keep their competitive edge in this global environment and competition has become inevitable. Retraining, Motivating, Recognizing and subsequently empowering NGO staff as ‘knowledge workers’ in the Drucker sense is the only real answer to competing in the global economy. Interestingly, many NGO workers already are knowledge workers; they just do not realize it yet. Empowering NGO staff to think like knowledge workers, then, may be all that is needed to begin the process of accumulating and managing knowledge for growth. Once staff are empowered to view themselves like knowledge workers they will begin to see themselves differently. Rather than cogs in a great wheel, these workers will begin to see themselves as integral parts of their organizations. They will discover that the resource that is their own knowledge can be woven into the very fabric of their organizations making it almost indistinguishable as to where their thoughts end and their organization begins. The efficiencies that flow from well managed KM systems will entice these new knowledge workers to pursue both the acquisition and utilization of knowledge which will lead to organic growth that the workers will really feel a part of. Thus, it ensues that employee involvement is critical to employee empowerment hence successful knowledge management implementation which enhances SCA in an organization.
2.3 Information Technology Systems

Information technology systems are crucial in many industries. IT is used to deliver services, create products, coordinate activities along the value chain and form the foundation of strategic alliances. But despite its key role as ubiquitous enabler, there is still a virulent lack of frameworks to both explain the profit impact of IT and to guide organizations in exploiting the IT resource as a source of sustainable competitive advantage (SCA). While on an abstract level findings of the Resource Based View are very instructive, concrete managerial implications for daily programmess, organizational structures within an organization, and especially the relationship between IT and programme units are far less clear (Barney et al. 2001, p. 628).

While many studies have found evidence of an effective use of IT resulting in superior performance, there are also cases where high investment in IT is not or negatively correlated with performance. These inconsistent findings are partly rooted in the incomplete understanding of IT resources and their impact on firm performance. Of the many studies trying to relate IT investment and performance, most analyze single IT components linking them to organizational performance. Moreover, many contributions support the importance of aligning IT and programme strategies (Broadbent et al. 1993; Henderson et al. 1993; Kearns et al. 2001). Still, the actual transformation linking IT to performance is not clearly understood (Bharadwaj 2000).

In this paper, IT is considered within a business process which is defined as "the specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs" (Melville et al. 2004).

Porter acknowledges technology's role as one of the principal drivers of competition claiming that it plays a major role in both the structural changes in existing industries as well as in the creation of new industries. Technological change is such an important influence on competitive advantage both because it creates new opportunities for competition and because it plays a central part in the existing competitive strategy through its ubiquitous presence in the value chain.

He states that "Information Technology" and "Information Systems" are particularly important as every activity creates and uses information. He points out that modern information system
technology plays a particularly crucial role in scheduling, controlling, optimizing, measuring and otherwise coordinating all manner of activities. Similarly, he notes that office or administrative technologies, although often neglected or subsumed beneath the umbrella term of information systems, also have an important role to play as:

"Change in the way office functions can be performed is one of the most important types of technological trends occurring today for many firms, though few are devoting substantial resources to it." (Porter, 1985, p 168)

Sadaat in his study on KM for Business Performance Improvement in the United Kingdom concludes that competitive organizations must be able to locate, capture, store, share and leverage not only data and information but also the knowledge of the organization. However, if the majority of information needed for decision-making exists in the minds of employees, a system is needed to capture and codify this knowledge. Information Technology can aid the transformation process of knowledge (Sadaat, 2005). Sadaat further predicate that the emergence of new technologies has increased the ability of organizations to share knowledge, not just internally, but with external stakeholders. E-knowledge networks allow their participants to create, share and utilize strategic knowledge to improve operational and strategic efficiency and effectiveness. The proposed e-knowledge network will evaluate and deploy these technologies to enable inter-organizational knowledge sharing. In addition, the implications of inter-organizational knowledge sharing on the supply chain are considered for business process improvement.

Many researchers (Bhatt, 2001; Bontis et al., 2000; Choi, 2000; Covin et al., 1997; Davenport et al., 1998; Despress & Chauvel, 1999; Ghilardi & Mellor, 1997; Kotorov & Hsu, 2001; McCampbell et al., 1999; Moffett et al., 2003; Ryan & Prybutok, 2001; Savary, 1999) have supported the notion that effective and efficient knowledge management is unthinkable without information technology systems. A majority of NGOs believe in the powers of computers and communication technologies that lead to knowledge management implementation success in organizations. According to a survey by Covin et al. (1997), top executives of both Canadian Financial Post 300 firms and US Fortune 500 firms view information technology as one of the
most critical success factors for knowledge management success. Further, a survey conducted by "Information Week" reveals that respondents consider knowledge management strategic to their business and the most popular information technology tools for managing knowledge are relational databases, text and document search engines, groupware, data warehouses and data sharing tools (Davis & Riggs, 1999).

Savary (1999) insists that an effective information systems infrastructure is necessary for the organization to implement the knowledge management process. Information technology systems can provide an edge in harvesting knowledge (Bhatt, 2001). According to Bontis et al. (2000), structural capital includes the databases, organizational charts, process manuals, strategies and routines and anything whose value to the organization is higher than its material value. As a matter of fact, Davenport et al. (1998) point out two most critical factors for the successful knowledge management project, one is the establishment of a broad information systems infrastructure based on desktop computing and communications. The second is being the utilization of the network technology infrastructure such as the Internet, Lotus Notes and global communications systems for effective transfer of knowledge. Despres and Chauvel (1999) report that knowledge bases and Intranets are the most popular ways of implementing knowledge management. Ghilardi and Mellor (1997) also argue that the two critical components in a successful knowledge management system are the process and information systems. They also recommend that information resource-center staff should play a critical role in both these areas.

Boudreau & Couillard in 1999 in a study on KM concluded that Information systems have provided knowledge management with capabilities that were not possible before (Boudreau & Couillard, 1999). It has helped an organization to manage and leverage its knowledge systematically and actively (Storck & Hill, 2000). Without information technology and computers, knowledge cannot be stored. As storage forms an important part of knowledge management activities, the inefficiency of this part will disable knowledge management. As a result, it is thereby posited that I.T systems is critical to successful knowledge management implementation. Increasingly, organizations are creating specific initiatives or programs with a knowledge focus. Knowledge teams and knowledge leaders are emerging, but very few
organizations are applying knowledge management throughout their organizations (Skyrme, 1999, p. 109).

In the KM World & Intranets Conference in 2003, a brilliant KM Reality Award obtained by the National Center for Missing and Exploited Children (NCMEC) has given a proof, a multilingual database of images and information on missing children has formed the network, NCMEC is able to transmit images and information instantly to law enforcement throughout the United States and to other countries around the world in each other’s native language, also technological advancements, training workshops, programme development, research and evaluation help to explore the method of using experienced-based database to find missing children. (KM World & Intranets 2003 review, 2004). This successful case revealed that Taxonomy has a great responsibility to contribute linking the desired content; it is sort of textual analysis to manage the knowledge to a conceptual framework for acquisition and sharing. C., Lee, W. & Wang, Y (2005) suggested the multi-facet taxonomy system (MTS) for effective management of unstructured knowledge; the relationships among the related concepts to the actual classification can be further expanded for the terminal concepts.

Besides database, intranet is a common tool used to share knowledge inside organization. In California, 14 non-profit libraries which are the part of the community foundation, volunteer center and management support organization and formed the California Management Assistance Partnership (C-MAP). The specialists share the best practices and lessons learned through meeting, conference calls and the C-MAP intranet. With an upgraded knowledge management system, the non-profit information services group could share its collective knowledge with other non-profit centers throughout the stated. The system could then be implemented to coordinate the work of nonprofit information providers across the nation (Larson et al., 2005).

Liz, in her study on KM in 2005 pointed out that non-profit organization also needed to leverage “nonprofit intelligence” which is called as “business intelligence” in commercial world. It supports sophisticated analysis and insights for the non professionals to make decisions and demonstrate the value of services to the stakeholders (Liz, 2005). CPAs is one of the software tools to manage the business intelligence well by offering extensive data mining services,
solution houses multiple data marts. Embedding with the Personalized Knowledge Management (PKM) concept is the trend for the software development. Alotaiby (2005) further elaborated with PKM presentations which can create the greater sense of familiarity and comfort with the system, and facilitate the advanced learning opportunity from portal, the standard-driven e-learning system which can assist the traditional learning with collaborative learning. Keeping up with the market trend also is one of the KM strategies and should not be ignored. I.T is therefore a critical ingredient of KM which in turn enhances SCA.

2.4 Organizational Culture

Culture is a set of beliefs, which provides an identity for the organization, which in turn defines how the organization runs day to day KM activities. The set of beliefs includes organizational purpose, criteria of performance, the location of authority, legitimate base of power, decision-making orientation, leadership style, compliance, evaluation and motivation (Schermerhorn et al., 1991).

One of the many responsibilities confronting organizations is the creation and maintenance of organizational characteristics that reward and encourage collective efforts. The organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage, and a good reason for becoming a great organization. The reason for ethical failure in many organizations is the fact that while leaders concede of culture as a powerful tool that can create and sustain performance, only few organizations give it the attention it deserves. The cause of ethical failure in many organizations can be traced to organizational failure of active promotion of ethical ideals and practices.

Organizations are now being challenged to be more accountable to their stakeholders and not just their shareholders, and this has made organizations begin to examine the relationship between management and their boards of directors. Moral simply stated “Is concerned with social practices defining right and wrong” (Beauchamp & Bowie, 2004, p.1). These practices of right and wrong are transmitted within cultures and institutions from generation to generation. Organizational ethics on the other hand “studies the ethical issues relevant to ways in which
organizations influence their members, and the ways in which these members influence each other and the organization Horvath, (1995).

Organizational ethics studies organizational culture, and the standards that are relevant in guiding behavior. These standards are derived from the organizations core values, such as honesty, trust, and loyalty. Organizational ethics perceives an organization as a community or culture, focusing on its strengths both past and present. It addresses the need for an organization to be run in a manner that takes into consideration each member of the organization and how their interactions affect one another as well as the organization (Senge, 1994; Hartman, 2001).

Moral and ethical issues, in organizations are not new to society. Northouse, (2004) states that ethics is central to an organization, and enables an organization to accomplish mutual goals by nurturing ethical and moral behaviors in them hence significantly reinforce organizational values. Hartman, (1996) asserts that culture includes laws, rules and systems as well as language, history, formal and informal practices, beliefs and rituals. Therefore, organizational ethics works on the whole of the moral culture of the organization. “Corporate culture is the means of inducing any sort of behavior in the organization” (p.146) and “is a vehicle for imparting and maintaining the moral principles and the values that govern life in the organization” (p.150).

There is a general agreement that a knowledge-friendly culture must be present or nurtured in order for knowledge management implementation success (Chase, 1997; Choi, 2000; De Long et al., 1996; Galagan, 1997; Greengard, 1998; Gupta et al., 2000; Jager, 1999; McDermott & Dell, 2001; Ribiere, 2001; Ryan & Prybutok, 2001; Skyrme & Amidon, 1997; Wah, 1999; Wild et al., 2002). According to Ribiere (2001), after having primarily focused efforts on information technology, NGOs are now realizing the importance of the “soft” aspects of knowledge management initiatives.

Culture practices reflect how the organizations view and facilitate both learning and innovation, including how it encourages employees to build the organizational knowledge base in ways that enhance values for the stakeholders and donors (Jager, 1999). A recent study conducted by the
American Productivity and Quality Center shows that 40 companies are known to have corporate culture that supports knowledge sharing (McDermott & Dell, 2001).

Organizational culture as a concept is considered to be a key element of managing organizational change and renewal (Pettigrew, 1990). Thus, since knowledge management is a radical innovation or changes the operations of an organization, it is regarded as an intervention to the organization’s culture (Gooijer, 2000). It has been identified that the biggest challenge in knowledge management is not a technical one but a cultural one (Forbes, 1997; Koudsi, 2000). An international survey of the approaches adapted to knowledge management in 500 companies reveals that 80 percent of respondents cited “existing organizational culture” as a major barrier to the implementation of knowledge-based system (Chase, 1997). Similarly, another survey on 430 firms finds that a majority of respondents recognized that their internal cultures represent a major barrier to effective knowledge transfer, and that employees’ behavior would have to alter (Skyrme & Amidon, 1997).

An organization achieves success by being consistent in sending clear signal about their priorities, values and beliefs. Once culture is established and accepted, they become a strong organizational tool to communicate the organization’s beliefs and values to its employees, and especially new comers. When an organization promotes ethical culture, they become successful in maintaining organizational growth, the good services and programmes demanded by the society, beneficiaries, stakeholders and donors, the ability to address problems before they become disasters and consequently are competitive against rivals. Schein further informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences (Schein, 1999).

To create a knowledge friendly culture, it is important to consider the cultural environment of an NGO before implementing knowledge management (Larson, 1999). An open culture built around integrating individual skills and experiences into organizational knowledge will be more successful (Gupta et al., 2000). As Buckman (1999) points out, creating and sharing knowledge are intangible activities that cannot be forced. A culture of confidence and trust is required to encourage the application and development of knowledge within an organization (Scarborough
et al., 1999). As such, it is anticipated that Knowledge-friendly culture is critical to enhancing SCA in organizations.

2.5 Management Leadership Commitment

Inkpen in 1998 in a study on KM notes that the awareness of the importance of knowledge in sustaining and enhancing an organization's competitive advantage places the management of an organizational knowledge at the top of managerial priority (Inkpen, 1998).

Top management commitment includes activities such as communicating organization's quality value, reinforcing quality messages meeting with the work force and the beneficiaries giving formal and informal recognition, receiving training and training others. Top managers develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate action and behaviors, and are personally involved in ensuring that the organizations management system is developed and implemented. Another important responsibility of top management is establishment of an environment in with performance is rewarded (www.pgmm.org/berif_guides.htm).

Many researchers (Abell & Oxbrow, 1999; Civi, 2000; Chard, 1997; Davenport et al., 1998; Dutta, 1997; Greengard, 1998; Guns & Valikangas, 1998; Hansen et al., 1999; Kalling, 2003; Moffett et al., 2003; Pemberton et al., 2002; Roberts, 1996; Ryan & Prybutok, 2001; Salleh & Goh, 2002) have insisted that top management leadership commitment are the most critical factors for a competitive organization through successful knowledge management project, particularly in knowledge creating and culture sharing activities.

Management are increasingly recognizing that the knowledge inherent in an organization is an extremely valuable asset, and that it is no longer sufficient to leave it unmanaged and underleveraged (Chard, 1997). The effective management of knowledge is increasingly seen as an important basis for competitive advantage (Dutta, 1997). In fact, poor leadership quality has been identified as a threat to successful implementation of knowledge management (Choi, 2000). It has been reported that over 40 percent of Fortune 1000 companies have chief knowledge officers (Roberts, 1996).
Leadership commitment to the knowledge management process is essential (Kalling, 2003). Pemberton and friends in a study in 2002 notes that leadership is responsible for creating the knowledge vision of the organization, communicating that vision, and building a culture that regards knowledge as a vital organizational resource (Pemberton, et al., 2002). It is therefore important that senior management recognizes its importance and buttresses the development of programs and policies to make it real (Greengard, 1998; Gun & Valikangas, 1998). Without the support of top-level managers, the success of knowledge management activities is cumbersome (Civi, 2000). Only strong leadership could provide the necessary direction, where an enterprise will need to implement and effectively deploy a knowledge management strategy (Hansen et al., 1999). To realize the potential of knowledge management, organizational leadership must provide the proper environment to motivate its workers to enable the creation, organization and sharing of knowledge (Abell & Oxbrow, 1999).

The organizations budget is a basic tool for the allocation of company resources. The manner the management allocates organizational resources through the organizations budget, also reveals the management’s assumptions and beliefs. A balanced allocation of resources improves operational efficiency, increases organizational values and creates beneficiary satisfaction. Schein, (2004) asserts that the management’s beliefs about the degree to which the organization must be financially strong influence their choice of goals, the measure of accomplishing them and the management process to be used. The task of allocating the organizations resources should have top priority for corporate management. Organizations with good programmes and growth potentials should lead the list of organizational support. (Thompson, Strickland & Gamble 2005) argue that organizations executives should give special attention on how organization’s resources and capabilities can be used, to enhance the competitiveness of particular programme units.

When resources are equitably distributed, steering organizational performance into high opportunity areas, everyone in the organization appear to be doing well. Moral and ethical behavior consequently increases. The consequences of what behavior are rewarded, and which one is punished can have significant effect on culture in an organization. Management can use the performance appraisal process to priorities values by linking rewards and punishment to the behavior they are concerned about. The performance appraisal as a tool evaluates the
effectiveness of change on an ongoing basis. Contributions to creating new knowledge and more effectively applying existing knowledge can be rewarded with some form of incentive pay, recommendations or even promotion. As (Schein, 2004) states if the management are trying to ensure that their values and assumptions will be learned, they must create a reward, promotion and status system that is consistent with those assumptions (p. 259). Linking reward to moral and ethical values answers the question of operational efficiency and competitive advantage.

Management plays a key role not only in implementing knowledge management but also during the whole project. Goh and Salleh (2002) assert that the leadership skills are essential to the middle level manager, as they are the one who leads the change in lower levels. They also need to maintain employees' morale during the difficult change period. Thus, for successful knowledge management implementation, the visible leadership commitment of top management must be sustained throughout a knowledge management effort. It is thereby posited that visible top management leadership commitment is critical to successful knowledge management implementation hence SCA.

2.6 Organizational Strategy
Organizational strategy is concerned with envisioning a future for your organization, creating value in the eyes of your beneficiaries, and building and sustaining a strong position in the sector. Techniques and tools for KM is a key lever however it is not independently used. KM strategy must be coherent and integrated with a comprehensive strategy whose goal is to pursue excellence, highlight the mutual relationships among the planned improvement programmes. (Lettieri et al., 2004). At the very first beginning, developing the concept of strategy mapping is the initial point to facilitate the KM strategy, which is commonly used in public and private sector as a tool for their stakeholders to visualize, communicate, and focus effort, test assumptions and measure progress to achieve the strategic objectives. It also becomes effective to be used in non-profit organizations in three perspectives as a standard balanced scorecard: building customer and/or beneficiary loyalty, building business and developing employee commitment. (Howard, 2003)
General KM Strategy and tools are “use of success stories”, databases, archives, manuals or “people’s minds” are activities to codify and store knowledge (Lettieri et al., 2004). Stoll (2004) suggests that there is a need to enhance internal and external knowledge-capturing methods as well as face-to-face sharing opportunities. It is to develop relevant topics of conversation for meetings and facilitate online discussion in between meetings. The tool will provide members the forums, an online calendar of events, the ability to uploading and downloading files, polling capabilities, an updatable member roster, and an area to share useful links, facilitating the communities of practice and develop knowledge database are important.

James G. March conceived organizational learning as a balance between the exploration of new alternatives and the exploitation of existing competencies in an organization. First, the effect of additional tiers in a hierarchical organization is analyzed and related to March's original constructs of exploration, exploitation, personnel turnover, and environmental turbulence. Second, the study evaluates additional effects of a knowledge management system that collects and shares knowledge from expert individuals in an organization. This study finds that in the absence of personnel turnover, a knowledge strategy of high exploitation and low exploration for a multi-tiered hierarchical organization reduces the veracity of average individual knowledge levels when compared to alternative strategies. Organizational strategy is thus key to KM hence SCA of an organization.

2.7 Obstacles and Constraints in Practicing KM
These are factors which hinder successful implementation of KM in NGOs. Successful knowledge management implementation may not be achievable if organizations cannot eliminate organizational constraints that are present in an organization (Bonaventura, 1997; Choi, 2000; Clarke & Rollo, 2001; Demarest, 1997; McCune, 1999; McDermott & Dell, 2001). This is because organizational constraints can affect negatively the perception and/or attitudes toward knowledge management success (Choi, 2000).

Organizational constraints lead to inefficiency, ineffectiveness and powerlessness. They tend to create hierarchical bureaucracy with few incentives to innovate. Hierarchical bureaucracy means every task is broken into simple parts, each has the responsibility of a different level of
employees, and each defined by specific rules and regulations (West, 1992). Organizational constraints result in not only a rigid preoccupation with standard operating procedures, but vertical chains of command and slow response as well (Choi, 2000).

Chase (1997) reports that organizational culture is seen as the biggest obstacle to creating a knowledge-based organization, accounting for 80 percent of the barriers. Other barriers include lack of ownership of the problem (64 percent), lack of time (60 percent), and information and communications technology (55 percent). According to Gumbley (1998), technology used to build knowledge management system can be very simple, but the real issue lies in persuading people to give up their knowledge to a central repository, and in building a culture in which knowledge can be effectively exploited. McDermott and Dell (2001) cite many examples where well-designed knowledge management tools and processes fail because people believed they were already sharing well enough and that senior managers did not support it. Other obstacles to the proper implementation of knowledge management project includes employees' unwillingness to share information, the difficulty involved in selecting the best way to store corporate information and the language differences in networks (McCune, 1999). Bonaventura (1997) claims that rigid regulations, lack of incentives to be creative and lack of commitment in budgeting and funding would be problems for the knowledge management implementation. Thus, for a knowledge management program to be successful, organizations must strive to eliminate all the constraints that impede knowledge management implementation success.

The barriers to Knowledge Sharing and Management as shown by various studies include the following:

1. **Existing resource:** If an organization wishes to engage in knowledge creation and sharing, then the required resource must be available. Organizations must also have employees who can implement and develop the knowledge that has been accrued. This is implying a "pull" knowledge culture.

2. **Need for rewards:** Rajan et al. (1998) who was cited by Scarborough et.al (1999) suggest that employees must be able to see the link between sharing and immediate gains.
The need for rewards is a people issue where as the mechanism for conferring rewards is an organizational one.

3. **Culture**: A company’s culture may not support sharing and there use of knowledge. It is important also to look at culture from a push or pull perspective as this determines largely how employees will access and use the information available. If the culture is predominantly either “push” or “Pull” this may be seen as a barrier as either the soft aspects of Knowledge management are being overlooked or the IT systems are not n place to support information routing and sharing.

4. **Technological barriers**: i). Available technology. Swartz (1999) and Marwick (2001) suggest that technology still is unable to provide a single knowledge solution and that an organization’s codified solutions are usually a combination of applications cobbled together. ii). Legacy systems: Swartz (1999) identifies legacy system as significant barriers to knowledge management. Connecting the system of multiple departments, especially where there is no common standards approach to IT deployment makes it difficult to resolve an efficient knowledge transfer system.

5. **Organizational barriers**

   **Poor targeting of knowledge**: Scarborough et al. (1999) point out that information needs to be targeted if it is to serve knowledge. Therefore is a knowledge management system is to be effective it must be clear about what information it needs and what it expects to generate by way of knowledge.

   **Cost management of knowledge transfer**: Farr and Fisher (1992) point out that a barrier to inter-organizational knowledge transfer is the cost of managing collaboration.

   **Protection of proprietary knowledge**: sharing of proprietary information with collaborators leaves an organization open to risk that the information will be revealed. The consequence of this belief is the resistance within an organization to sharing proprietary information with suppliers.
Distance: - Nonaka and Takeuchi (1991) suggests the most efficient means of transferring knowledge is through face-to-face communication, however, the distributed nature of today’s organizations may make this difficult to do as can cultural, legal and linguistic factors.

People barriers: internal resistance. This is where knowledge is hidden on its flow restricted in order to protect interest of organization.

Self Interest: This is when customers may not be willing to supply information to a supplier for fear that the information will filter through the competitor.

Lack of trust: This is related to both trust and proprietary knowledge barrier. Inter-organization knowledge sharing inherently involves an element of risk, particularly when proprietary knowledge is being shared.

Fear of exploitation: - According to Lucas (2000) a fear of exploitation starts with the premise that one expects something in return for sharing. Although Barson et al. (2000) see this as a people barrier the solution to resolving the problem is very much as organizational one.

Fear of contamination: - This barrier refers to when organizations with up market brand issues are nervous about getting together with people they perceive as more down-market (Lucas, 2000).

In this study, the researcher explored how CARE Kenya implements KM-strategies, tools, activities, evaluation approaches. Also, the researcher sought what kinds of problems they faced and what kinds of benefits they gained in the KM programme. All these have been linked to the achievement of a SCA. Finally, the researcher has provided some suggestions for the CARE International in Kenya’s KM programme.
2.8 Research Gap

Despite various studies having been carried out on KM, there was no available evidence to show of any study on KM in CARE International in Kenya. The few researches already conducted with regards to KM in NGOs further failed to link KM to SCA. These provide a viable gap in this study.

Wiig (1997), asserts that people and organizations practice knowledge management to achieve two main objectives. The first is to make the enterprise act as intelligently as possible to secure its viability and overall success. The second objective is to gain understanding of the best value of knowledge assets (p. 8). Success is not success when not sustained. Understanding is not valued if it does not generate practical implementation. Therefore, Wiig failed to link KM to SCA, a core tenet to success and understanding of knowledge assets in any organization facing the dynamics of competition and change.

Knowledge management in the private sector has attracted a lot of academic research for quite a long time. Among the popular authors like Davenport & Prusak (1998), Denning (1998), Wilmott (1998) and Kinney (1998), Nonaka & Takeuchi (1995) among many others. In the recent past, studies have emerged about KM with regards to the NGOs. Besides, knowledge management and how it enhances competitive advantage has been considerably covered for the private sector, for example by Ndlela & Toit (2001), Argot & Ingram (2000), Hildebrand (1999), Fulmer et al. (1998), among others. However, a comprehensive survey of present literature indicates that little research has been done in this area with regard to the NGO sector.

James G. March conceived organizational learning as a balance between the exploration of new alternatives and the exploitation of existing competencies in an organization. This study evaluates additional effects of a knowledge management system that collects and shares knowledge from expert individuals in an organization. This study finds that in the absence of personnel turnover, a knowledge strategy of high exploitation and low exploration for a multi-tiered hierarchical organization reduces the veracity of average individual knowledge levels when compared to alternative strategies. The study fails to link KM strategy to SCA.
Sadaat in his study on KM for Business Performance Improvement in the United Kingdom concludes that competitive organizations must be able to locate, capture, store, share and leverage not only data and information but also the knowledge of the organization. However, if the majority of information needed for decision-making exists in the minds of employees, a system is needed to capture and codify this knowledge. Information Technology can aid the transformation process of knowledge (Sadaat, 2005). Sadaat further predicate that the emergence of new technologies has increased the ability of organizations to share knowledge, not just internally, but with external stakeholders. The implications of inter-organizational knowledge sharing on the supply chain are considered for business process improvement. He fails to link KM to SCA in NGOs.

One of the most influential works in the area of knowledge management is the 1995 book “The knowledge creating company” by Ikujiro Nonaka and Hirotaka Takeuchi (Nonaka and Takeuchi 1995). Nonaka, in this early article, called for an approach which recognized that knowledge creation was not simply a matter of “processing” objective information. Instead, the authors argued that it requires the tapping of tacit and often highly subjective insights, intuitions and hunches of individual employees and making such insights available to the organization as a whole. They argued that making personal knowledge widely available within an organization was the key to knowledge creation. Nonaka in this article did not discuss the competitive advantages enjoyed by organizations that employ KM practices.

There are a few authors currently researching on this significant aspect of knowledge management- link to SCA, including Kong (2007), Safa et al. (2006) and Hurley & Green (2005). Achieving sustainable competitive advantage through management of knowledge in the NGOs is clearly an area demanding more research and this research will help in contributing to this small but growing pool of knowledge.
2.9 Conceptual Framework

The guiding principles of this study will come from a knowledge based model of an organization’s strategy.

Knowledge Management

- Employee Empowerment
- Information Technology Systems
- Organizational Culture
- Management Leadership Commitment
- Organizational Strategy

In the above diagram, the independent variable is KM which comprises the following enablers; employee empowerment, information technology systems, organizational culture, management leadership commitment and organizational strategy, whilst the dependent variable is SCA. KM is believed to influence SCA. The related SCA is measured by the level of KM enablers. According to the model, a favorable KM environment enables SCA. Unfavorable KM environment on the other hand, negatively affects the level of SCA of the organization, hence lowering efficiency, effectiveness and performance in its programmes as compared to peer organizations.

The model therefore connects the variables listed with KM effectiveness and performance to achieve SCA in an organization.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the description of the study design, population of interest, sample & sampling design, data type & data collection method, and data analysis techniques which applied in this study. Furthermore, the three instruments that were used in the research are described and their applicability discussed. Finally, a brief description of the relevant statistical techniques used in the study is also provided.

The results of the study are highly based on the qualitative and quantitative findings from the document analysis, administration of questionnaires, interview guide and observation. Those involved an evaluation of the KM development in CIK.

3.2 Research Design
According to Adams and Schvaneveldt (1985:103) “research design refers to a plan, blueprint or guide for data collection and interpretation – a set of rules that enable the investigator to conceptualise and observe the problem under study”. From the objectives, it is evident that the research is of both a quantitative and qualitative in nature.

A descriptive case study was carried out. It was a descriptive study because a lot of information is known regarding KM. Descriptive research gives researchers the opportunity to use both quantitative and qualitative data in order to find data and characteristics about the population or phenomenon that is being studied (Mugenda & Mugenda, 1999). The data collection for descriptive research presents a number of advantages as it can provide a very multifaceted approach using interviews, observations, questionnaires and participation.

At the same time, the research was a case study. This was because there are fairly less NGOs in Kenya. Their operations are also fairly homogeneous. Thus, the results that were obtained are applicable to other NGOs and therefore a generalization was made. This also made the research faster and less costly.
3.3 Population of Study
Trochin (2000) describes a research population as a group that the researcher wants to generalise to and the sample as the group of people that are selected to be in the study. This was supported by Sekaran (2000) when he defined a sample as a subset of the population in question and comprises a selection of members from that particular population. The definition of the sample is of vital importance as the results of an investigation are not trustworthy more than the quality of the population or representativeness of the sample.

The population of interest was all CIK employees. CIK had 579 employees with 82 employees at the management and 497 junior staff (CIK Payroll, Feb. 2011). This is because the research was seeking to find out the effect of KM on SCA in CIK.

The table below shows a total population table;

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management</td>
<td>82</td>
</tr>
<tr>
<td>2</td>
<td>Junior staff</td>
<td>497</td>
</tr>
<tr>
<td></td>
<td>TOTAL POPULATION</td>
<td>579</td>
</tr>
</tbody>
</table>

Table 1-Table of Population

3.4 Sample and Sampling Design
3.4.1 Sample Size
In this study, the sample size was determined using the following Yamane’s formula as outlined by Yamane (1967)

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

Where:
- \( n \) is the sample size,
N is the target population which in this case is 579, divided into 82 managers and 497 junior staff respectively.

e is standard error which is a standard value of 0.05.

Calculation of the sample size based on these figures gave a sample size of 37 for the management and 222 for the junior staff. On the basis of this calculation a sample size of 259 employees was used in this study.

The sample is shown in table 2 below;

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management</td>
<td>82</td>
<td>37</td>
</tr>
<tr>
<td>2</td>
<td>Junior staff</td>
<td>497</td>
<td>222</td>
</tr>
<tr>
<td></td>
<td>TOTAL SAMPLE</td>
<td>579</td>
<td>259</td>
</tr>
</tbody>
</table>

Table 2-Sampling Table

Since this was a case study, only one of the NGOs was analyzed. Thus, a case study of CARE International in Kenya was carried. The research was concerned with the in-depth study of the effect of KM on SCA within the NGO industry. Findings of the topic under study were realistic and useful because the personnel responses were accurate.

3.4.2 Sampling Design

Management was purposively sampled. Gupta (2002) noted that the use of purposive sampling is justified when only a small number of sampling units are in the universe and simple random selection may miss the more important elements; whereas judgment selection would certainly include them in sample. For the purpose of this study, sampling of managers was based on key sectors and programmes in CIK.

To ensure appropriate representativeness of all junior employees of the study area, the study employed simple random sampling technique for this section of the population of study. The sample consisting of junior staffs were distributed proportionally basing on number of junior employees in CIK. Random sampling was used because of the wide population of employees in CIK. The procedure ensured that each member of the target population section had an equal and independent chance of being included in the sample. A table of random numbers was drawn with
each employee assigned to a random number and a computer generated sample created. This ensured high accuracy and equal chances of inclusion of every member of the population.

3.5 Data Collection and Instruments

According to Bless and Higson-Smith (2000), there are three common methods of data collection, namely, observation, interviews and questionnaires. Sekaran (2000) suggests that questionnaires are an efficient data collection mechanism provided the researcher knows exactly what is required and how to measure the variables of interest. Questionnaires can be administered personally, mailed to the respondents or even electronically distributed depending on the situation (Sekaran, 2000). The data for this case study was collected using “multiple sources and techniques” (Soy, 1997:2). For this case study the research was carried out through a process of document analysis, unstructured and structured interviews and questionnaires, and participant observation.

A list of all managers and junior employees in the sample was obtained from the finance department through the payroll system. This was to ensure the researcher got the most recent list of staff at CIK. The researcher and the Human Resource Manager then drafted a that was carried alongside the questionnaires during data collection. This letter was to inform the managers and employees in the sample about the purpose and confidentiality of the research. The researcher held meetings with certain HR managers and directors where the reasons and method of the study was discussed and emphasised. The organization had to seek the intervention of its headquarters in Ottawa before the researcher was given a go ahead to conduct the study.

Both the primary and secondary data were collected from this study. Primary data was collected through Structured Questionnaires. Structured questionnaire were used since it is concerned with variables which cannot be directly observed such as views, opinions, perceptions and feelings of the respondents. Such information is best obtained through questionnaires (Touliatos & Compton, 1998). The population under study was also largely literate and was very unlikely that they would have problems in responding to questionnaire items. Primary data was collected from
employees of Care International in Kenya and their sub offices. This source gave all the first-hand information that was required for the study.

Where there was need for more information from a respondent, interview was conducted to get the information. However, the respondents were provided with a section in the questionnaire to include any additional information that they felt was of use in expanding their opinions.

In both data collection instruments, the respondents were informed that they were allowed to leave a question/answer blank if the question appeared unclear or ambiguous. Contact details were provided on the covering letter, offering the managers and employees the opportunity to contact the researcher in the event of any queries or problems that may have arisen.

Secondary data were collected from both internal and external sources. Internal sources included information compiled by the NGO. External data sources included data originating from outside the organization such as government sources, commercial sources, inter and intra industry sources like trade publications, trade association journals and other sources like nongovernmental organizations coordination board, institutes of economic survey and also academic institutions and libraries.

Document Analysis was sourced from CIK documents, scholar journal articles, websites and some case studies centered on NGO KM development.

3.5.1 Organizational Performance and Competitive Advantage

Document analysis (Smith, 2002) played an important role in providing a description of the competitive advantage of CIK over time. The development of both the programmes in terms of its achievement of Funder's objectives and the development and implementation of the KM system have been well documented. In this research, only the contracts from the UNHCR, CIK's largest Funder, were considered. These were the core Funders and achieving their objectives is vital for the continued success of CIK. The following documents were accessed in order to describe the competitive position of CIK in terms of its achievements of Funder's objectives.
Funding Proposal for UNHCR: Submitted annually
Report backs to Funders (completed at the end of the grant period, and at the end of any rollover grant period)

Each contract from these Funders for the most recent period was retrieved from the Finance Department at CIK, and examined in terms of both the amount of money (to gain an initial understanding of project priority) allocated to each project, as well as the broad line items (for example KM, Travel, Project Administration) within each budget proposal. These have been detailed in tabular form, and compared to the Director’s Reports to Funders detailing the outputs (in comparison to project objectives) produced in each funding cycle. This is in order to determine the level of funding generated by each project as well as the level of return in terms of output achieved per project. This segment of the study is designed to focus narrowly on the achievement of predetermined objectives and check on the proportion of finances allocated to KM. It was also meant to show the level of competitive advantage of CIK.

The following documents were accessed in order to describe the development and implementation of KM in CIK. Policy documents including:

1) CIK’s Operational Policy
2) CIK’s Disciplinary and Grievance Procedures
3) CIK’s Core Values
4) CIK’s Vision and Mission Statement

To supplement the information collated in both sections above, other relevant material was accessed as and when necessary. These included:

1) Minutes to Senior Management Team-SMT-Meetings: Held every Monday morning from 9.00A.M.
2) Notes from Staff performance appraisal meetings (both formal and informal).
3) CIK’s Annual Report 1st January, 2011

All the above documents were reviewed in a chronological sequence, and analyzed in terms of the researcher’s interpretation of their input to the development and implementation of the KM framework at CIK and how this enhances sustainable competitive advantage.
3.5.2 Management and Staff Opinion

The researcher further collected information by noting ad hoc comments made during unstructured interviews with staff and management. The researcher held meetings with various staff in which involved open-ended questions such as “How do you feel about KM in CIK?”, and staff members were allowed to talk freely i.e. “spontaneous development” (Welman & Kruger, 2001: 188). The information received was used to triangulate (Trochim, 2002) the data gathered from the questionnaires and observations and is incorporated into the analysis and discussion section of the research. The information gathered from all staff is based on their attitudes and opinions, and allowed the researcher to gain a more detailed and in-depth understanding of the juxtaposition of the competitive advantage, by providing a ‘rich picture’ (Smith, 2003a).

An interview schedule was designed to gain insight into KM and the competitive advantage of CIK, as well as to inform any decisions on future developmental recommendations. Some questions were designed to gain insight into KM of CIK and relevant competitive advantage and enabled staff to provide feedback with regard to the regularity and administrative issues surrounding the performance of CIK.

3.5.3 Observation

Observation is defined by Smith (2003b: 1) as “describing or representing a setting”. The observation method utilized in this case was unstructured and informal (Robson, 1993). It consisted of the researcher taking notes at any time when he felt it was necessary or of importance for instance, during a staff meeting. Staff members were aware of the fact that the researcher was conducting research into KM and competitive advantage, but were not necessarily aware of each instance in which the researcher took observation notes. The main reason for collecting data using the observation method was to enhance the validity and reliability of the study through triangulation. Because much of the staff information was collected in the format of questionnaire with written answers, the researcher wanted to ensure that the written answers corresponded to the behavior and verbal communications of the staff in their every day environment. The researcher is a complete participant, with the express difference being that the researcher did not have to ‘go native’ as he was already an integral part of the group. As noted by Mak’Ochieng (2003:92) “while the presence of the researcher can help
bring out rich details of the study through probing and establishing rapport, there is great potential for interview bias to crop up”. In this case study, the bias was not particularly related to interview situations, but to the presence of the researcher at the case study site at all times, however this was dealt with through triangulation (Trochim, 2002) of the data.

3.6 Validity and Reliability

3.6.1 Study Instruments

Validity is the ability of an instrument to measure what it is intended to measure (Gay, 1987). Lecturers who are my supervisors and peers from Kenyatta University who are in the department of Business Administration were used for validation. The instruments were given to two lecturers and two peers who were undertaking related research in different geographical areas. The two lecturers have a wide experience in supervising graduate students while the two peers were used to validate each instrument. They were asked to evaluate the instruments in terms of content and face validity. They helped to ensure that the items in each questionnaire captured the intended information accurately according to the objectives of the study.

3.6.2 Pilot Testing and Procedure

To validate the instruments, a pilot test was carried out at a convenience sample of 20 respondents. The pilot study was done in CIK head offices because it has employees with similar standard operational procedures to the rest of the organization’s sub offices. The pilot study helped in identifying problems that respondents encountered and ensured the items in the research instrument yielded the required data for the main study. The returned questionnaires helped the researcher to refine the survey instruments. To improve the comprehensibility and clarity of the questionnaire, difficult words were substituted with simpler words where possible. Also, a few other items were reworded to ensure that the understanding level is more appropriate. The remaining respondents were contacted later after redesigning the instrument as required.

The study instruments were distributed among the targeted respondents using various references e.g. managers of the departments. Questionnaires were given to the managers who were requested get them filled. Sufficient support was provided to managers who shared it with the
study respondents to understand and answer the asked questions accurately. Only one questionnaire was given to each respondent. The questionnaires comprise of questions related to all independent and dependent variables. Demographic section covers questions related to age, gender, education and years of work at CIK. Respondents were facilitated during questionnaire filling process for correct data acquisition. Few filled questionnaire were rejected because of double entry, keeping questions blank and other problems.

According to Mugenda and Mugenda (1999), reliability is the degree to which instruments give similar results for the same respondents over a common issue at different times. The researcher ensured that the instruments were reliable and able to generate consistencies overtime even if used after the study period.

3.6.3 Data Collected

Because of the importance of the reliability of the data gathered, particularly in this instance where the researcher was also a staff member at CIK, triangulation of the data was very important. To this end the researcher ensured that evidence provided is corroborated by at least three sources (for example use of questionnaires, participant observation, semi structured interview and documentary evidence) which provided validity to the research in terms of triangulation (Trochim, 2002; Welman & Kruger, 2001; Winegardner, date unknown). According to Trochim (2002) qualitative validity can be judged by the criteria of credibility, transferability, dependability and confirmability rather than against some external objective standard. Winegardner (date unknown,10) also indicates that “reliability is less a function of replicability and more a function of credibility of the researcher’s knowledge claims and acknowledgement of his or her central role, relationship and biases in the research”. In order for the research to be credible, dependable and confirmable, it should clearly reiterate the views of the participants, the data should be triangulated and the description should be ‘rich’ or ‘thick’ (Smith, 2003a). Confirmability will also be assessed by noting whether the written records, interviews/questionnaires and participant observation (triangulation) all lead to similar conclusions being drawn.
Transferability can also be described as generalization. It is often thought that the inferences and conclusions drawn from a single case study cannot be generalized. Mitchell (2000: 183) notes however, that “the validity of the extrapolation depends not on the typicality or the representativeness of the case but upon the cogency of the theoretical reasoning”. Thus, any generalizations from this research should be based on the theoretical framework applied.

### 3.7 Ethical Considerations
Consent was given by the Director for the entire project and specifically for the questionnaires to be distributed to the CIK staff in all the 18 field offices. Each participant was made fully aware of the nature and purpose of the research and that their anonymity would be ensured. The Director however, was made aware that the information provided directly by him through his interview would be attributed to him, and so anonymity was not possible. These conditions were acceptable to all staff including the Director. Undertakings were made to the Director that no information would be made public without his prior consent, after he had been provided with an opportunity to review the findings of the research. The final research report will be made available to any CIK staff member who expresses an interest in reading it, and will also be available from Kenyatta University library.

### 3.8 Extent of Researcher’s Interference
The researcher ensured it to the best level possible that the data collected is unbiased and reliable data. However, the researcher had to interfere during the collection of data. As few respondents remained careless in filling the mentioned fields therefore the researcher helped them in filling the questionnaire. Few respondents did not fill the questionnaire completely. Thus the researcher had to get the questionnaires refilled by the employees. Generally employees committed mistakes because of not concentrating on the questions and double entry or no entry for any question in the questionnaires.

### 3.9 Research Limitations
One of the noted limitations of descriptive case study research is the possibility that the researcher simply describes everything. Yin (1984) cautions against this, and puts the onus onto the researcher to ensure that only selected focused items are considered. In this study 5 broad objectives were explored, and the researcher consciously avoided the inclusion of less common
issues. In this case, the researcher was also a staff member of CIK and as Communications Person had been and was, very involved in the development and implementation of KM. The researcher was aware of the limitations and carefully kept observation notes, and avoided summarizing information where possible.

3.10 Data Collection Procedure
A ‘drop and collect’ method of self-administered questionnaire was adopted. The researcher personally hand delivered the questionnaires subsequently recovering the same after completion. This encouraged both high response rate and timely completion of the questionnaires.

3.11 Data Analysis
The primary data collected from the respondents was coded, cleaned, entered into the computer and analyzed using Statistical Package for Social Sciences (SPSS). These scores were captured in an SPSS package for analysis with variables of Employee empowerment, IT Systems, Management leadership commitment, Organizational culture, Organizational strategy and Demographic variables. The managers were numbered L-01 to L-37. The subordinates were numbered L38-L259 in this research. The data analysis will be discussed further in the next section.

In order to determine the perceived effect of KM on SCA in CIK, this study made use of KM enablers and measurement variables which included; Employee Empowerment, Information Technology systems, organizational culture, Management Leadership Commitment and Organizational Strategy. These represented the independent variables.

In order to clearly show the relationship between the independent variables (Knowledge Management) and the dependent variable-SCA, this study made use of cross-tabulation method of data analysis. Cross-tabulation is a multivariate statistical method of data analysis used most often in quantitative research. It is easy to interpret.
3.11.1 Relationship Testing

As mentioned previously, the study is concerned with establishing a relationship between KM and competitive advantage of the organisation. Thus, it is necessary to use statistical tests to test the strength and direction of the relationship between these two variables of the study. The study therefore applied correlation method of analysis of data in addition to cross tabulation, pie charts and graphs. Correlation was applied to examine the relationship between the dependent and the independent variables. The reason for applying this analysis in addition to cross-tabulation analysis was to provide more accurate representation of the relationships between variables and also to have a more objectively arrived-at result.

Pearson correlation analysis was conducted, using SPSS, in order to establish if a relationship exists between KM and SCA in CIK. Correlation analysis measures the degree of a relationship between two variables and expresses the extent of this relationship by means of correlation (Bless & Kathuria, 1993). Boyd, Westfall and Stasch (1985) as well as Bryman and Cramer (1990) states that measures of correlation indicate both the strength and direction (+ or -) of the relationship between two variables. The statistic calculated is the Pearson correlation coefficients (r) and varies between -1 and +1. The nearer the value of r is to zero, the weaker the relationship, and the closer to unity (- or +), the stronger the relationship. In summary the sign of the Pearson correlation coefficient indicates the direction of the relationship, and its absolute value indicates the strength, with larger absolute values indicating stronger relationships. In this study, correlation coefficients represent the nature of the relationship between KM variables and SCA, whereby a coefficient of above 0.5 represent a strong relationship, a coefficient of between 0.3 and 0.5 represent a moderate relationship, and a coefficient below 0.3 represent a weak relationship (Devore & Peck, 1993).

The statistical significance (p-level) of the results represents a decreasing index of the reliability of a result. The higher the p-level, the less we can believe that the observed relation between variables in the sample is a reliable indicator of the relation between the respective variables in the population. The p-level represents the probability of error that is involved in accepting the
observed result as valid, that is, as a representative of the population (MacColl, 2004). The procedure to test the statistical significance of the relationship in this study was as follows:

The data was first explored through descriptive statistics where demographic information of the respondents was summarized in frequencies. Further inferential statistics was performed where a bivariate two tailed spearman’s correlation test was performed between variables to determine which explanatory variables had high significant correlation with the response variable (Competitive advantage of CIK). Multicolinearity test was performed between explanatory variables and those that were highly correlated were dropped in the final model.

The following equation was used:

**Correlation equation**

\[
\begin{align*}
    r &= \frac{\sum \{(y^1 - \bar{y})(x^1 - \bar{x})\}}{\sqrt{\sum (y^1 - \bar{y})^2 \sum (x^1 - \bar{x})^2}} \\

    \text{Where:} & \quad r = \text{correlation} \\
    y^1 &= \text{actual dependent variable} \\
    \bar{y} &= \text{average dependent variable} \\
    x^1 &= \text{actual independent variable} \\
    \bar{x} &= \text{average independent variable}
\end{align*}
\]

The researcher then concludes that there is a statistical significant strong positive/negative relationship between the variables under study. KM has a strong significant positive correlation with Competitive Advantage.

It is critical to specify whether the test is one-tailed or two-tailed. A one-tailed test is used when there is a specific direction to the relationship being tested. On the other hand, a two-tailed test is applied when a relationship is expected, but the direction of the relationship is not predicted (Field, 2000). Due to the nature of the variables of the current study, the two-tailed test was used.
3.12 Conclusion

This chapter presented the methodology of the research and the process of data collection and analysis. The relationship tested was presented and the research design outlined. Information regarding the sample size and the number of participants, included in the final statistical analysis, was presented. An overview of the data collection method was then given. Each of the three instruments used in this research, as well as their reliability and validity, were then discussed in detail. Finally, the statistical analysis of study was highlighted. Also included within this chapter were the ethical considerations that needed to be taken into account when doing the actual research and data gathering. This study used both quantitative and qualitative case study approaches to describe and analyze the effect of KM on SCA at CIK. The research was designed from an analysis and interpretive paradigm. Information was gathered from multiple sources and analyzed using interpretational and statistical techniques. Validity and reliability was ensured through triangulation of data gathered.

The previous chapters discussed the theoretical background of the research topic, and this chapter discusses the research process and methods of obtaining both the relevant information and the subsequent results. The following chapter will present the results obtained from study and correlation analysis conducted in an attempt to test the research variables.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction
The previous chapter discussed the methodology followed within this research study. The goals of the research were presented. The chapter also alluded to ethical considerations; the research population and sample; the instruments used and their respective reliability and validity; the process of data collection, capturing and analysis; the correlation on variables and finally the relationship of the variables under study were discussed. This chapter presents and discusses the results of the study variables and the correlation analysis of the study and the assessment of the reliability of the research data. Descriptive statistics was used to summarise quantitative data and relationships which are not apparent in the raw data. This helped to interpret and understand the results.

4.2 Characteristics of the Targeted Sample
4.2.1 Respondents Return Rates
A total of 259 employees of CIK were targeted for this study. 37 managers were in the sample and only 26 managers successfully completed and returned the questionnaires, resulting in a response rate of 70%. A sample of 222 junior staff was targeted from a population. A total of 202 questionnaires were completed and returned, resulting in a response rate of 91%. The high return rate could be attributed to the high level of mobilization and awareness created about this study by the Assistant Country Director for CIK prior to the data collection. The study was also carried out when employees were at work which made it easier to collect the data.
4.2.2 Demographic Information of the Respondents

Figure 1: Age of the respondents interviewed by gender.

Amongst the respondents interviewed, majority, 89\%, of the males were aged between 25-35 years, 31\% between 35-45 years and 14\% were above 45 years. In the female category, 85\% represented the age between 23-35 years forming majority of the respondents, 28\% between 35-45 years, 7\% between 18-25 years whereas those above 45 years were the least 4\%. The highest number of employees at the ages of 25-35 years can be attributed to the fact that CIK’s refugee assistance programme has a policy of non family station which accommodates greatly the unmarried who mostly fall in the ages of 25-35 years.
Out of all the management staff interviewed, 65% were males and 35% females. Amongst the male respondents, 14% had basic undergraduate education, 4% Diploma holders and 6% with masters. In the female category, 6% had undergraduate academic qualifications, 7% masters Degrees and none of the female respondents had diploma certificates.

Of all the respondents, 32.4% had worked between 0-2 years, 18.9% between 2-5 years, 13.5% 5-7 years and 35.1% above 7 years. This could be attributed to the fact that CIK has good remuneration packages for its management staff who then are retained for quite a long period in CIK.
Amongst the respondents, 57.7% had worked for CIK between 0-2 years with 15.3 having worked between 2-5 years as 14.9% having been in CIK between 7 years and above whilst 12.2% responded to have been with CIK for a period between 5-7 years. The high number of respondents who have worked for CIK between 0-2 years may be attributed to the contractual nature of employment in the industry which is on a yearly basis subject to renewal upon availability of funds.

Table 3: Education level of the respondents interviewed

<table>
<thead>
<tr>
<th>Highest Educational Qualification</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>50</td>
<td>19.3</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>100</td>
<td>38.6</td>
</tr>
<tr>
<td>Masters</td>
<td>83</td>
<td>32.0</td>
</tr>
<tr>
<td>Total</td>
<td>233</td>
<td>90.0</td>
</tr>
<tr>
<td>No Response</td>
<td>26</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>259</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The respondents interviewed indicated that 38.6% had their highest level of education as undergraduates. While 32.0% of the respondents had Masters Degree, 19.3% responded to their highest level of education as diplomas. The highest numbers of respondents were graduates. This can be attributed to the minimum qualifications of employment in the industry based on the nature of tasks assignments. The high number of employees with masters degrees is attributed to the competitive nature of employees in the industry and further to industry dynamics which keeps changing and continuously require increasing skill set.

4.3 Competition with Other NGOs

Table 4: Competition with Other NGOs

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>27</td>
</tr>
<tr>
<td>Yes</td>
<td>232</td>
</tr>
<tr>
<td>Total</td>
<td>259</td>
</tr>
</tbody>
</table>

Amongst the respondents interviewed, about 90% had a strong opinion that CIK faces competition whereas 10% felt that CIK faces no competition and 69% felt that CIK is well placed to face the competition while 30% of the respondents felt that CIK is not well positioned in the competition.

Figure 4: Rating Competitive advantage of CIK to that of Other NGOs
Out of the respondents interviewed, 67.5% rated the competitive advantage of CIK at Good, 27.4% rated the level of competitive advantage of CIK at Very Good whilst only 5.2% rated the level of competitive advantage of CIK against other NGOs at excellent.

The perspectives of competition identified by respondents included funding (40%), project procurement (10%), programmes and projects competition (20%), remuneration and rewards (30%). Whilst 90% admit that CIK faces competition, 10% admit otherwise. The respondents indicated that for project procurement, CIK is not well placed as it was already loosing some projects to competitor agencies. On remuneration and rewards, respondents of 30% indicated that CIK needs to adjust as the competitors pay more competitively hence CIK looses employees to the other competitors who remunerate at competitive rates. This leads to loss of skill set and knowledge base already created by these employees against other organizations by continuous increase in staff turnover. CIK had lost some projects to competitor NGOs in one of its field offices. Fundraising represents a “potential source of inefficiency” (Aldashev and Verdier 2010: 48). An open question is whether efficiency enhancing effects are restricted to competition by peers from the same home country (like here in Kenya) or whether the nationality of competing NGOs does not matter in this regard. In any case, the link between competition and KM may have important implications for the ongoing debate on donor fragmentation and aid proliferation. Proliferation and fragmentation are widely feared to impair the effectiveness of aid by imposing high transaction costs on the recipient organizations (e.g., Acharya et al. 2006). However, more coordination and specialization of donors, including the NGOs, may come at the cost of competition and donor efficiency.

A closer analysis of CIK documentation showed that they had managed to be a lead agency for global fund. This could be an indicator that the competitive ability of CIK is relatively strong given the competitive nature of the award which brought about thousands of NGOs both local and international. CIK managed to be amongst the major global fund recipients amidst tough competition and vetting. This is in line with the view of majority staff, close to 70% who feel that CIK is well placed in the industry competition.
CIK was also very visible in consortia and were even given positions of leadership. An example is the consortia on conflict sensitivity and management in the Refugee Camps. CIK sits at the secretariat of the consortia. This further verifies the respondents’ opinion that it is well placed in this competition.

When the researcher tracked the percentage rating of accomplishments of CIK in 2011 against their expectations, 80% of their activities as in the proposals and activity plans were accomplished. This is a further indicator of competitiveness in CIK.

These findings are corroborated by several studies and literature. NGOs under fierce pressure to attract donations may engage in “excessive” fundraising and shift an increasing amount of time and effort “from finding solutions and helping needy recipients to pleasing their donors and winning television coverage” (The Economist, January 27, 2000). The previous literature on fundraising is mainly concerned with the question of whether more fundraising has the desired effect of attracting more donations (e.g., Otken and Weisbrod 2000).3 In the present context of efficient aid delivery by NGOs, it is more relevant that earlier theoretical models, notably Rose-Ackerman (1982), predict particularly high expenses for fundraising in a competitive market with free NGO entry, even when donors dislike fundraising activity by NGOs. Likewise, the recent model of Aldashev and Verdier (2010) shows that an NGO increases its fundraising if an additional NGO enters the market and the amount of overall donations is assumed to be fixed. This is because it becomes more important for “incumbents” to form closer bonds with donors in order not to lose them to competing NGOs. However, the entry of additional NGOs may reduce the incumbents’ fundraising effort once the assumption of a fixed amount of overall donations is relaxed.

For CIK to keep pace with the current competition and to reverse the decreasing competitive advantage respondents suggested competitive/ market rate remuneration to enhance staff retention and decrease loss in knowledge base, I.T trainings, good corporate culture, competitor analysis is amongst staff suggestion on creating SCA in CIK.
The sector has, in fact, already seen this competitive force take place. There are now a number of mega-NGOs competing in the sector, which are continually looking for new income streams to keep growing. The likes of World Vision, Save the Children Foundation, Oxfam, ILRI etc. are multi-national conglomerates that appear much more like private sector corporations than classic development sector NGOs. These mega-NGOs, the proliferation of small to medium (or SME-NGOs) as well as the multitudes of tiny, grass roots NGOs collectively work in a sector worth more than a $1 trillion a year globally and growing (Public Services International, 2008).

Development sector NGOs must acknowledge the enormous size of their sector and start creating new models of working to compete in it. No matter how small an NGO is or how unique its offering the global economy has arrived on its doorstep. Unless it develops new models of working, such as a growth through KM model as outlined in this study, it will find itself ill-prepared to compete in the global development sector.

Is there the potential for a model whereby NGOs can leverage knowledge for competitive advantage yet still freely disperse that knowledge to its competitors? The answer to this question comes directly from the ICT sector. The internet has spawned an amazing phenomenon, which is commonly now known as ‘open-source’. The concept of open-source is that knowledge can be freely shared while at the same time organizations can exploit that knowledge for growth.

The study therefore, in light of the findings, conclude that CIK is well positioned for the industry competition. Although CIK will need to leverage on the variables of KM studied here to maximize its potential impact and competitive ability and avoid such scenarios of losing projects to competitors as in the case of a field office.

4.3.1 CIK Funding Proposal and Report to UNHCR (2011)
Table 5: Summary of CIK’s Funding Proposal and Report to UNHCR

<table>
<thead>
<tr>
<th>Refugee Assistance Programme</th>
<th>(1ˢᵗ January - 31ˢᵗ December 2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme</td>
<td>Sub-Project Monitoring (SPM)</td>
</tr>
<tr>
<td>Implementer</td>
<td>CIK- 1142021</td>
</tr>
<tr>
<td>Partner Agreement Number</td>
<td>0000000246</td>
</tr>
<tr>
<td>Operation</td>
<td>KEN ABC</td>
</tr>
</tbody>
</table>
The response from UNHCR to the new 1-year budget proposed by CIK was favourable. In terms of specific programme requests, the following was proposed:

Project 1 – Performance monitoring – Undisclosed budget

Project 2 – Advocacy and Communications – Undisclosed budget, no costing for KM

The UNHCR agreed to provide funding for the requested aspects of CIK RAP with a starting date of January 2011 and a completion date of December 2011. It is clear from the financials that there were no under spending. Again the Advocacy and Communications Programme seems to have achieved all set objectives. However, whether the Performance Monitoring Programme (Projects now being called Programmes) outputs were reached remains to be seen.

There was no specific costing on KM, an indicator that CIK is not yet committed to KM. Although various aspects of the budget were specific to IT systems, Employee trainings and workshops, Appraisal, Information sharing. This reconciles the fact that these aspects are great enablers of KM which is a major source of competitive advantage of CIK.

A brief analysis of the reports to Funders shows no trend in the improvement of either under-spending or the achievement of stated Funder’s outputs. Rather than any specific link to the KM, it seems that for the more finite projects such as the School programme, initial time frames indicated were too ambitious, but the projects were subsequently completed within a further 6-month period. The Food distribution programme consistently delivers against objectives. The problem area seems to be the Advocacy and Communications programme which carries most of CIK’s KM work. It can be noted that despite the implementation of KM to enhance competitive advantage of CIK, the use of the variables discussed in this study continues to fail to achieve the outputs set out for Funders. It must also be noted that despite the failure to reach these objectives, the enablers of KM continue to make high-level high-impact strategic interventions on the competitive advantage of CIK.

It is also worth pointing out that one of the issues that arises from this, is that perhaps the outputs detailed for Funders should be changed to include rather more KM interventions and
more realistic timeframes in terms of data basing and KM enablers maintenance. It is also significant that up until this point in time the Programme Quality and Learning Unit have set the objectives for the Funder's proposals without consultation with CIK staff. One core purpose of KM is the alignment (Viedge, 2003) of individual targets with organizational goals. This is difficult in instances where the reports to Funder's are not referred to as a starting point for Programme Heads performance agreements, and indicates an inherent flaw in the organizational programmes. This has however been noted and in future better strategic alignment is anticipated.

4.4 Employee Empowerment

4.4.1 Training of Employees at CIK
90% of the respondents were in agreement that CIK trains its employees while a few respondents denied that CIK does not train its employees. This can be attributed to CIK's strong policies on the job and off the job training. Employee training imparts various skills and knowledge amongst employees for organizational performance and achievements which in turn enhances competitive advantage. This is in line with the findings of Caudron and Ginnodo who found out that once employees understand what needs to be done to improve the organization; they must have all the skills and resources necessary to be able to accomplish those improvements (Caudron, 1995). Ginnodo indicates that empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees: we're spending money on you because this is important to the organization's future (Ginnodo, 1997).

The extent to which training affected performance of employees in CIK

Table 6: Extent to Which Training Affected Employee Performance

<table>
<thead>
<tr>
<th>Extent To Which Training Affected Your Performance As An Employee</th>
<th>Frequency</th>
<th>Percentage Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Small</td>
<td>19</td>
<td>9.0</td>
</tr>
<tr>
<td>Small</td>
<td>53</td>
<td>25.1</td>
</tr>
<tr>
<td>Moderate</td>
<td>70</td>
<td>33.2</td>
</tr>
<tr>
<td>Large</td>
<td>59</td>
<td>28.0</td>
</tr>
<tr>
<td>Very Large</td>
<td>10</td>
<td>4.7</td>
</tr>
</tbody>
</table>
33.2% of the respondents rated the extent to which training affected their performance as moderate while 28% said training affects their performance to a large extent as 25.1% cited a small contribution of training in improving their performance. This can be attributed by the fact that employee training imparts various skills and knowledge amongst employees for organizational performance and achievements which in turn enhances competitive advantage. This is in line with the findings of Caudron and Ginnodo who found out that once employees understand what needs to be done to improve the organization; they must have all the skills and resources necessary to be able to accomplish those improvements (Caudron, 1995). Ginnodo indicates that empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees: we're spending money on you because this is important to the organization's future (Ginnodo, 1997).

4.4.2 Motivation of Employees at CIK
In terms of employee motivation at CIK, 64% of the respondents rated incentives and rewards in the organization to be good whereas 20.3% considered such mode of motivation to be poor. Recognition was reported at 55.4% as good whilst 29.3% rated the use of recognition for employee motivation in CIK to be poor. Amongst those who rated organizational values as a mode of motivation, 36.9% rated it to be good and 12.6% as poorly used mode of motivation in the organization; 34.8% rated team building to be good and in frequent use for motivating employees in CIK while 17.1% of the respondents had an opinion that it was poorly used as a mode of motivation. 44.3% of the respondents considered involvement in decision making to be good at CIK whereas 24% had contrary opinion that involvement in decision making within the organization is poor. On the aspect of time management as a mode of motivation in CIK, 47.1% rated such mode of motivation to be good whereas 20.4% of the respondents felt that time management as a mode of motivation in CIK is still poor.

Looking at how these forms of motivation empower employees to get information relevant to their day to day activities, time management had an influence to a larger extent (38%), followed by team building (33%), involvement in decision making (25%) and incentives and rewards at 29%. Recognition and organizational values only influenced employee empowerment to a moderate extent at 34% and 35% respectively.
This is in line with studies done on motivation of employees by researchers like Bowen and Lawler who noted that, incentives and rewards based on the organization's performance and power to make decisions that influence organizational direction and performance. Research suggests that empowerment exists when organizations implement practices that distribute power, information, knowledge, and rewards throughout the organization (Bowen & Lawler, 1995). The authors went on to note that, if any of the elements is zero, nothing happens to redistribute that ingredient, and motivation will be reduced hence reduced employee empowerment (Bowen & Lawler, 1995).

Team building has emerged as one of the strategies for sharing information and knowledge. This is attributed to the fact that team building activities provide platforms for CIK’s employees sharing information, a fact which helps greatly in transfer of tacit knowledge amongst the employees, which in turn impact positively on their operational efficiencies. This in line with a study by (Hall, 2001) who indicated that knowledge creates knowledge when it is shared; hence there is a significant strength in team building and in organizations.

### 4.4.3 Making Discretionary Decisions and Effect on Achieving Operational Objectives

#### Table 7: Discretionary Decisions at CIK

<table>
<thead>
<tr>
<th>Extent to which an employee is allowed to make discretionary decisions</th>
<th>Very Large Extent</th>
<th>Large Extent</th>
<th>Moderate Extent</th>
<th>Small Extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent are you allowed to make discretionary decisions in CARE</td>
<td>0 (0.0%)</td>
<td>17 (8.9%)</td>
<td>113 (58.9%)</td>
<td>35 (18.2%)</td>
<td>27 (14.1%)</td>
</tr>
<tr>
<td>The extent to which this freedom helps an employee in achieving operational objectives in CIK</td>
<td>9 (4.7%)</td>
<td>52 (27.2%)</td>
<td>95 (49.7%)</td>
<td>17 (9.9%)</td>
<td>18 (9.2%)</td>
</tr>
</tbody>
</table>

While none of the respondents agree that to a very large extent they are allowed to make discretionary decisions, 8.9% said they are allowed to make discretionary decisions in CARE to a large extent, as a majority, 58.9%, rated the extent to which they are allowed to make discretionary decisions in CARE at moderate extent, and 18.2% rated their discretion on decision making at a small extent. Some 14.1% of the respondents said they are not allowed at all to make discretionary decisions.
This could be attributed to the fact that CIK has a central decision system where all decisions affecting employees both directly and indirectly are made without consulting them. Decisions are vested with the management who very week have a senior management meeting-SMT- to deliberate on any aspects of programming and make critical recommendations for executions by employees who rarely meet with the management.

This has affected employee motivation in a sense since it contradicts studies that noted transformational leadership as having an influence on followers' organisational commitment by encouraging them to think critically by using novel approaches, involving followers in decision-making processes and inspiring loyalty while recognizing and appreciating the different needs of each follower to develop his or her personal potential (Bass & Avolio, 1994; Yammarino, Spangler & Bass, 1993). The studies assert that by encouraging followers to seek new ways to approach problems and challenges and identifying with followers' needs, the management are able to motivate their followers to get more involved in their work, resulting in higher levels of organisational commitment (Walumbwa & Lawler, 2003). This view was supported by prior research that showed that organisational commitment was higher for employees whose leaders encouraged participation in decision-making (Rhodes & Steers, 1981), emphasised consideration (Bycio, Hackett & Allen, 1995) and were supportive and concerned for their followers' development (Allen & Meyer, 1990; 1996). The management leadership commitment to the organizational operations are a great avenue for achieving competitive advantage.

This is further corroborated by a study by Ettorre who said that empowerment involves giving employees autonomous decision-making capabilities and acting as partners in the organization, all with an eye to the bottom-line implications (Ettorre, 1997).

Another author adds that "discretion to decide empowers an employee by virtue of the fact that management vests decision-making or approval authority in employees where, traditionally, such authority was a managerial prerogative (Grove, 1971).

On the extent to which this freedom helps an employee in achieving operational objectives in CIK, 4.7% of the respondents rated at very large extent, while 27.2% said the discretions to make decisions have helped them in achieving operational objectives in a large extent. Most of the
respondents, 49.7%, felt that this discretion only help them in a moderate extent to achieve their operational objectives. A smaller percentage, 9.9% said that this discretion affects their operations in a small extent while a closer percentage, 9.2%, said this discretion does not at all help them in achieving operational objectives.

This could be attributed to the fact discretionary decisions give an official authority to: delegate legal power to, commission and authorize" (Grove, 971). The dry fact is that CIK has a controlled discretion to its employees in terms of decision making. This can only relatively affect the extent to which their performance is met.

4.5 Information Technology Systems

4.5.1 Use of Information Technology Systems

94.6% of the management staff interviewed overwhelmingly responded that CIK is better using information technology in its operation systems and only 5.4% responded otherwise. In comparing before and after implementation of IT systems at CIK, 16.2% felt that use of IT has enhanced performance to a very large extent, 45.9% large extent and 27% to a moderate extent.

This is attributed to the fact that IT is an enhancer of organizational functions. IT shortens decisional span, supports automation of services and increases operational efficiencies. This is in tandem with Porter’s assertion that modern information system technology plays a particularly crucial role in scheduling, controlling, optimizing, measuring and otherwise co-coordinating all manner of activities. Similarly, he notes that office or administrative technologies, although often neglected or subsumed beneath the umbrella term of information systems, also have an important role to play as: He further notes that change in the way office functions can be performed is one of the most important types of technological trends occurring today for many firms, though few are devoting substantial resources to it. (Porter, 1985).

This is also backed by Skyrme who posited that I.T systems are critical to successful knowledge management implementation and subsequent competitive advantage. Increasingly, organizations are creating specific initiatives or programs with knowledge focus (Skyrme, 1999).
4.5.2 Sectoral performance on use of IT

Table 8: Sectoral performance on use of IT

<table>
<thead>
<tr>
<th>Technology</th>
<th>Very Important</th>
<th>Important</th>
<th>Moderately Important</th>
<th>Somewhat Important</th>
<th>Unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Profit Intelligence/Business intelligence/Knowledge</td>
<td>27%</td>
<td>54.1%</td>
<td>10.8%</td>
<td>0%</td>
<td>2.7%</td>
</tr>
<tr>
<td>New customer relationship management (CRM) applications</td>
<td>5.4%</td>
<td>45.9%</td>
<td>27%</td>
<td>0%</td>
<td>10.8%</td>
</tr>
<tr>
<td>Security applications management solutions</td>
<td>8.1%</td>
<td>51.4%</td>
<td>10.8%</td>
<td>13.5%</td>
<td>0%</td>
</tr>
<tr>
<td>Mobile/wireless technology</td>
<td>59.4%</td>
<td>24.3%</td>
<td>10.8%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Looking at sectoral performance on the use of IT systems, 27% of the management respondents felt that IT has been very important in Non Profit Intelligence/Business intelligence/Knowledge, 45.9% felt that IT is important in new customer relationship, 51.4% saw the application important in security applications management solutions and 59.4% felt that the technology was very important in mobile/wireless technology.

Other IT investments may also need to be reconsidered in the light of these findings. Delivering information to mobile users has been a key IT issue in recent times, and this will continue to be a major goal for the organization. For most managers in the study, however, having information that offers them solutions to insecurity is less important than having access to information on the move. This may explain why knowledge management and business intelligence solutions assume less importance than mobile/wireless technologies in the study. New customer relationship would assume a considerable amount of focus due to the importance of managing beneficiary relationship for the sake of donor demands and programmes'/ projects' acceptance and ownership.

This is line with a study by Boudreau & Couillard in 1999 which concluded that Information systems have provided knowledge management with capabilities that were not possible before (Boudreau & Couillard, 1999). It has helped an organization to manage and leverage its
knowledge systematically and actively which in turn enhance performance of these organizations (Storck & Hill, 2000).

This is further backed by a study by Liz, in her study on KM in 2005, which pointed out that non-profit organization also needed to leverage “nonprofit intelligence” which is called as “business intelligence” in commercial world since it supports sophisticated analysis and insights for the non professionals to make decisions and demonstrate the value of services to the stakeholders (Liz, 2005). There is no shortage of technologies for knowledge management and non for profit/ business intelligence.

The desire to build deeper customer/ beneficiary relationships has consistently emerged as a top priority for CIK in the research. CIK believes that the ability to understand their customers’ needs, and to predict changes in their behavior, could give them a decisive advantage over their competitors. And yet this is an area where CIK’s knowledge-management capabilities are often weakest. Despite the heavy investments CIK has made in CRM systems in recent times, only 23% of executives in the survey say they are effective in capturing and exploiting information on customer preferences and behavior.

The organization is only too aware that their situation must change if they are to compete effectively in an increasingly customer-driven programme/ project environment. A good percentage of the management in the study cited knowledge of customer preferences and behavior as the area where they will need to make the greatest efforts to improve the quality of organizational information over the next three years. To be successful in this endeavor, organizations need to do a lot more than merely capture mountains of information about customers/ beneficiary. They must learn how to analyze this information to identify what drives customer/ beneficiary behavior. The use of customer/ beneficiary analytics not only allows CIK to keep beneficiaries satisfied, but also enables them to grow customer/ beneficiary relationship. Before they can put these strategies into effect, however, CIK need solutions to some of the problems that have hampered knowledge management in the past.
Tools include data warehouses and other knowledge repositories, online communities, e-learning applications, intranets and numerous electronic directories and search technologies. Most of them can be useful if applied correctly. Ironically, though, many of the IT systems firms bought to create better information flows are also part of the problem: by generating more data than users can digest, they make it harder for people to find information of real relevance or importance. As with any form of IT, the key to success with knowledge-management tools is to define clearly your information requirements, and only then pick the technology that will best support these needs. In practice, many knowledge initiatives have gone awry because managers have put the cart before the horse.

5.5.3 IT devices under use at CIK

Table 9: IT devices under use at CIK

<table>
<thead>
<tr>
<th>Device</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>voice over IP comm. Technology</td>
<td>23</td>
<td>85.2%</td>
</tr>
<tr>
<td>3G phones investment</td>
<td>21</td>
<td>77.8%</td>
</tr>
<tr>
<td>Wireless LAN/Wi-fi</td>
<td>27</td>
<td>100.0%</td>
</tr>
<tr>
<td>Bluetooth enabled devices</td>
<td>17</td>
<td>63.0%</td>
</tr>
<tr>
<td>PDAs</td>
<td>13</td>
<td>48.1%</td>
</tr>
</tbody>
</table>

Amongst the IT devices in use at CIK, all the management staff interviewed (100%) were in agreement that wireless connection is dominantly used at CIK, 85.2 % reported that voice over the internet protocol is in use, 3G phones (77.8 %), blue tooth (63%) and PDS (48.1 %).

Examining the extent to which these devices have enhanced communication in the organization, 48.6 % of the respondents reported that 3G phones have impacted communication to a large extent, 27% of LAN wireless to a very large extent, 16.2 % reported that Bluetooth impacted communication to a moderate extent and 24.3 % reported that PDAs have impacted communication at CIK to a very large extent.

This is attributed to the fact that intranet is a common tool used to share knowledge inside organization. Internet, too has received fully adopted in all organizations for sharing knowledge. Organizations have moved from the use of LAN to the use of wireless LAN through fibre optic
cables. This affirms the fact that in California, 14 non-profit libraries which are parts of a community foundation, volunteer center and management support organization formed a California Management Assistance Partnership (C-MAP). The specialists share the best practices and lessons learned through meeting, conference calls and the C-MAP intranet. With an upgraded knowledge management system, the non-profit information services group could share its collective knowledge with other non-profit centers throughout the stated (Larson et al., 2005).

5.5.4 Importance of IT Systems at CIK

Table 10: Importance of IT systems at CIK

<table>
<thead>
<tr>
<th>Role of IT Systems</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting and improving the way that projects/programmes/services are delivered, thereby increasing the organization’s competitive advantage</td>
<td>73</td>
<td>54.1%</td>
</tr>
<tr>
<td>Improving decision-making by accelerating the flow of high-quality information to managers and other staff</td>
<td>63</td>
<td>46.7%</td>
</tr>
<tr>
<td>Automating Processes and Improving Operating Efficiency</td>
<td>61</td>
<td>45.2%</td>
</tr>
<tr>
<td>Improving operational data and sharing it across departments, functions and programme units, thus improving internal coordination</td>
<td>81</td>
<td>60.0%</td>
</tr>
</tbody>
</table>

On the role of IT systems at CIK, 54.1% said that IT played an important role in supporting and improving the way that projects/programmes/services are delivered, thereby increasing the organization’s competitive advantage, while another 46.7% reported IT systems as important in improving decision-making by accelerating the flow of high-quality information to managers and other staff. 45.2% of the respondents rated as important the role of IT in Automating Processes and Improving Operating Efficiency whereas over half of the respondents, 60% reported IT systems as important in improving operational data and sharing it across departments, functions and programme units, thus improving internal coordination. IT systems have proved useful in influencing management of programmes as nearly every aspect of the programmes/projects call for the use of computers or any other form of IT.

In this study, the researcher offers a competency-based view of how information technology systems can be used to achieve competitive advantage. Building on the resource-based research that links distinctive organizational competencies to sustainable competitive advantage, I argue that the potential contributions of Information Technology and Systems to competitive advantage can be understood in terms of their impact on the development and utilization of distinctive
organizational competencies. To explore the potential IT Systems linkage to organizational competencies, the researcher examines whether and to what extent IT systems can be used to foster and facilitate the development and utilization of three types of organizational competencies at the operational level: input-based competencies, transformation-based competencies and output-based competencies. My analysis shows that IT Systems may play an important role in enabling organizations to develop and leverage these organizational competencies. This is corroborated by a study by Tseng which discusses that with respect to technology, Tseng (2008), the value of IT to SeA is in enabling the expansion and universalisation of the scope of knowledge and in increasing the speed of transferability. Tseng (2008) also suggests that advancements in IT and the internet have greatly enhanced the value of knowledge assets.

This is further emphasized by Lin and Huang (2008) who highlight the importance of ensuring that the users of such technology perceive it to be useful, and suggest that the effectiveness of a KM technology is dependent on the extent to which a knowledge sharing culture already exists. Further to this, they state that the users need to feel that utilizing the technology is beneficial to them on a personal level.

In terms of the specific technologies used, several authors identify the need for it to serve different purposes such as authoring, indexing, classifying, storing, automating processes and improving operating efficiency, contextualizing and retrieving information, as well as for collaboration and the application of both tacit and explicit knowledge (Lindvall et al. 2003; Tseng, 2008). Sadaat further predicate that the emergence of new technologies has increased the ability of organizations to share knowledge, not just internally, but with external stakeholders (Sadaat, 2005). This has a greater paradigm in determining the competitive advantage of such organizations.
5.5.5 How CIK Relies on Non Profit intelligence solutions/ NGO systems

Table 11: Reliance of CIK on NPI Solutions

<table>
<thead>
<tr>
<th>Area Of Reliance On Non Profit Intelligence Solutions</th>
<th>Heavy Reliance on NPI</th>
<th>Good Reliance on NPI</th>
<th>Reliance on NPI</th>
<th>Slight Reliance on NPI</th>
<th>No Reliance on NPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee information</td>
<td>27 (14.6%)</td>
<td>61 (33%)</td>
<td>53 (28.6%)</td>
<td>44 (23.8%)</td>
<td>00 (0.0%)</td>
</tr>
<tr>
<td>Competitor intelligence (knowledge concerning competitors)</td>
<td>8 (4.5%)</td>
<td>61 (34.7%)</td>
<td>53 (30.1%)</td>
<td>45 (25.6%)</td>
<td>9 (5.1%)</td>
</tr>
<tr>
<td>Reporting and data analysis</td>
<td>18 (10.8%)</td>
<td>17 (10.2%)</td>
<td>29 (17.4%)</td>
<td>68 (40.7%)</td>
<td>35 (21%)</td>
</tr>
<tr>
<td>Beneficiary intelligence (knowledge concerning beneficiaries)</td>
<td>9 (5.4%)</td>
<td>80 (47.9%)</td>
<td>43 (25.7%)</td>
<td>17 (10.2%)</td>
<td>18 (10.8%)</td>
</tr>
<tr>
<td>Environmental intelligence</td>
<td>26 (14.9%)</td>
<td>69 (39.4%)</td>
<td>62 (35.4%)</td>
<td>00 (0.0%)</td>
<td>18 (10.3%)</td>
</tr>
<tr>
<td>Financial information</td>
<td>45 (25.7%)</td>
<td>77 (44%)</td>
<td>19 (10.9%)</td>
<td>8 (4.6%)</td>
<td>26 (14.9%)</td>
</tr>
</tbody>
</table>

From the table, 47.9% of the respondents felt that there is good reliance on non profit intelligence solutions. 44.0% cited financial information as the area of reliance on non profit intelligence solutions in an inclination of heavy and good reliance rating at 44.0% and 25.7% respectively. While 39.4% of the respondents felt they have good reliance on NPI for environmental intelligence, 34.7% felt equally for competitor intelligence. Another 33% indicated that they have good reliance on NPI for capturing employee information. Negligible percentages felt they have no reliance of NPI in tracking employee information and on competitor intelligence. Yet still, some ten percentages of the respondents felt CIK does not rely on NPI for financial information, environmental intelligence and beneficiary intelligence.

The use of NPI on financial information organizational performance emerged amongst the top priority from the respondents in the research. Finances are mainly got through donor funding which drives a greater need for accountability to stakeholders, donors and beneficiaries. CIK therefore relies heavily on use of NPIs which captures financial information to keep pace with donor demands and continuously win their trust. CIK also believes that the ability to understand their beneficiaries’ needs, and to predict changes in their behavior, could give them a decisive advantage over their competitors. And yet this is an area where the organization’s knowledge-management capabilities are weakest. The recent loss of some sectors by CIK in one of its field offices has made it only too aware that this situation must change if they are to compete...
effectively in an increasingly competency-driven funding environment. Most respondents in the study cite knowledge of competitors as the area where they will need to make the greatest efforts to improve the quality of corporate information over the next three years. To be successful in this endeavor, CIK need to do a lot more than merely capture mountains of information about competitors. They must learn how to analyze this information to identify what drives competitors’ behavior.

The study suggests that CIK is relatively effective when it comes to capturing and exploiting financial information. CIK has tightened its processes for financial reporting in the wake of regulations from donors and almost half of the study participants are confident of CIK’s capabilities in this respect.

Knowledge management is much less effective in other important areas, however. Most respondents believe CIK is good at exploiting the knowledge of their employees. In fairness these have always been difficult types of knowledge to capture on a systematic basis, but even the quality of basic information needed to run an organization gives cause for concern.

Some knowledge black spots seriously undermine CIK’s ability to measure organizational performance, or to identify risks and opportunities

5.5.6 Extent to Which Reliance on Non Profit Intelligence Solutions Has Improved Organizational Achievements

Table 12: How NPI Solutions Have Improved Organizational Achievements

<table>
<thead>
<tr>
<th>Area of Reliance on NPI</th>
<th>Very Large</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee information</td>
<td>35 (21.1%)</td>
<td>51 (30.7%)</td>
<td>54 (32.5%)</td>
<td>26 (15.7%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Competitor intelligence (knowledge concerning competitors)</td>
<td>9 (5.4%)</td>
<td>59 (35.5%)</td>
<td>71 (42.8%)</td>
<td>9 (5.4%)</td>
<td>18 (10.8%)</td>
</tr>
<tr>
<td>Reporting and data analysis</td>
<td>43 (25.9%)</td>
<td>62 (37.3%)</td>
<td>44 (26.5%)</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>Beneficiary intelligence (knowledge concerning beneficiaries)</td>
<td>26 (15.7%)</td>
<td>66 (39.8%)</td>
<td>40 (24.1%)</td>
<td>25 (15.1%)</td>
<td>9 (5.4%)</td>
</tr>
<tr>
<td>Environmental intelligence</td>
<td>32 (20.5%)</td>
<td>70 (42.2%)</td>
<td>35 (21.1%)</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>Financial information</td>
<td>36 (21.1%)</td>
<td>78 (42.2%)</td>
<td>26 (15.1%)</td>
<td>17</td>
<td>9</td>
</tr>
</tbody>
</table>

74
5.5.7 Reasons as to why IT systems should be improved at CIK

Table 13: Reasons as to why IT systems should be improved at CIK

<table>
<thead>
<tr>
<th>Improvement</th>
<th>N</th>
<th>Percent of cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make it easier to analyze and drill down info</td>
<td>31</td>
<td>100.0%</td>
</tr>
<tr>
<td>Ensure access to info anywhere</td>
<td>31</td>
<td>100.0%</td>
</tr>
<tr>
<td>Get instant alerts on things going wrong</td>
<td>29</td>
<td>93.5%</td>
</tr>
<tr>
<td>Deliver info to managers faster</td>
<td>27</td>
<td>87.1%</td>
</tr>
<tr>
<td>Improve quality of data</td>
<td>27</td>
<td>87.1%</td>
</tr>
</tbody>
</table>

Asked why IT systems should be improved at CIK, all the respondents (100%) wanted IT systems that make it easier to analyze and drill down information and one that would guarantee access of information anywhere. 93.5% wanted systems that can deliver instant messages, 87.1% wanted systems that can deliver information faster to managers and one that would aid in improving the quality of data.

This is attributed to the fact that IT is used to deliver services, create products, coordinate activities along the value chain and form the foundation of strategic alliances for CIK. This makes IT a critical decisive enabler. Managers would want IT systems that make it easier to analyze and drill down information and one that would guarantee access of information anywhere in order to facilitate organizational success and operational efficiencies. Systems that can deliver instant information would enhance speedy processing and outputs of information hence a priority. Quality of data is key to donor and beneficiary satisfaction hence a good reason for improving IT in CIK.

This is in tandem with Barney’s assertion that IT is a ubiquitous enabler. He asserts that IT has a profit impact to organizations in being a source of sustainable competitive advantage (SCA) (Barney et al. 2001).
5.6 Management Leadership Commitment

5.6.1 Management's Recognition of the Importance of Knowledge Management-KM-Whilst Protecting the Development of Programs and Policies to Make Knowledge Management Real

Out of the respondents who participated in the study, 77.2% agreed that Management recognizes the importance of Knowledge Management-KM-and protects the development of programs and policies to make Knowledge Management real whilst 22.8% disagreed with the proposition that Management recognizes the importance of Knowledge Management-KM-and protects the development of programs and policies to make Knowledge Management real.

This could be attributed to Inkpen's findings in 1998 in a study on KM, where he noted that the awareness of the importance of knowledge in sustaining and enhancing an organization's competitive advantage places the management of an organizational knowledge at the top of managerial priority (Inkpen, 1998).

This is corroborated by a study by Greengard, Gun, Civi and Hansen who noted that it is important that senior management recognizes its-KM-importance and buttresses the development of programs and policies to make it real (Greengard, 1998; Gun & Valikangas, 1998). Without the support of top-level managers, the success of knowledge management activities is

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cumbersome (Civi, 2000). Only strong leadership could provide the necessary direction, where an organization will need to implement and effectively deploy a knowledge management strategy (Hansen et al., 1999).

5.6.2 Inclusion of KM in CIK Policies
On knowledge management inclusion in the policy frameworks of CIK, 67.6% of the interviewed management staff reported that knowledge management is sometimes included, 21.6% said that it is usually included and only 5.4% reported that knowledge management has never been included in CIK policies. In their view, 40.5% of the respondents felt that knowledge management inclusion in the policy framework has impacted activities of the organization to a greater extent whereas 10.8% had a feeling that such inclusions has never had any impact on the organizational activities.

This could be attributed to the fact that top managers develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate action and behaviors, and are personally involved in ensuring that the organizations management system is developed and implemented. Another important responsibility of top management is establishment of an environment in which performance is rewarded. The management therefore is responsible for the formulation of the policy framework of the organization. CIK seems more conscious of including KM in their policies which has earned it a success in KM implementation.

This is in tandem with the study by Chard which asserts that management are increasingly recognizing that the knowledge inherent in an organization is an extremely valuable asset, and that it is no longer sufficient to leave it unmanaged and underleveraged (Chard, 1997). The effective management of knowledge is increasingly seen as an important basis for competitive advantage (Dutta, 1997). Choi even criticizes poor leadership quality as a threat to successful implementation of knowledge management (Choi, 2000).
5.7 CIK’s Organizational Culture

5.7.1 Reasons for Joining CIK as an Employee
In collating the information collected from the questionnaires and interview schedule it was interesting to note the varied initial reasons that employees had for joining CIK, with the main reason that came very strongly from nearly all staff being the desire to work for an organization that promoted transparency and accountability in Humanitarian Assistance, during a period of transformation towards a newly empowered society. This was, on the whole, consistent with the management’s initial reasons for CIK’s operations in Kenya. This is also consistent with research done on employees at NGOs, which indicates that individuals tend to work at an NGO because they feel a sense of passion and commitment for the cause of the NGO (Drucker, 1994).

Mention was also made of the desire to work with the Director - his passion and enthusiasm for the work of CIK also provided initial motivation to join CIK. Staff members still with the CIK unanimously felt that they were achieving their work’s ambitions by continuing to work at CIK. Authors such as Lewis (2001) feel that the desire by employees to work at NGOs gives them an advantage in terms of organizational culture in that the people who choose to work there buy-in to the reason for its existence. CIK’s overall mission and vision provides most staff with a good reason to go the extra mile, as does their perception that their colleagues are also committed to producing quality work. In a description of the CIK’s organizational culture, the most often cited descriptions included ‘dynamic’, ‘performance oriented’, ‘stimulating’, ‘focused on quality and excellence’, ‘participative’, and ‘informal’. These views were consistent between the Director and the rest of the staff. The culture is a good blend of focus on professionalism when work is the issue, but informal and friendly during in-between times.

The only negative-type comment to be included in this section was a feeling that because performance and excellence are highly valued, the staff sometimes feel ‘controlled’ by the system, and that results are achieved at some cost to personal relationships. Never-the-less. This open, dynamic environment provides the backdrop against which a SCA can be achieved by the application of KM and staff commitment enhanced. With only one exception, the staff and the Director felt that KM supports CIK’s organizational culture. Despite not having covered organizational culture in detail in the literature review, it is evident from this theme emerging from the research, that it is an
important aspect for consideration in the development and implementation of KM and enhancing sustainable competitive advantage in CIK and NGOs in totality.

5.7.2 Core Values
Another important aspect of alignment between individual and organizational goals is the facilitating role played by well defined and integrated core values (Brown & Armstrong, 1999). At CIK, Core Values (for more detail see Appendix X) - which are Justice, Excellence, Respect and Commitment - were first identified as their core values. They are attached to the performance agreement. The Director believes that these core values are essential for the successful continuation of the CIK. They underpin how a person does their job, and as such, form part of the basis for performance appraisal. With most employees agreeing that the core values are an integral part of organizational life at CIK, it was also reflected that the values are supportive of CIK’s organizational culture. The Director commented that the core values “reinforced the culture through the performance agreement process, by encouraging people to reflect on ‘how’ they are performing”.

Some staff felt though, that the core values had an intrinsic role in controlling employee actions. For example considering the core value of commitment (meaning that being able to commit ourselves on whatever tasks we do and if asked to do a task, that the individual can be relied on to do it without further supervision), it could also be interpreted as meaning, as a staff member noted “you must arrive at work on time and be prepared to work overtime” which has negative connotations. It was noted that the focus on core values and the internalizing of these provided external motivation for some staff. It was also noted that in all except one instance, staff felt that the KM programme reflected the commitment to the core values. In the future, specific skills and values may be included on a person’s performance agreement (either from the set of core values or from other skills/values more specific to individual jobs).

There are some drawbacks with the core values, however. Some staff resent the core values, feeling that these are an infringement on their personalities. In particular, the Interpersonal Relations value, where individuals’ performance is measured in terms of their relationships with other parties is viewed with some suspicion. However, some people do have poor people skills
(and low emotional intelligence) and need to recognize that whilst this does not reflect poorly on their performance, it does impact on their work relationships. In this regard, the introduction of the 360° feedback system (Nel et al., 2001) or other peer review mechanism, which was proposed by some staff, might be advantageous. The researcher’s hesitation in utilizing this is that there are limitations to the process and individuals may feel they were being unfairly picked on, if many negative comments arose. Individuals might also seek to find out ‘who said what’, which would undermine the current open and honest CIK culture. The inclusion of Core Values into a KM system is set out as one of the most important parts of developing the system (Brown & Armstrong, 1999) but as noted from the experience at the CIK, is difficult to get exactly right.

5.7.3 Characteristics of CIK

Table 14: Characteristics of CIK

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequencies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding short and long term organizational missions</td>
<td>91</td>
<td>44.8%</td>
</tr>
<tr>
<td>Management considers expenditures on skills development as an indispensable investment</td>
<td>132</td>
<td>65.0%</td>
</tr>
<tr>
<td>Trainings and development emphasize the responsibility of individuals for their own learning</td>
<td>158</td>
<td>77.8%</td>
</tr>
<tr>
<td>Self knowledge and personal growth are formally recognized for organizational success</td>
<td>184</td>
<td>90.6%</td>
</tr>
<tr>
<td>Promotion of off the job experience outside and inside the organization</td>
<td>156</td>
<td>76.8%</td>
</tr>
<tr>
<td>Increasing the level of skills development through understanding short and long term organizational missions</td>
<td>105</td>
<td>51.7%</td>
</tr>
<tr>
<td>Increasing the level of skills development through management consideration of expenditures on skills development as an indispensable investment</td>
<td>122</td>
<td>60.1%</td>
</tr>
<tr>
<td>Increasing the level of skills development through trainings and development to emphasize the responsibility of individuals for their own learning</td>
<td>156</td>
<td>76.8%</td>
</tr>
<tr>
<td>Increasing the level of skills development through recognizing self knowledge and personal growth</td>
<td>157</td>
<td>77.3%</td>
</tr>
<tr>
<td>Increasing the level of skills development through promotion of off the job training</td>
<td>138</td>
<td>68.0%</td>
</tr>
<tr>
<td>CIK values knowledge transfer</td>
<td>134</td>
<td>66.0%</td>
</tr>
<tr>
<td>CIK has a good orientation package</td>
<td>107</td>
<td>52.7%</td>
</tr>
<tr>
<td>CIK’s orientation package has KM component</td>
<td>96</td>
<td>47.3%</td>
</tr>
<tr>
<td>CIK has a good learning mechanism which allows knowledge transfer</td>
<td>131</td>
<td>64.5%</td>
</tr>
</tbody>
</table>

44.8% said they understand short and long term organizational missions while 65.0% accepted that management considers expenditures on skills development as an indispensable investment as a larger percentage of 77.8% indicated that trainings and development emphasize the
responsibility of individuals for their own learning. 90.6% of the respondents indicated that self knowledge and personal growth are formally recognized for organizational success in CIK as 76.8% recorded that CIK promotes off the job learning experience both outside and inside the organization.

Of the responses above, 51.7% acknowledged their increase in skills development through understanding short and long term organizational missions, 60.1% accepted that they have experienced skills development through management consideration of expenditures on skills development as an indispensable investment, 76.8% said their level of skills development has been increased by trainings and development which emphasize the responsibility of individuals for their own learning while 77.3% said their level of skills development through recognizing self knowledge and personal growth and 68.0% of the respondents indicated the improvement in their level of skills development through promotion of off the job training. 

On culture, 68.0% agreed that CIK values knowledge transfer, 66.0% recorded that CIK has a good orientation package, 52.7% indicated that CIK's orientation package has KM component, while 47.3% showed that it is true that CIK's orientation package has KM component, and 64.5% accepted CIK has a good learning mechanism which allows knowledge transfer. This aspect of culture and management leadership commitment is corroborated by various studies and findings including (Kotler & Keller, 2006) who define competitive advantage as an organization’s ability to perform in one or more ways that competitors cannot or will not match. A cultural management supports the hiring and development of people with the prerequisite skill and competencies needed to get the job done. (Pfau and Kay, 2002) asserts, hiring the right people can catapult an organization into the kind of financial success that creates a buzz, which attracts more star performers. An organization can create a culture that distinguishes itself as a great place to work for. Simply put, this creates a culture of commitment, through the allocation of organizational resources, rewards, and promotions, that encourages competitive behavior. The best way to encourage competitive advantage is to continuously encourage individuals to innovate new advantages.
The difference between success and failure can depend on the degree and purpose, the value created by the culture of the organization. If an organization is totally consistent in the behavior of the management of paying attention to operating efficiency and encouraging subordinates to be creative, the organization gains low cost advantage over rivals. (Thompson, Strickland & Gamble, 2005) asserts that organizations earn strong industry positions because of the low cost advantages they have achieved over their rivals and their consistent ability to under price their competitors. Managers who model and value work and change leaders who balance the interest of all stakeholders address the role in maintaining an organizational culture that encourages learning and competitive advantage.

However, at the other extreme an organizational inconsistencies in what the organization pays attention to can empower subordinates to pay less attention, and default on what the organization wants. Inconsistent signals from an organization can impose assumption on subordinates that consider management programs to be unimportant. Schein, (2004) states that subordinates will accommodate contradictory messages because founders and management at the top are granted the right to be inconsistent, and they may be too powerful to be confronted. The emerging culture then will reflect not only the organization’s assumptions, but the complex internal accommodations created by subordinates to run the organization in spite of the management’s commitment. Managers, who continue to foment ignorance and create lack of control at situations, create a culture that poor performance can be excused. Organizations who equally fail to allocate organization resources equitably create cultures that limit organizational growth and the prospect of alternatives.
5.7.4 Extent the Orientations affected your achievement of objectives during your early days at CARE

Table 15: Orientations and Performance at CIK

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Very Large Extent</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIK values knowledge transfer</td>
<td>18 (9.4%)</td>
<td>68 (35.4%)</td>
<td>52 (27.2%)</td>
<td>45 (23.4%)</td>
<td>9 (4.7%)</td>
</tr>
<tr>
<td>CIK has a good orientation package</td>
<td>18 (9.4%)</td>
<td>85 (44.3%)</td>
<td>54 (28.1%)</td>
<td>26 (13.5%)</td>
<td>9 (4.7%)</td>
</tr>
<tr>
<td>CIK has a good learning mechanism which helps in Knowledge transfer</td>
<td>26 (13.5%)</td>
<td>68 (35.4%)</td>
<td>61 (31.8%)</td>
<td>28 (14.6%)</td>
<td>9 (4.7%)</td>
</tr>
</tbody>
</table>

Out of the respondents who participated in the study, 35.4% believed CIK values knowledge transfer to a large extent. While 27.2% said CIK moderately values knowledge transfer, only 9.4% believed CIK values knowledge transfer to a very large extent and 4.7% said CIK does not value knowledge transfer at all. As regards orientation package, 44.3% said CIK has a good orientation package to a large extent, while 28.1% said it has a good orientation package to a moderate extent. 13.5% said CIK has a good orientation package to a small extent as 9.4% claimed the orientation package is good to a very large extent while 4.7% indicated that CIK's orientation package is not good at all. Regarding learning mechanism, 35.4% said CIK has a good learning mechanism which helps in Knowledge transfer to a large extent while only 4.7% denied that CIK has a good learning mechanism which helps in Knowledge transfer. This is backed by the fact that transformational leadership is generally associated with desired organisational outcomes such as the willingness of followers to expend extra effort (Bass, 1985a; Yammarino & Bass, 1990). A willingness to expend extra effort indicates some degree of commitment. Contingent reward behaviours that represent transactional leadership have been found to be reasonably associated with performance and work attitudes of followers although at a lower level than transformational leadership behaviours (Bass, 1990a; Bass & Avolio, 1990a).
5.7.5 Modes of employee evaluation

Table 16: Modes of employee evaluation

<table>
<thead>
<tr>
<th>Mode of evaluation</th>
<th>N</th>
<th>Percent of cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria of performance appraisal based on knowledge base</td>
<td>21</td>
<td>67.7%</td>
</tr>
<tr>
<td>Level of creativity</td>
<td>28</td>
<td>90.3%</td>
</tr>
<tr>
<td>IT compliance</td>
<td>7</td>
<td>22.6%</td>
</tr>
<tr>
<td>Level of employee socialism</td>
<td>12</td>
<td>38.7%</td>
</tr>
</tbody>
</table>

In employee performance appraisal, 67.7% of the management staff interviewed said they look at knowledge base, 90.3% level of creativity, 22.6% IT compliance and 38.7% on level of employee socialism.

This is in tandem by a study by Schermerhorn which discusses culture as a set of beliefs, which provides an identity for the organization, which in turn defines how the organization runs day to day KM activities. The set of beliefs includes organizational purpose, criteria of performance, the location of authority, legitimate base of power, decision-making orientation, leadership style, compliance, evaluation and motivation (Schermerhorn et al., 1991).

This is further corroborated by the fact that potential knowledge management needs a proper environment to motivate its employees to enable the creation, organization and sharing of knowledge through such modes as inclusion of KM in the appraisal process (Abell & Oxbrow, 1999).

It was noted that there was a tendency to focus on one issue in isolation during the performance appraisal (often a negative issue), rather than assessing performance over the whole period. Only one staff member felt that the appraisal results did not fairly reflect their actual performance for the period under review. Here, it was felt that the targets set had been so unrealistic and ambitious that it was well-nigh impossible for the staff member to achieve those. Never-the-less the staff member had worked hard and achieved a number of goals, but felt penalized in the actual review for not having achieved the items on the Individual Operational Plan-IOP. A comment by another staff member was “there are however no recommendations given with
regards to performance”, which indicates a lack of feedback and harks back to the issues surrounding communications that are frequently cited by staff at CIK.

5.7.6 Basis of Promotion in CIK

Table 17: Basis of Promotion in CIK

<table>
<thead>
<tr>
<th>Promotion at CIK</th>
<th>Very Large Extent</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent to Which promotion is based on</td>
<td>26</td>
<td>54</td>
<td>62 (32.1%)</td>
<td>33</td>
<td>18</td>
</tr>
<tr>
<td>recognition of employee efforts in CIK</td>
<td>(13.5%)</td>
<td>(28.0%)</td>
<td></td>
<td>(17.1%)</td>
<td>(9.3%)</td>
</tr>
<tr>
<td>The extent to which the promotions on the</td>
<td>43</td>
<td>96</td>
<td>26</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>basis above affect productivity of employees</td>
<td>(22.3%)</td>
<td>(49.7%)</td>
<td>(13.5%)</td>
<td>(9.8%)</td>
<td>(4.7%)</td>
</tr>
</tbody>
</table>

While 32.15 of the respondents said promotion at CIK is based on recognition of employee efforts only to a moderate extent, 28.0% of the respondents’ promotion at CIK is based on recognition of employee efforts to large extent. 13.5% said promotion at CIK is based on recognition of employee efforts to a very large extent while only 9.3% of the respondents said promotion at CIK is not based on recognition of employee efforts at all.

On the extent to which the promotions on the basis above affected their productivity 49.7% said it affected their productivity to a large extent. 22.3% said the basis of promotion affected their productivity to a very large extent while 9.8% said it only affected their productivity to a small extent as 4.7% of the respondents said it did not affect their productivity at all.

5.7.7 Structure and Processes in CIK

Table 18: The extent to which various operation initiatives are distinctive to CIK’s structure and process.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Heavily distinct in CIK</th>
<th>well distinct in CIK</th>
<th>distinctive</th>
<th>Slightly distinctive</th>
<th>not distinctive at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment patterns are consistent with corporate</td>
<td>4 (10.8%)</td>
<td>8 (21.6%)</td>
<td>9 (24.3%)</td>
<td>16.2 %</td>
<td>0%</td>
</tr>
<tr>
<td>messages. If the learning and knowledge transfer is</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>high on the organization’s strategic lists, the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>funding reflects these priorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization conducts events frequently to</td>
<td>2 (5.4%)</td>
<td>13 (35.1%)</td>
<td>10 (27%)</td>
<td>6 (16.2%)</td>
<td>0%</td>
</tr>
<tr>
<td>share ideas, wisdom and experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has a process to archive and</td>
<td>7 (18.9%)</td>
<td>9 (24.3%)</td>
<td>7 (18.9%)</td>
<td>4 (10.8%)</td>
<td>0%</td>
</tr>
<tr>
<td>distill learning from past experience and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>distinguish what works and what does not</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme information on performance, current</td>
<td>3 (8.1%)</td>
<td>4 (10.8%)</td>
<td>15 (40.5%)</td>
<td>3 (8.1%)</td>
<td>0%</td>
</tr>
</tbody>
</table>
activities and best practices is widely accessible and shared
The organization encourages—and work routines allow people to capitalize on opportunities for informal learning
The organization uses a variety of mechanisms to learn from external sources in the industry, stakeholders, donors, beneficiaries and competitors/peer organizations
Procedures exist for the organizational knowledge acquired by people who leave the organization

<table>
<thead>
<tr>
<th></th>
<th>2(10.8%)</th>
<th>7(18.9%)</th>
<th>9(24.3%)</th>
<th>7(8.9%)</th>
<th>4(10.8%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3(8.1%)</td>
<td>4(10.8%)</td>
<td>3(8.7%)</td>
<td>17(10.6%)</td>
<td>8(27.6%)</td>
</tr>
</tbody>
</table>

In critical assessment on how various operation initiatives influence CIK’s process and structure, majority (24.3%) had the view that investment patterns are consistent with corporate messages and are distinctive to CIKs processes, 27% reported that the organization conducts events frequently to share ideas, wisdom and experience. All the other operation initiatives were distinctive to CIK process and structure except for 10.8% of the respondents who felt that encouragement and work routines allow people to capitalize on opportunities for informal learning was not distinctive to CIK process and structure and the same applied to the use of a variety of mechanisms to learn from external sources in the industry, stakeholders, donors, beneficiaries and competitors/peer organizations where 27.6% saw no distinctiveness in CIK processes and structure.

In terms of how these initiatives have influenced employees’ performance, around 40% of the management staff interviewed had the opinion that such initiatives have influenced their performance only to a moderate extent.

This is attributed to the fact that an organization achieves success by being consistent in sending clear signal about their priorities, values and beliefs. Once culture is established and accepted, they become a strong organizational tool to communicate the organization’s beliefs and values to its employees, and especially new comers. When an organization promotes ethical culture, they become successful in maintaining organizational growth, the good services and programmes demanded by the society, beneficiaries, stakeholders and donors, the ability to address problems before they become disasters and consequently are competitive against rivals. Schein further informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences (Schein, 1999).
The organization conducts events frequently to share ideas, wisdom and experience. This was rated low as CIK does not hold team building meetings and other activities frequently mainly meant to share ideas, a platform that could be a booster to KM, which ultimately enhances competitive advantage. This is in tandem with a study by Lubit which observes that explicit knowledge is codified and stored in the “organizational memory” and is available to employees throughout the structure. Conversely, tacit knowledge is personal knowledge possessed by an employee that may be difficult to express or communicate to others. Because a population of employees possesses a theoretically infinite number of mental models, or ways of perceiving information, tacit knowledge is often individualized and highly specific in scope. Lubit further argues that it is this knowledge that is often difficult to disseminate to others in the context of the workplace, but it is also invaluable to propagate because it is a unique asset that is very hard to copy by other firms. Hence, given this premise, it can be logically understood that tacit knowledge can form the basis for competitive advantage, but to do so it must become manifest in the real world and utilized to actualize the strategic agendas of the organization. Ideally, the organization can better manage its intellectual capital base by uncovering the tacit knowledge of its employees and turning that into explicit knowledge, available to others (Erickson & Rothberg, 2000).

Programme information on performance, current activities and best practices is widely accessible and shared. This proved distinctive. This is affirmed by a statement from CIK’s report on KM which says, “We recognize that our most important asset is people and their knowledge. We understand Knowledge Management (KM) as the cultivation of an environment within which people are willing to share, learn and collaborate together leading to improvement” (Care Services).

Procedures exist for the organizational knowledge acquired by people who leave the organization. The high percentage of respondents positive to this is attributed to the need to convert tacit knowledge into empirical frameworks which enhance knowledge sharing and transfer. These include the use of such activities as exit interviews which could enhance competitive advantage of the organization. This is corroborated by a study by Senge which asserts that corporations have always had some process to synthesize their experience and
integrate it with knowledge acquired from outside sources (Sarvary, 1999). However, not until recently have scholars and practitioners alike become increasingly attracted to the science of applied knowledge within NGOs. This movement is unique in combining information technology theory with pioneering work on models of learning organizations (Senge, 1994). These responses are corroborated by Porter in his study where he concludes that an organization can achieve a higher rate of return (or potential operational efficiency) over a peer in one of two ways: either it fundraising with ease and at a lower cost, in which case the organization possesses a cost advantage; or it can offer projects or programmes that are differentiated in such a way that the customer/ beneficiaries are able to enjoy a service/ product premium that exceeds the additional cost of the differentiation advantage (Porter, 1985).

5.7.8 Meetings
Senior Management meetings are held every Mondays. The management team contribute and the whole meeting is usually concluded within one hour, unless ‘Any other business’ is mentioned. The meeting enables each manager to briefly assess their previous week’s goals and comment on the achievement or non-achievement thereof, and to mention any barriers to achievement that they encountered. They note items that have been postponed and those that have been cancelled. The manager then identifies tasks and activities that they will be carrying out in the coming week.

The Communications Officer takes the minutes of these meetings, and these are distributed by the following morning, thus enabling the managers to enter accurate meeting information and availability into their Planners. At the meeting, discussions of items such as recruitment and selection issues and other items of a more sensitive nature are advanced.

The formal pre-arranged meetings are supported and enhanced by ad hoc meetings between employees and their supervisors. Meetings between the employees and their supervisors usually focus on the ‘nuts and bolts’ of getting the job done right, and timeously. The meetings with the supervisors usually focus on a more holistic overview of the employee as an individual, and their interaction with both other individuals within the organization, with the organization itself, and
with other individuals external to CIK. These are centred round details besides discussions on stress levels, coping mechanisms and other pressures related to the individual.

5.8 Organizational strategy

5.8.1 Various Strategies

Table 19: Organizational strategy

<table>
<thead>
<tr>
<th>Strategy</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to capture financial information</td>
<td>9</td>
<td>25.7%</td>
</tr>
<tr>
<td>Capturing operational performance data</td>
<td>9</td>
<td>25.7%</td>
</tr>
<tr>
<td>Capture of experimental knowledge of managers</td>
<td>6</td>
<td>17.1%</td>
</tr>
<tr>
<td>Capture of employee performance and attitudes</td>
<td>10</td>
<td>28.6%</td>
</tr>
<tr>
<td>Managing information through making knowledge visible</td>
<td>23</td>
<td>65.7%</td>
</tr>
<tr>
<td>Developing a knowledge culture</td>
<td>9</td>
<td>25.7%</td>
</tr>
<tr>
<td>Building knowledge intensity</td>
<td>8</td>
<td>22.9%</td>
</tr>
<tr>
<td>Building knowledge infrastructure</td>
<td>5</td>
<td>14.3%</td>
</tr>
<tr>
<td>Attaining output thro making knowledge visible</td>
<td>19</td>
<td>54.3%</td>
</tr>
<tr>
<td>Attaining output thro developing knowledge culture</td>
<td>14</td>
<td>40.0%</td>
</tr>
<tr>
<td>Attaining output thro building knowledge intensity</td>
<td>13</td>
<td>37.1%</td>
</tr>
<tr>
<td>Smoother collaboration across teams and departments</td>
<td>13</td>
<td>37.1%</td>
</tr>
<tr>
<td>Improved beneficiary relationships</td>
<td>9</td>
<td>25.7%</td>
</tr>
<tr>
<td>Better visibility of internal programme processes</td>
<td>17</td>
<td>48.6%</td>
</tr>
<tr>
<td>Improved employee loyalty and retention</td>
<td>11</td>
<td>31.4%</td>
</tr>
<tr>
<td>Improved compliance</td>
<td>18</td>
<td>51.4%</td>
</tr>
<tr>
<td>Improved corporate governance</td>
<td>18</td>
<td>51.4%</td>
</tr>
<tr>
<td>Employee performance</td>
<td>20</td>
<td>57.1%</td>
</tr>
<tr>
<td>Inputs to donor/revenue forecasting</td>
<td>25</td>
<td>71.4%</td>
</tr>
<tr>
<td>Experimental knowledge of managers and employees</td>
<td>20</td>
<td>57.1%</td>
</tr>
</tbody>
</table>

Exploring the effectiveness of various systems operations at CIK, revenue forecasting was ranked the as the most effective (71.4%) followed by managing information through making knowledge visible (65.7%) and employee performance came third in the ranking (57.1%). Building knowledge intensity was the lowest ranked (14.3%) by management staff and capturing of experiential knowledge of managers (17.1%).

This is attributed by the fact that organizational strategy is concerned with envisioning a future for the organization, creating value in the eyes of beneficiaries, and building and sustaining a
strong position in the sector. Techniques and tools for KM is a key lever however it is not independently used. This is corroborated by a study by Lettieri et al which asserts that KM strategy must be coherent and integrated with a comprehensive strategy whose goal is to pursue excellence, highlight the mutual relationships among the planned improvement programmes (Lettieri et al., 2004).

5.8.2 Importance of the following to improving the quality and speed of decisions made at CIK

Table 20: Speed and Quality of Decisions at CIK

<table>
<thead>
<tr>
<th>Description</th>
<th>Very Important</th>
<th>Important</th>
<th>Moderately Important</th>
<th>Slightly Important</th>
<th>Unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having consolidated organizational information and consistent indicators</td>
<td>44 (22.6%)</td>
<td>106</td>
<td>27</td>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(54.4%)</td>
<td>(13.8%)</td>
<td>(9.2%)</td>
<td>(0.0%)</td>
<td></td>
</tr>
<tr>
<td>Making information available to the broadest base of users, in particular line managers</td>
<td>37 (19%)</td>
<td>105</td>
<td>44</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(53.8%)</td>
<td>(22.6%)</td>
<td>(4.6%)</td>
<td>(0.0%)</td>
<td></td>
</tr>
<tr>
<td>Having customized and accurate reporting for each user</td>
<td>52 (26.7%)</td>
<td>124</td>
<td>10</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(63.6%)</td>
<td>(5.1%)</td>
<td>(4.6%)</td>
<td>(0.0%)</td>
<td></td>
</tr>
<tr>
<td>Having powerful tools for data analysis</td>
<td>89 (38.4%)</td>
<td>69</td>
<td>19</td>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(35.4%)</td>
<td>(9.7%)</td>
<td>(9.2%)</td>
<td>(0.0%)</td>
<td></td>
</tr>
</tbody>
</table>

Out of the respondents in the study, 54.4% rated having consolidated organizational information and consistent indicators as important to improving the quality and speed of decisions made at CIK. On the same aspect, 22.6% rated having consolidated organizational information and consistent indicators as very important, 13.8% said it was moderately important and 9.2% said it was only slightly important.

Making information available to the broadest base of users, in particular line managers was rated as follows; 53.8% said it was important to improving the quality and speed of decisions made at CIK. 22.6% said it was moderately important, 19.0% said it was very important while 4.65 said it was slightly important to improving the quality and speed of decisions made at CIK.

Having customized and accurate reporting for each user was regarded as important to improving the quality and speed of decisions made at CIK by 63.6% of the respondents. 26.7% rated it as very important while 5.1% rated having customized information for each user as moderately
important and 4.6% of the respondents noted that having customized and accurate reporting for each user is only slightly important to improving the quality and speed of decisions made at CIK.

38.4% of the respondents rated having powerful tools for data analysis as very important to improving the quality and speed of decisions made at CIK. 35.4% rated it as important while 9.7% rated it as moderately important and 9.2% had a slight attachment to the power of tools helping in improving the quality and speed of decisions made at CIK.

**Extent to Which each of the following have helped in improvement in quality of Information and speed of decisions made at CARE Kenya**

Table 21: Improvement of Quality

<table>
<thead>
<tr>
<th>Description</th>
<th>Very Large</th>
<th>Large</th>
<th>Moderately</th>
<th>Slight</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having consolidated organizational information and consistent indicators</td>
<td>44 (22.6%)</td>
<td>106 (54.4%)</td>
<td>27 (13.8%)</td>
<td>18 (9.2%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Making information available to the broadest base of users, in particular line managers</td>
<td>37 (19%)</td>
<td>105 (53.8%)</td>
<td>44 (22.6%)</td>
<td>9 (4.6%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Having customized and accurate reporting for each user</td>
<td>52 (26.7%)</td>
<td>124 (63.6%)</td>
<td>10 (5.1%)</td>
<td>9 (4.6%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Having powerful tools for data analysis</td>
<td>89 (38.4%)</td>
<td>69 (35.4%)</td>
<td>19 (9.7%)</td>
<td>18 (9.2%)</td>
<td>0 (0.0%)</td>
</tr>
</tbody>
</table>

When asked the extent to which having consolidated organizational information and consistent indicators have helped in improvement in quality of Information and speed of decisions made at CARE Kenya, 54.4% said to a large extent, while 9.2% recorded it as to a slight extent.

On making information available to the broadest base of users, in particular line managers, 53.8% noted it has helped in improvement in quality of information and speed of decisions made at CARE Kenya to a large extent while a small percentage of the respondents, 4.6% indicated it has helped in improvement in quality of Information and speed of decisions made at CARE Kenya in a slight extent.
Having customized and accurate reporting for each user was said to have helped in improvement in quality of Information and speed of decisions made at CARE Kenya to a large extent by 63.6% of the respondents while another 4.6% said it has only contributed to having improved quality of information and speed of decisions made at CARE Kenya to a slight extent.

38.4% of the respondents said having powerful tools for data analysis has contributed to improving the quality of information and speed of decisions made at CARE Kenya to a very large extent while 9.2% of the respondents said it has only contributed to improving the quality of information and speed of decisions made at CARE Kenya to only a slight extent.

How can IT help improve the relevance and value of information for an organization? Having customized and accurate reporting for each user would be the most important step towards enhancing the quality and speed of decision-making while having access to consolidated company information and a consistent set of indicators would be the second most important step towards enhancing the quality and speed of decision-making. This trend can be witnessed in the growing popularity of digital dashboards, which provide a unified desktop display of regularly updated performance metrics. In fact, digital dashboards emerge as one of the two top technologies that firms will rely on to improves management decision-making over the next three years, according to the study.

5.8.3 Strategic Links
The alignment of individual goals and organizational goals is one of the important aspects for consideration in the development of a Knowledge Management System (Senge et al, 1995; Pettigrew, 2002; Viedge, 2003). Some staff noted the importance of linking in KM system to the organizations’ longer term goals. They mentioned that although the system would allow the organization to be more competitive, it would also enable the Director to “evaluate and monitor programme/project progress in meeting broader organizational long-term objectives and goals”.

Mention was also made of the dependant and integrative nature of the system, where many individual goals could be dependent on another individual’s goals, as well as the organizations goals.
The Director himself felt that the KM system would be realigned to concretize project planning, effective strategic planning and commitments to Funder’s performance appraisal criteria. The Director indicated that the system would need to work for him and other managers even on a strategic level – and as noted previously, committed to aligning Funder’s goals and strategic objectives into performance agreements against competitors. To be included in this design of the knowledge management system should also be a consideration of the organization’s vision and mission statement which need to be further clarified to assist in communicating the alignment of organizational and individual goals. This will ensure that the system is able to assist the Director and other managers in achieving the stated goals and objectives of the organization. Improved programme results and enhancing competitive advantage is one of the many reasons cited for instituting a knowledge management system (Brown & Armstrong, 1999) and whilst it might not be the primary aim at the CIK, efficiency and effectiveness do assist in achieving long term organizational goals.

The respondents suggested an inclusion of an Individual Operational Plan in the KM system in the hopes that it could be used by an individual to integrate their personal and organizational goals to facilitate the achievement of goals in the areas where these overlap, and to assist in identifying training and development needs. The Director felt, that in terms of motivating individual staff and enabling them to achieve organizational targets, the system would provide a useful framework and tool. All except one staff member felt that the system would assist them in achieving set performance goals.

Staff also felt that there is need for monthly meetings included in the system which would encourage them to consider their performance targets on an ongoing basis, rather than leaving them to the last minute. This assisted with their planning for their annual plans in terms of both time and other resources.

In terms of achievement of Funder’s objectives, it has been decided that a more integrative approach to commitments to Funder’s vis-à-vis the knowledge management system should be
considered. Veidge (2003) notes that ‘organizational alignment’ in terms of a cascading effect within the organization from strategic goals to departmental goals to individual goals, is of vital importance within a knowledge system which would be a great source of competitive advantage in the organizations.

5.9 Obstacles and Constraints in KM at CIK

Table 22: Table of Obstacles and Constraints in KM at CIK

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Frequency</th>
<th>Percentage Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too little information is available</td>
<td>56</td>
<td>27.5%</td>
</tr>
<tr>
<td>Too much information is available</td>
<td>62</td>
<td>30.4%</td>
</tr>
<tr>
<td>Information is not always up to date</td>
<td>70</td>
<td>34.3%</td>
</tr>
<tr>
<td>Information is not adequately prioritized</td>
<td>89</td>
<td>43.6%</td>
</tr>
<tr>
<td>Information is not always accurate or reliable</td>
<td>26</td>
<td>12.7%</td>
</tr>
<tr>
<td>Information is not always available in good time</td>
<td>109</td>
<td>53.4%</td>
</tr>
</tbody>
</table>

Unavailability of information in good time was noted as the major obstacle and challenge to knowledge management in CIK by more than half of the respondents. Inadequate prioritization of information was indicated by 43.6% as another obstacle and challenge to knowledge management in CIK. Among other obstacles and challenges included Out of date information as indicated by 34.3% of the respondents, too much information available as indicated by 30.4% of the respondents, too little information available as indicated by 27.5% of the respondents and inaccuracies and unreliability evident in information in CIK as noted by 12.7% of the respondents in the study.

As with any form of information management, the key to success with knowledge-management tools is to define clearly your information requirements, and only then pick the technology that will best support these needs. In practice, many knowledge initiatives have gone awry because managers have put the cart before the horse. As one of the managers note, “if there’s a good understanding of the information requirement, you can make more intelligent decisions about the technology you choose.”

Another related challenge is to deliver information that is relevant to the needs of different types of user around the organization. As noted above, the biggest obstacle to effective decision-making according to the respondents in the study is that information is not always available in
good time followed by the fact that information is not adequately prioritized. “You need to find out what information users really want, and then make it as easy as possible for them to get it,” comments a senior staffer with CIK. In line with this philosophy, CIK has provided its general employees with a few simple search tools that satisfy common types of information query. For more complex queries, however, the organization provides a team of specialists with the ability to perform more sophisticated searches and analysis. Currently about 65% of information queries in CIK are self-served, with about 35% handed over to the specialist team.

Table 23: Obstacles and Constraints in KM at CIK

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>N</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal barriers to cross departmental sharing of information</td>
<td>18</td>
<td>51.4%</td>
</tr>
<tr>
<td>Inadequate understanding of the information and knowledge that already exist</td>
<td>22</td>
<td>62.9%</td>
</tr>
<tr>
<td>Inadequate training of staff on how to use information</td>
<td>30</td>
<td>85.7%</td>
</tr>
<tr>
<td>Customer/beneficiary resistance to greater information sharing</td>
<td>5</td>
<td>14.3%</td>
</tr>
<tr>
<td>Inadequacy of IT systems</td>
<td>12</td>
<td>34.3%</td>
</tr>
</tbody>
</table>

Amongst the barriers of knowledge management as cited by the management staff interviewed comprised of: Inadequate training of staff on how to use information (85%), inadequate understanding of the information and knowledge that already exist (62.9%), Internal barriers to cross departmental sharing of information (51.4%), inadequacy of IT systems (34.3%) and Customer/beneficiary resistance to greater information sharing (14.3%).

From the questionnaire responses and from my interview with the management, CIK encounters many difficulties in their KM programme. They do not have enough resources (budget and manpower) to upgrade the technologies such as hardware, software and networking operating system. Also, each staff has their own job duties and tasks, all the staff are voluntary to involve the KM programme. The contents of KM platform are depended on the staff’s spontaneity to provide different kinds of information such as documents, articles and PowerPoint. That means the CIK does not have a formal role to manage the KM programme such as screening. Then, some materials will not be classified in the appropriate location on the KM platform. At the same time, CIK also needs tackle ways to sustain the enthusiasm and the level of participation of sharing practices among the staff.
The other challenge identified was lack of staff committed to KM in the organization. CIK only has one employee who manages knowledge and is based in one of its field offices carrying KM specifically for the field office.

Though we can see that CIK is devoted to the continuous improvement for their KM programme since they try to develop more KM tools and activities for the KM programme in order to improve the quality of management, services and programme in the organization. In the development of KM programme, it would appear many new challenges that they have to confront.

Other obstacles and constraints realized during the study included; from interviews, Document analysis and informal discussions with staff of CIK;

**Lack of KM background**
The staff at CIK mainly are social workers, but not KM professionals. Actually, they may not understand what KM is. Therefore, when they decided to implement the KM programme, they needed to spend much time to understand what KM is and how to implement it, such as codification. Also, after implementing the KM programme, the responsible staff of KM programme needed to promote the KM programme for the other staff in order to let them know what KM is and the advantages of the programme.

**Delay of Time Schedule**
The project time schedule was delayed. It is because CIK needed to take time for redesigning the project management structure and KM Process Design. In the project management structure, they found that the KM programme did not match the original plan, such as tasks, resources and manpower. Therefore, they needed to spend more time for redesigning the project management structure of the KM programme.
In the KM process design, they found that the partition of the knowledge subject is not in line with their mind of usual practices; it was inconvenience to them. The staff could not make sure that the documents, articles and PowerPoint were classified in which part on the KM platform. Therefore, they needed to prolong KM process design.

In addition, the problem of KM platform’s stability was found in the User Acceptance Test. CIK found that the KM platform was unstable and too risky. Therefore, they needed to spend more time to solve the problems. Then, it made the time schedule delayed.

Lack of formal team for the KM programme
CIK does not have a formal team to manage the whole KM programme. When CIK decided to implement the KM, it only hired one employee in a field office. CIK does not have a formal team to manage the classification scheme of its knowledge assets. The knowledge gaps could not be identified and there was no mechanism to fix it. Also, they have not acted on analyzing and reworking information. It cannot help to clarify what CIK has known and what it needs to know. Moreover, the contents of KM platform are depended on the staff’s spontaneity to provide different kinds of information such as documents, articles and PowerPoint. Then, the knowledge may not be classified in an appropriate space. This affects the effectiveness of retrieving for knowledge by staff.

In addition, there is no screening process for different knowledge. As a result, the knowledge which is not useful for the organization cannot be filtered.

The problems of how to sustain the enthusiasm and the how to improve the level of participation of sharing practices among the employees, apart from those personnel problem were amongst the obstacles identified.
The Challenge of IT

The problems also involved how to design and operate the IT sharing platform in order to enhance the productivity, the technical problems of the portal, the loss of knowledge assets in the organization because of the increasing number of experienced staff retired and contract staff leave their jobs without a platform to retain their knowledge and experiences. This is corroborated by a study by Swarts which discussed the challenge with IT as: i). Available technology. Swartz (1999) and Marwick (2001) suggest that technology still is unable to provide a single knowledge solution and that an organization’s codified solutions are usually a combination of applications cobbled together. ii). Legacy systems: Swartz (1999) identifies legacy system as significant barriers to knowledge management. Connecting the system of multiple departments, especially where there is no common standards approach to IT deployment makes it difficult to resolve an efficient knowledge transfer system.

Lack of appointed organizational structure to follow up

There is no KM Steering Committee and CIK only appoints particular officers who handle the matters of KM programme.

In addition, although the CIK’s I.T department also helps maintain the operation of KM platform, the I.T department only has two staff at the head office. Not only supporting the operation of KM platform, but they also need to support the whole CIK’s head office I.T operations. Therefore, they cannot provide support to the KM programme fully. Therefore, it makes the works of KM difficult.

Lack of user-friendly concept in KM platform

The KM platform is not user friendly. It is because staff needs to login the website every time when they open a new page- www.careacademy.com- Also, the KM platform would logout automatically if he or she no longer uses the platform in the session time. Then, the staff would need to login again. This is really irritating and time-consuming.
Lack of resources

CIK is an NGO. It is funded by donor agencies. It should manage the financial issues carefully. Sometimes, resources (budget and manpower) would be assigned to some emergence services and programmes. CIK has a huge budget for its programmes/projects but allocates limited resources to KM. One of the managers in the finance department, in an interview said “It is obvious we have to allocate funds to Knowledge Management, but since we have only one employee, we only allocate little resources.” Thus, scarcity of resources might affect the performance of KM programme.

We can see that CIK has encountered many obstacles in implementing and running the KM programme. Therefore, CIK need to keep devoting to the continuous improvements for the KM programme.

5.10 The Reasons for KM at CIK

The researcher’s interviews with the senior management indicated that under the scarcity of resources and financial stress, CIK has tried to make use of everything they have in order to survive and to keep operating. The goal is to share knowledge among everyone in the organization to get things done in the shortest possible time and with least resources. KM programme was what they have adopted to sustain their assets – employees’ knowledge. Two main reasons, which are brain drain and practical needs, were considered before starting the programme.

Brain drain

In the NGO sector, most of the employees work at the frontline. They are dealing with different kind of people. Skillful techniques help them equip themselves. Many of the experienced staff could act as a mentor to help novices. However, the fact is that increasing number of experienced staff retired. Besides, number of contract staff would leave their job within a specific time frame because of many reasons including job security, salary and government vacancy. When staff leave, they would carry with their experience and knowledge which are the valuable assets in CIK. That means the organization cannot sustain the performance that they always do in this
circumstance. It directly affects the quality of services provided. At the end, CIK would not retain any corporate memories.

**Practical needs**

CIK pointed out that there is increasing number of sector problems. Unfortunately those problems are getting complicated which means the demand for experienced employees has been increasing. Moreover, many cases they deal with are in urgent involving humanitarian aid. Therefore, CIK has thought about that if there is a place or a platform or an access point would store some kind of emergency or handy information for every staff to tackle with the cases in the shortest time would definitely improve their services. Within the organization, because of the culture built, experienced or senior staff are not willing to share their knowledge with other staff. Reasons determined include workload increased, busy schedule, job security and psychological behavior. Once junior or contract staff come in, they would not have enough time to pick up duties. Trainings are then provided but it is time consuming and costly.

**5.11 Inferential Analyses**

**Results of the Correlation Analysis**

As mentioned previously, the objective of the study is to establish a relationship between KM and SCA. The relationship between KM and SCA was investigated using two-tailed Pearson analysis. This provided correlation coefficients which indicated the strength and direction of linear relationship. The p-value indicated the probability of this relationship’s significance.

The data was first explored through descriptive statistics where demographic information of the respondents was summarized in frequencies. Further inferential statistics was performed where a bivariate two tailed spearman’s correlation test was performed between variables to determine which explanatory variables had high significant correlation with the response variable (Competitive advantage of CIK). Multicolinearity test was performed between explanatory variables and those that were highly correlated were dropped in the final model.
The results of the correlation analysis are presented below.

Table 24: Correlation test between enablers of knowledge management and competitive advantage.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Spearman's correlation Coefficient (r)</th>
<th>Asymptotic significance (p-Value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence of training on performance</td>
<td>0.570**</td>
<td>.0000</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.540**</td>
<td>.0000</td>
</tr>
<tr>
<td>Organizational Values and Culture</td>
<td>0.550**</td>
<td>.0000</td>
</tr>
<tr>
<td>Effect of Involvement on Productivity</td>
<td>0.292*</td>
<td>.002</td>
</tr>
<tr>
<td>The extent to which team building has helped in information sharing</td>
<td>0.729**</td>
<td>.0000</td>
</tr>
<tr>
<td>Improving decision making to accelerate flow of information</td>
<td>0.512**</td>
<td>.001</td>
</tr>
<tr>
<td>NPI on Employee information improving</td>
<td>0.325*</td>
<td>.004</td>
</tr>
<tr>
<td>organizational achievements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPI on environmental intelligence improving organizational achievements</td>
<td>0.453**</td>
<td>.0000</td>
</tr>
<tr>
<td>Effect of the Freedom on Operational Objectives</td>
<td>0.450**</td>
<td>.0000</td>
</tr>
<tr>
<td>Top management leadership commitment</td>
<td>0.670**</td>
<td>.0000</td>
</tr>
<tr>
<td>Organizational Strategy</td>
<td>0.570**</td>
<td>.0000</td>
</tr>
<tr>
<td>How good learning mechanism helps in achievement of objectives in CIK</td>
<td>0.356**</td>
<td>.0000</td>
</tr>
</tbody>
</table>

** Correlation significant at 0.05 (two-tailed)

*Correlation significant at 0.001 (two –tailed)

From the table above, it is evident that there is a strong significant positive correlation between team buildings amongst CIK staff against competitive advantage of the organization. This can be attributed to the fact that team building activities provide platforms for CIK’s employees sharing information, a fact which helps greatly in transfer of tacit knowledge amongst the employees, which in turn impact positively on their operational efficiencies. This in line with a study by (Hall, 2001) who indicated that knowledge creates knowledge when it is shared, hence there is a significant positive correlation between team building and competitive advantage in organizations. (Bowen & Lawler, 1995) further asserts that research suggests that employee empowerment exists when organizations implement practices that distribute power, information, knowledge, and rewards throughout the organization. Team building is such an activity.
Top management leadership commitment moreover has a strong significant positive correlation with competitive advantage of CIK as revealed by the results of the above analysis. This is attributed by the fact that top managers develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate action and behaviors, and are personally involved in ensuring that the organizations management system is developed and implemented. Another important responsibility of top management is establishment of an environment in which performance is rewarded hence competitive advantage against competitors. This echoes Kalling's and Greengard assertions that leadership commitment to the knowledge management process is essential (Kalling, 2003). Pemberton and friends in a study in 2002 notes that leadership is responsible for creating the knowledge vision of the organization, communicating that vision, and building a culture that regards knowledge as a vital organizational resource (Pemberton, et al., 2002). It is therefore important that senior management recognizes its importance and buttresses the development of programs and policies to make it real (Greengard, 1998; Gun & Valikangas, 1998). Without the support of top-level managers, the success of knowledge management activities is cumbersome (Civi, 2000) hence reduced competitive advantage of an organization. It is therefore evident that top management leadership commitment is a critical pillar of competitive advantage in an organization.

There is also a relatively strong positive correlation between organizational strategy and competitive advantage of CIK. This is attributed to the fact that Organizational strategy is concerned with envisioning the future of an organization, creating value in the eyes of beneficiaries, and building and sustaining a strong position in the sector. This is confirmed by a study by Lettieri et al which asserts that KM strategy must be coherent and integrated with a comprehensive strategy whose goal is to pursue excellence and highlight the mutual relationships among the planned improvement programmes (Lettieri et al., 2004). Organizational strategy is thus key to SCA of an organization.

There is also a relatively strong positive correlation between employee training and competitive advantage of CIK. Employee training imparts various skills and knowledge amongst employees for organizational performance and achievements which in turn enhances competitive advantage.
This is in line with the findings of Caudron and Ginnodo who found out that once employees understand what needs to be done to improve the organization, they must have all the skills and resources necessary to be able to accomplish those improvements (Caudron, 1995). Ginnodo indicates that empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees: we're spending money on you because this is important to the organization's future (Ginnodo, 1997).

In addition, employee recognition has a relatively strong positive correlation with competitive advantage of CIK as revealed from the research findings. Recognition is a key motivational ingredient of employee empowerment which an organization can significantly use to exploit opportunities through its human resources to gain competitive advantage. This corroborates with various studies alluded by Ginnodo, Blanchard and Bowles who assert that support can also take the form of, recognizing and rewarding improvement efforts and success (Ginnodo, 1997). Reward and recognition system help to build pride and self-esteem (Byham, 1997). Blanchard and Bowles noted that congratulations are affirmations that who people are and what they do matter, and that they are making a valuable contribution toward achieving the shared mission. Spontaneous, individual, specific, and unique congratulations are most effective (Blanchard and Bowles, 1998). These authors also tell us that one cannot overdo true congratulations. Ginnodo also indicates that celebration and recognition for forward motion and accomplishment are needed for competitive advantage within an organization.

Organizational values and culture has a relatively strong positive correlation with competitive advantage of CIK. This can be ascribed to the fact that organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage, and is a good reason for becoming a great organization. This is in line with a study by Schein which revealed that an organization achieves success by being consistent in sending clear signal about their priorities, values and beliefs. Once culture is established and accepted, they become a strong organizational tool to communicate the organization’s beliefs and values to its employees, and especially new comers. When an organization promotes ethical culture, they become successful in maintaining organizational growth, the good services and programmes demanded
by the society, beneficiaries, stakeholders and donors, the ability to address problems before they become disasters and consequently are competitive against rivals. Schein further informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences (Schein, 1999).

Discretion in decision making by employees has a relative positive correlation with competitive advantage of CIK. Involving employees in decisions affecting their welfare and giving them a discretion to make certain decisions without interference, gives the employees a sense of ownership, motivation and empowerment which in turn is a critical factor to organizational performance and achievements hence competitive advantage. This is in tandem with findings of Gandz who discovered that empowerment is when management vests decision-making or approval authority in employees where, traditionally, such authority was a managerial prerogative (Gandz, 1990). Involving employees in decision making in addition to giving them discretionary decisional environment empowers them whilst building on their autonomy – the freedom, independence and discretion – over their work activities (Pickering & Matson, 1992).

Reliance on NPI as regards environmental intelligence has a relative positive correlation with competitive advantage of CIK. This can be attributed to the fact that organizations need to continuously understand their operating environment, map new entrants, trends of competition and dynamics and changes in the industry to keep pace with its peers and upcoming organizations, besides ensuring competitive adaptation. This is in line with a study by Liz, which pointed out that non-profit organization also needed to leverage nonprofit intelligence which is called as business intelligence in commercial world. It supports sophisticated analysis and insights for the non professionals to make decisions and demonstrate the value of services to the stakeholders whilst keeping pace with the industry trends and mapping competitor and environmental analysis through use of environmental intelligence (Liz, 2005).
5.11 Conclusion

In this chapter information was presented based on findings from research done at CIK. This research was mainly in the form of interview and questionnaires, documentary evidence and personal observation. Firstly information was gathered through questionnaires, then from funding proposals and report backs were covered, which was supplemented by information about KM in place at the time. This was followed by a section detailing the main areas for consideration in the development and implementation of a KM system at CIK. This was based on the aforementioned KM enablers emerging from the research. Finally, a look at future developments to CIK’s KM was presented. These sections were providing answers to the five research objectives presented by the researcher in Chapter one. The empirical results of the research were presented in this chapter. Descriptive statistics and reliability analysis were presented to provide further insight. The following significant results were found: a strong and significant positive linear relationship between KM and SCA (IT, employee empowerment, organizational culture, organizational strategy, management leadership commitment). The variables under study, which are KM variables produced strong positive correlation with competitive Advantage, an indicator that a full adoption by CIK, would significantly enhance their competitive advantage against other NGOs.

Developing KM is a long-term journey. It needs time and effort to establish an effective and standardized KM programme. For CIK, we observe that there are existing and potential KM obstacles and constraints, which are retarded by the restricted resources and financial supports. Those pressures impede the development and advancement of KM. However, KM is vital to the NGO sector, if the problems of limited resources have not yet been resolved, the growth of KM will be at a standstill and these organizations will not be competitive in the sector.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of this study. It furthermore presents the conclusions of this study. Ultimately, this chapter presents the recommendations of this study and its contribution to the body of knowledge.

5.2 Summary of the Findings

Accepting a narrow monetarist perspective of KM for competitive advantage will not allow NGOs to pursue their distinctive mission, and it might ultimately alienate them from their roots and purpose. The opportunities must lie in developing a broader understanding of global realities, but one that is critically grounded in what these realities mean for the global majority, and one that is committed to working for a global system which is based on equal rights for all – what some activists refer to as ‘globalisation from below’. (Eade & Ligteringen, 2001, pg. 13)

This study began by suggesting that knowledge is a resource. Although knowledge is not exactly power as Sir Frances Bacon once said, it does have the potential to wield great power to those who learn to use it wisely. In the case of NGOs this power can be used to do extraordinary things for humankind. Modern NGOs have resources at their disposal comparable to the private sector yet they are in the more enviable position of being able to use those resources to do good things with the expectation of receiving nothing in return. Like the private sector, there is intense competition for resources in the NGO sector today and smarter organizations are ready to snap these resources up even if it means competing directly with fellow NGOs.

Knowledge management is a field that offers NGOs the potential to become smart organizations that can compete, not just with other NGOs, but with the private and public sectors as well to ensure they are competitive enough to stay ahead of the game and to survive for at least the foreseeable future.
Knowledge management enables NGOs to extract, from resources that already exist in the organization, long-lasting value that can be leveraged to give the NGO a real, competitive edge. As Kannappanavar et al. (2007) assert, by systematically managing and leveraging the stores of knowledge in an organization, NGOs can transform information and intellectual assets into enduring value.

The purpose of this study was to present the effect of Knowledge Management on Sustainable Competitive Advantage using Knowledge Management enablers. A substantial part of the study was dedicated to providing a detailed analysis of Employee empowerment, Information Technology Systems, Organizational Culture, Top Management Leadership Commitment and Organizational Strategy and their influence on Sustainable Competitive Advantage.

Right throughout the study, real examples have been used to show the practical enablers of KM and their position in enhancing SCA. The theory behind KM (and that of competitive advantage) is important to understand as a basis for an effective KM system. NGOs need to understand the purpose and potential of KM before delving into developing their own KM system. For, without a defined purpose and a good understanding of its potential, a KM system can quickly turn into simply an information system. For this reason, the study discussed the theoretical implications of both KM and competitive advantage as a first step for NGOs to consider in their path toward managing knowledge for growth.

There is substantial evidence to show that KM has a strong positive correlation with SCA. The variables of KM under study exhibited a strong intuition towards supporting the competitive position of an organization.

Finally, recommendations were offered under the five key KM enablers for consideration. The five key enablers were used because SCA is usually influenced mostly by them. This, in itself, is a key idea as using these themes in the initial planning stages of KM will substantially reduce the issues that could otherwise arise. The recommendations offered are practical ideas, drawn from experience, and intended for practitioners working with NGOs but are also based on the theory
behind the KM concept and are just as relevant for consideration by KM and development theorists alike.

5.3 Implications for Practice

Empirical evidence appears to support the view that KM can influence the development of a sustainable competitive advantage in an organization. These findings suggest that Knowledge Management is positively related to Sustainable Competitive Advantage. The findings also suggest that Employee Empowerment, IT Systems, Management Leadership Commitment, Organizational Strategy and Organizational Culture are positively related to SCA. This indicates that KM variables were interdependent and have an interactive effect on continuance competitive advantage of CIK.

Depending on the situation, these variables of KM can be displayed simultaneously in order for change to occur in continuance Competitive Advantage. Therefore, the organization might be able to employ the use of these variables in enhancing their competitive advantage.

Organisations that require their employees to develop organisational commitment to KM should provide comprehensive training that will encourage management to exhibit leadership behaviours such as building trust, inspiring a shared vision, encouraging creativity, emphasising development, and recognising accomplishments. Managers can play a role in building commitment by assuring that the organisation makes effort to address both the work content and the work context by engaging in management practices to minimize employee alienation. They should demonstrate their commitment to the employees by sharing information, provide for the development and growth of employees within the organisation and offer more than programme related incentives. In this era of empowered employees and teams, managers still need to communicate to their subordinates the sense that the organisation respects them and values the contributions that they make.

Knowledge management in relation to competitive advantage in the NGO sector is a fledgling field of research that demands more attention from academics and practitioners alike. This is a fascinating area of study with practical application that can improve the competitiveness of
NGOs to the point where they are able to make strategic decisions based on information rather than assumptions. These decisions could well mark the success, or otherwise, of the organization over the long term. For this reason a substantial increase in the volume of literature in this field is required.

Interestingly, the study has been valuable in bringing out many of the underlying assumptions of KM and how it enhances SCA. This really is cutting edge research for the NGO sector and this is reflected by the fact that even the United Nations only recently just begun moving down the path toward managing knowledge for growth and competitive advantage.

UN Adopted Resolution 57/295 from the fifty-seventh session of the General Assembly contains a request for the Secretary-General, “to develop a comprehensive information and communication technologies strategy for the United Nations system” (2007, [online]). In his report to the fifty-ninth session of the Assembly in response to Resolution 57/295, then Secretary General, Kofi Annan stressed that the aim of knowledge management in the UN is to leverage the wealth of information from within the organization to maximize its results:

Knowledge management should not be seen purely as a technology driven process but rather as a policy imperative, facilitated by technology, culture, strategy, employee empowerment and management leadership commitment to better manage and put to use the system’s intellectual and programme assets. KM decisions should be based on who (people), what (knowledge) and why (programme/project objectives); leaving the how (technology and information systems) to be derived from the first three dimensions. In this perspective, the basic aim is to leverage the wealth of information currently available within the United Nations system to maximize impact and results (2007 [online])

NGOs that have not even begun to consider KM as a source of growth can take some comfort in the fact that an organization such as the UN has only recently begun to come to terms with this strategy. That said it is imperative that those organizations do begin to think about KM in this way. In the new knowledge society, organizations that choose to bury their heads in the sand and
ignore KM as something that is just too complicated, run the risk of stagnating and eventually losing out to competitors. As discussed throughout this study, this eventuality is just as real for the NGOs as it is for private business. The next and final section in this study progresses this idea further. It considers the global implications of utilizing KM as a source of competitive advantage in the development sector.

Certainly, there are a lot of information on various models of KM systems and many articles on different KM systems currently in use by NGOs but there is no source of knowledge that prevented the wheel from being recreated. This is an inefficient and ultimately wasted use of resources. If CARE Kenya does not disperse its findings, then that knowledge is lost and another NGO must recreate yet another wheel to solve the same problem.

Peter Drucker also predicted this problem and, in his later years, was integral in teaching the NGO sector how to teach itself. The organization he founded, now known as the Leader to Leader Institute, is actively trying to build up and disseminate stocks of knowledge. This knowledge is freely available to all NGOs and there are many other organizations posting best-practice documents, how-to-do-it manuals and case study analyses. This is knowledge management at its best. This is knowledge that has been turned into a public good; a freely available commodity and one that grows the more it is used. Managed in this way the same unit of knowledge can be leveraged for growth by any number of NGOs indefinitely. This is a new global ideal; one that the successful open-source concept has paved the way for.

A repository and conduit of knowledge freely available to the NGO sector is not a new or novel concept but it is still an unrealized ideal. Fortunately, there are a growing number of organizations working actively to turn this ideal into a reality. Knowledge by itself, of course, will do nothing to help an organization incapable of managing that knowledge to grow and become more competitive. The fact that the knowledge is out there however; that it is growing all the time and is freely available should be more than enough to encourage the enthusiasm of those NGOs committed to utilizing knowledge for growth. It is these NGOs that will lead the development sector into the future.
5.4 Recommendations Emanating From the Study

The various issues that surfaced during the study have prompted the following recommendations that the researcher think could further strengthen the knowledge management practices at CARE Kenya to enable a sustainable competitive advantage;

5.4.1 Employee Empowerment

5.4.1.1 Review institutional and management structures
CIK should review all institutional and management structures to ensure that impediments to reinforce knowledge building are removed. Human resource management should be strengthened by encouraging staff members to assume ownership of knowledge sharing efforts, be involved with the development and quality control of the knowledge base; and to ensure that knowledge sharing enhances organizational objectives incentives should be put in place to encourage knowledge creation and sharing. CIK should strengthen staff and management contributions through active and relevant recruitment. The learning processes should be strengthened by including alternative but interesting and non-bureaucratic methods of enhancing knowledge sharing in a more free, open and trustworthy environment. More face to face interaction should be encouraged among all CIK staff through such activities as team building, meetings and annual events. This will enhance the transfer of tacit knowledge among employees and will therefore assist the CIK to grow and better utilize organizational memory.

5.4.1.2 Capacity enhancing activities
Congruent with the previous point is the necessity to implement capacity enhancing activities where field offices that are better endowed (e.g. for example Dadaab) share ‘best practices’ and expertise with those that are relatively disadvantaged (e.g. certain regional field offices). For instance, CIK should consider staff exchange programmes as a means of sharing best practice. Such programmes could be mutually beneficial as offices operating in disadvantaged areas (e.g. Dadaab and Garissa) could learn technical skills and media knowledge, while the offices in major towns like Nairobi, Kisumu, Homa Bay could obtain firsthand knowledge about development issues.

Skills building and knowledge development should also be directed at managers and donors so that they can appreciate the meaning and importance of effective governance and its contribution
to NGO accountability. For example managers should be encouraged to attend strategic meetings and they should be included in strategic planning and capacity building interventions.

5.4.1.3 Discretionary Decisions
The employees should be allowed to make discretionary decisions, independent decisions, their opinions listened to and accommodated in the routine work to empower them and enhance their operational efficiencies. From the study, it is clear that their level of decision making is to an extent controlled hence having considerable control of their operations.

5.4.2 Information Technology Systems

5.4.2.1 Investigate technology functionality and use
CIK should take advantage of the array of technologies that are constantly emerging to enhance knowledge management processes. They should implement critical assessment strategies to evaluate new technologies to establish whether they are suitable and able to facilitate knowledge management activities or whether they require adaptation to suit local requirements.

5.4.2.2 Technological audit
Technical team need to have a technological audit regularly to ensure the validity of technology used within the organization. Requiring staff to login in every webpage shows the symptom of technical problem in technology. The team may need to carry out the audit to scan out the problem by checking the network, hardware, software etc. Then user can just login once to browse any part of the portal no longer need to login every time. Technology should be improved to provide user-friendly KM platform for the staff.

5.4.2.3 Building up a standardized knowledge taxonomy
KM taxonomy should be built up with the synergy effort of the social welfare sector. It is because a classification scheme is very important for codification. If the knowledge taxonomy can be established by the social welfare sector, it can be an authority tool and regard as the standard guideline for the social workers to identify knowledge. For example, as battered child syndrome is classified under domestic violence according to taxonomy guideline, the service sector stakeholder can easily locate it without confusion. Therefore, a standardized coding
system can help to classify knowledge subject within the KM programme in CIK; thus, information searching can be more effective.

5.4.3 Management Leadership Commitment

5.4.3.1 Strengthen the financial allocation to KM programmes and projects

Due to the complexity of financial challenges, CIK should consider adopting creative financing strategies. For example, field offices should investigate the viability of consortium funding, endowments, partnerships with the corporate sector, and more effectively using infrastructures such as office buildings to save on overhead costs. They should create a position of “grants compliance officer” for the field offices to assist with financial reporting and resource acquisition. This would free managers and project staff from burdensome financial responsibilities. They would then be able to focus on roles they are better equipped to fill and in the process costs could further be reduced.

5.4.3.2 Strengthen relationships between CIK and the various NGOs in the humanitarian and development field

The purpose of such interaction would be to strengthen relationships, promote debate, improve practice, and to seek common grounds with others engaged in the same activities.

5.4.3.3 Managerial Implications

From a managerial perspective, this study has several important implications. First, managers need to create and manage both internal and external knowledge management systems whether they are active or passive in nature. Internal systems are important as means to codify and create organizational memory. They also facilitate dispersion of knowledge across the organization giving employees a fuller picture of the organization’s knowledge base. Managers should also manage knowledge-sharing in their supply chain (i.e., beneficiaries, donors, suppliers and stakeholders) by committing sufficient resources to setting up, maintaining and monitoring the knowledge-sharing network.
5.4.4 Organizational Culture

5.4.4.1 Setting up a formal team/committee

Most of these initiatives rely on employees’ volunteering knowledge, but someone needs to be responsible for ensuring that knowledge is mapped and shared, particularly in larger, complex organizations. A knowledge-management team can play a useful role in facilitating the exchange of information between different departments. Some organizations have gone further, appointing a dedicated head of knowledge management on the executive team. Formal team is needed to be involved in operational process in KM programme. Formal team should be constituted with full time Knowledge Management Officers and I.T staff to handle all the matters of KM programme. They can spend more time and put more effort to the KM aspect in CIK. It will then improve the quality of KM programme and make the KM works more effectively and efficiently.

5.4.4.2 Exit Interview

Before the experienced staff gets retired or the contract staff leaves the organization after working for a specific period, there should be an Exit Interview prepared for them. It should be a face to face interview held to directly extract the knowledge, useful practices, experiences accumulated from the head of the staff. Some tacit knowledge can be disclosed and codified into the audio recordings, and then put into the platform as explicit knowledge for the exiting staff’s learning. Part of the interview questions should be tailored made for the staff’s working spectrum. This method can be treated as the last chance to extract knowledge from the experienced staff, and supposed to be introduced to enhance the competitive advantage by CIK.

5.4.4.3 Changing proportion of appraisal for staff

The proportion of the element within the personal appraisal should be altered in order to increase the enthusiasm of using KM platform indirectly. Increase the numbers of appraisal criteria related to the platform usage, e.g. numbers of files uploading, suggestions given etc. Also, the participation in IT Platform in balance scorecard should be adjusted to higher proportion, so the staffs are awarded of using KM platform. Besides, the rewards are given for these two evaluation methods can increase the use of the KM platform.
5.4.4.4 Map information and knowledge flows

The diversity of the CIK field offices suggests that it should have an ongoing programme to identify knowledge and information gaps; bottlenecks in the flow of knowledge; information about present and future knowledge required; and the formats and location where information may be found within the field offices. The function of knowledge auditing and mapping should therefore be introduced into CIK. The auditing and mapping process should be extended to include the creation of a field office-wide ‘best practice’ database containing lessons learned from the various field offices. It was evident that CIK could have benefited from the lessons learned within each field office and which are currently ‘hidden’ from each other.

These suggestions for improving the performance of KM programme in CIK. If CIK can improve the performance of their KM programme, it can help CIK to facilitate corporate management and delivery of services with higher quality, efficiency, effectiveness and productivity.

5.4.5 Organizational Strategy

5.4.5.1 Implement a knowledge management framework and strategy

In general terms it is suggested that CIK should implement an organizational policy document and strategy that would serve as a framework for knowledge management. Such a framework should outline the vision, aims and objectives for knowledge management at both the general organizational level and at individual employee level. A more directed and focused approach to knowledge management would be achieved, knowledge sharing throughout CIK would be facilitated and structures that are currently impeding knowledge sharing and knowledge creation could be streamlined. CIK should further institute a knowledge management strategy that would cover critical components to empower employees in human resource areas (e.g. training and learning); to create incentives to promote a knowledge sharing culture; to identify processes to embed knowledge (e.g. mapping knowledge flows, identifying best practices and promoting innovation); and to effectively utilize technology (e.g. for collaboration and knowledge sharing purposes). A strategy will ensure that the basic knowledge transfer processes are co-ordinated in a coherent way. In this way, CIK will achieve a sustainable competitive advantage against its peers.
In order to change the organizational culture and promote KM programme, some staff members briefing sessions will need to be provided. At the same time, knowledge mapping and process design should be at the core of the process. Pilot teams should be designated to identify the common sets of core services and map out knowledge assets, e.g. practice wisdom and domain knowledge, in order to finish knowledge taxonomy. An I.T supplier should be selected for fulfilling the I.T needs for facilitating knowledge sharing.

5.4.5.2 Implement a knowledge management structure
CIK should recognize the complexities of operating knowledge management programmes in a competitive environment. One solution would be to implement a more rigorous knowledge management framework that could serve as a platform to facilitate knowledge sharing at both local and international levels. The study further proposes that high quality, multidisciplinary experts be trained or hired at local level to enhance the various knowledge management functions, particularly networking between field offices. It is further recommended that to achieve a more unified approach to knowledge management, a network manager be employed at CIK to coordinate and facilitate the knowledge management duties of the local experts. This person should be tasked to institute an awareness campaign among all stakeholders to ensure that the field offices have a uniform vision of the role of knowledge management and further create awareness among employees of the value of knowledge sharing and the benefits that it creates for an organization.

It is further recommended that a knowledge management committee consisting of various staff representatives with diverse skills be constituted to drive the knowledge management processes. This is to avoid knowledge management being relegated to being, for example, purely ‘a technology’ or ‘human resource’ affair. Such a committee would draw expertise from key stakeholder groups; technology representatives; human resources; board and top management representation; partner representation; and, not least of all, knowledge management expertise.

5.4.5.3 Forming strategy to sustain staff
The methods should be added to sustain new staff in order to decrease the turnover rate. For example, giving more reward for staff that had performed well in their works. The organization can hold more activities in order to give more communication between staff. It can increase the sense of belonging within the organization. Staff sustained implies that knowledge can be sustained too.

Personnel strategy should be formed to prevent the new staff from leaving at the end of their contract. Apart from the monetary reward, non-monetary reward such as providing more career development for the staff can be included. The organization can hold more activities in order to build up the social network between staff. It can increase the sense of belonging within the organization. So they can apply what they learned and continuously contribute to the development of KM.

Those are the suggestions focusing on the People, Technology, Process, Strategy and Culture aspects, and the researcher believes those suggestions are feasible to make improvement for CIK KM programme, finally, the services can be provided in higher quality and delivered efficiently and effectively with CIK achieving competitive advantage in all aspects of its operations.

5.5 Conclusions

We are now moving steadily from information age to knowledge age where knowledge has been recognized as the most important aspect in human life. Organizations are starting to understand and appreciate knowledge as the most valuable asset in the competitive environment. In an article in Harvard Business Review, Nonaka (1998, p21) began with the simple introductory words “In an economy, where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge.

Bailey & Clarke (2000, p235) claim that “Leveraging knowledge, particularly tacit knowledge, is the key to sustained competitive advantage in the future.” Knowledge is an attribute of people or communities or societies. Knowledge comes as a person uses information and combines it with their personal experiences.
A critical issue in adoption of knowledge management initiatives is the preliminary preparation of the organization to accept, adopt, and utilize new knowledge management processes. Preparing an organization for knowledge management initiatives means changing or adapting the organizational culture to facilitate, support, and encourage the sharing, utilization, and creation of knowledge, having KM friendly information technology systems, empowering employees, initiating management leadership commitment and having an organizational strategy that facilitates KM thereby enhancing SCA. A knowledge organization management structure will facilitate the development of a “knowledge culture” within an organization by supporting the decision making of knowledge workers through collaboration in knowledge teams.

Although the technology used in this case has proved to be an effective tool, particularly for CoPs, it is important that technology is seen as a supporter of KM. People and people-orientated KM solutions such as CoPs should be the core focus of any KM initiative. However, where large organizations become geographically dispersed, technology is important in sustaining the effectiveness of people orientated KM.

The development of any KM-supporting technology needs careful consideration as there is no one size fits all solution. Prior to the implementation of KM-supporting technology, the organization needs to establish a KM strategy and action plan to ensure a clear understanding of KM across CIK. KM-supporting technologies will require careful selection and a level of ‘tailoring’ to ensure that they fit with the KM requirements of CIK, its individuals and the way in which it operates on a day-to-day basis.

Early involvement of end-users in the design and development of the technology is essential in ensuring it is best-suited for their needs and in providing ownership. Empowering employees to take ownership of KM-supporting technology is an important step, not only in gaining sustained buy-in from staff, but also in ensuring the validity of the data, information and knowledge captured. This decentralized approach encourages experts within the organization to collaborate with like-minded colleagues and drive knowledge sharing within their specialist areas.
It is important for the organization to provide the technology with the right resources. This includes providing the right approach to technical support, training and further development of the technology following its initial implementation. Support from senior management also demonstrates the value of KM and the technology itself to the organization. The culture of CIK is likely to have an effect on the successfulness of KM-supporting technology. Within CIK, the organization is open, collaborative, team-orientated culture and the existence of CoPs, meant that its staff were already proactively sharing knowledge and have ‘bought into’ the technology. In this case success was based on the ability of the technology to suit the needs of the end-user and the effectiveness of change management approaches applied during its implementation.

It is hoped that the preceding recommendations could serve as a guide to achieving more effective knowledge creation and management in CIK for sustainable competitive advantage. It is suggested that by adopting a more rigorous and standardized knowledge management framework CIK would be empowered to implement better knowledge management practices and be equipped to participate as a knowledge-intensive member of the global economy with enhanced competitiveness. CIK could operate more efficiently and incrementally enhance service provision and competitive advantage if it is given the tools to more effectively leveraging knowledge (both at an individual and organizational level). It is in this light that knowledge management practices should be examined in NGOs with their complex structures and often reoccurring and unavoidable problems. Although KM has been widely discussed, there is relatively very little information on KM in NGO sector. The ultimate objective of KM in NGO sector organizations is for providing quality services and enhancing competitive advantage with other NGOs rather than profit making.

5.6 Limitations
The findings of this study should be viewed with certain limitations in mind. Respondents seemed sensitive about revealing confidential organizational information, which added to the difficulty of doing this research. It became difficult getting authority from the management to conduct the study and it had to take the intervention of the head office in Ottawa. This lengthened the timeline for the study.
Despite the limitations, this study has contributed in extending the literature on the variables associated with the implementation of KM in NGOs and the effect of this on competitive advantage.

5.7 Suggestions for Further Research

On the basis of the findings, conclusions and recommendations of this study, the following areas were identified for further research:

The researcher proposes that knowledge is strategically important and can be a source of competitive advantage. The researcher therefore recommends that further research be conducted to tie knowledge management systems to multiple forms of performance including both financial and cycle time performance implications.

The researcher recommends continued study of how knowledge is maintained and shared across the value chain. A longitudinal study of knowledge-sharing networks would be an excellent addition to this body of literature.

Future research is needed to further investigate the relationship between degrees of knowledge management structure implementation within an organization and corresponding increases in organizational performance.
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Appendices

Sample Questionnaire

Appendix 1: Research Questionnaire for Junior Staff

Introduction

This is a research study conducted for academic fulfillment. Please do not feel obligated to answer all questions if you are uncomfortable or unable to do so. All responses provided shall be handled confidentially, with ethics and shall only be used to further the interests and demands of the study. Thank you very much for taking the time to complete this questionnaire, your effort is greatly appreciated. Please tick [✓] where appropriate or fill in the required information on the spaces provided.

Section A: Background Data

What is your gender? ( ) Male ( ) Female

What is your age bracket? ( ) 18-25 ( ) 25-35 ( ) 35-45 ( ) 45 and above

What is your current position in CARE International in Kenya-CfK? ___________________________

For how long have you worked with CIK?
( ) 0-2 years ( ) 2-5 years ( ) 5-7 years ( ) 7 and above years

What is your highest educational qualification?
( ) Diploma ( ) Undergraduate ( ) Masters ( ) PhD

Section B: Competition

1. In your view, do you think CARE International in Kenya-CfK- faces any kind of competition amongst other NGOs in Kenya? ( ) Yes ( ) No

Please specify ___________________________

2. Would you say CARE Kenya is well placed in this competition? ( ) Yes ( ) No

3. How then, would you rate CIK’s level of competitive advantage with regards to other NGOs?
   1) Very poor  2) Poor  3) Good  4) Very Good  5) Excellent

Section C: Employee Empowerment

4. (a) Does CIK train its employees? ( ) Yes ( ) No

(b) How would you rate the efforts by CIK to continuously train its employees?
   1) Very poor  2) Poor  3) Good  4) Very Good  5) Excellent

(c) To what extent has this training affected your performance as an employee?
   1) Very small  2) Small  3) Moderate  4) Large  5) Very Large

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5. (a) To what extent is each of the following used to motivate employees in CIK? [Rate each of your responses in a Likert scale of 1-5 where 5= Excellent, 4= Very Good, 3= Good, 2= Poor, 1= Very Poor.]

<table>
<thead>
<tr>
<th>Motivational Factor</th>
<th>Excellent 5</th>
<th>Very Good 4</th>
<th>Good 3</th>
<th>Poor 2</th>
<th>Very Poor 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentive and rewards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement in decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(b) Rate the extent to which every factor of motivation above empowers you to get information for your activities as an employee of CARE. Use the scale of 1-5 where; 5=Very Great extent, 4=Great extent, 3=Moderate extent, 2=Small extent, 1=No extent

<table>
<thead>
<tr>
<th>Motivational Factor</th>
<th>V. Great extent 5</th>
<th>Great extent 4</th>
<th>Moderate extent 3</th>
<th>Small extent 2</th>
<th>No extent 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentive and rewards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement in decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. (a) Does your organization involve you in decisions affecting your welfare as an employee?  
   [1] Yes  [0] No  

(b) If your answer to Q6(a) is yes, please rate the extent to which you are involved in a Likert scale of 1-5.  

(c) If Yes, to what extent has this involvement affected your productivity?  

7. (a) How often does CIK hold team building activities? Please rate in the scale of 1 to 5, where  

(b) To what extent has these activities helped you in information sharing?  

Section D: Information Technology Systems  

8. Do you agree with the following statement: Our IT systems generate large volumes of data, but insufficient actionable information is generated from the data?  
9. How important a role do IT systems play in each of these areas at your organization? Rate each on a scale of 1 to 5, where 5=Very important, 4=Important, 3=moderately important, 2=slightly important, and 1=Unimportant.

<table>
<thead>
<tr>
<th>Role of I.T Systems</th>
<th>V.I</th>
<th>I</th>
<th>M.I</th>
<th>S.I</th>
<th>U.I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting and improving the way that projects/programmes/services are delivered, thereby increasing the organization’s competitive advantage</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Improving decision-making by accelerating the flow of high-quality information to managers and other staff</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Automating processes and improving operating efficiency</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Improving operational data and sharing it across departments, functions and programme units, thus improving internal coordination</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

10. (a) In each of the following, rate how your organization rely on Non Profit intelligence solutions/NGO systems?

Rate each on a scale of 1 to 5, where 5=Heavy reliance on non profit intelligence solutions, 4=good reliance on non profit intelligence solutions, 3= reliance on non profit intelligence solutions, 2=Slight reliance on non profit intelligence solutions and 1=No reliance on non profit intelligence solutions

<table>
<thead>
<tr>
<th>Area of Reliance</th>
<th>Heavy Reliance</th>
<th>Good Reliance</th>
<th>Slight Reliance</th>
<th>No Reliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee information</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Competitor intelligence (knowledge concerning competitors)</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Reporting and data analysis</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Beneficiary intelligence (knowledge concerning beneficiaries)</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Environmental intelligence</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Financial information</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

b) To what extent has the reliance on Non Profit Intelligence solutions improved organizational achievements in the above perspectives? Rate on a scale of 1-5 where 5= Very large extent, 4=Large extent, 3= Moderate extent, 2=Small extent and 1= No extent

<table>
<thead>
<tr>
<th>Area of Reliance</th>
<th>Very Large</th>
<th>Large Extent</th>
<th>Moderate Extent</th>
<th>Small Extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee information</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Competitor intelligence (knowledge concerning competitors)</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Reporting and data analysis</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Beneficiary intelligence (knowledge concerning beneficiaries)</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Environmental intelligence</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Financial information</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

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Section E: Top management leadership commitment

11. Mark as Agree or Disagree: “Management recognizes the importance of Knowledge Management-KM-and protects the development of programs and policies to make Knowledge Management real”


12. (a) To what extent are you allowed to make discretionary decisions in CARE?


(b) How do you rate the extent to which this freedom helps you in achieving your operational objectives?


13. (a) Mark each of the following characteristic of top management in CIK to avail proper environment to motivate its workers to enable the creation, acquisition, organization and sharing of knowledge as either Yes or No depending on the reality in CIK. Use 1= Yes and 0= No;

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Yes 1</th>
<th>No 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees understand short and long term organizational missions which are</td>
<td></td>
<td></td>
</tr>
<tr>
<td>significant motivational factors in their day to day activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management considers expenditures on skills development as an indispensable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>investment, not as a luxury</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trainings and development emphasize the responsibility of individuals for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>their own learning experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self knowledge and personal growth are formally recognized as important</td>
<td></td>
<td></td>
</tr>
<tr>
<td>elements in the improvement of management skills and the success of the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization promotes off the job learning experience both outside and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>inside the organization</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) Would you say the characteristics above ticked as Yes have increased your level of skills development?

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Yes 1</th>
<th>No 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees understand short and long term organizational missions which are</td>
<td></td>
<td></td>
</tr>
<tr>
<td>significant motivational factors in their day to day activities</td>
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</tr>
<tr>
<td>Management considers expenditures on skills development as an indispensable</td>
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<tr>
<td>investment, not as a luxury</td>
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<tr>
<td>Trainings and development emphasize the responsibility of individuals for their</td>
<td></td>
<td></td>
</tr>
<tr>
<td>own learning experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self knowledge and personal growth are formally recognized as important</td>
<td></td>
<td></td>
</tr>
<tr>
<td>elements in the improvement of management skills and the success of the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization promotes off the job learning experience both outside and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>inside the organization</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section F: Organizational Culture

14. (a) What kind/s of orientation/s did you get as an employee of CIK during your early days of deployment at CIK? Mark each as either (Yes/No)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIK values knowledge transfer</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>CIK has a good orientation package</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIK’s orientation package has Knowledge Management component</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIK has a good learning mechanism which helps in Knowledge transfer</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(b) To what extent did this kind of orientation/s, mentioned below, affect your achievement of objectives during your early days at CARE?

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Very Large</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIK values knowledge transfer</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>CIK has a good orientation package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIK’s orientation package has Knowledge Management component</td>
<td></td>
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<td></td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. (a) How important are each of the following to improving the quality and speed of decisions made by your organization? Rate each on a scale of 1 to 5, where 1=Unimportant, 2=Slightly important, 3=Moderately important, 4=important and 5=Very important.

<table>
<thead>
<tr>
<th>Description</th>
<th>V.I</th>
<th>I</th>
<th>M.I</th>
<th>S.I</th>
<th>U.I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having consolidated organizational information and consistent indicators</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Making information available to the broadest base of users, in particular line managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having customized and accurate reporting for each user</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having powerful tools for data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(b) To what extent has each of the above helped in improvement in quality of Information and speed of decisions made at CARE Kenya?

<table>
<thead>
<tr>
<th>Description</th>
<th>V. large extent</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having consolidated organizational information and consistent indicators</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Making information available to the broadest base of users, in particular line managers</td>
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<td></td>
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</tr>
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</tr>
<tr>
<td>Having powerful tools for data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
16. (a) To what extent is promotion based on recognition of employee efforts in CIK?


b) Can you rate the extent to which the promotions on the basis above affect your productivity as an employee?


Section G: Obstacles and Constraints
17. What are the main information-related drawbacks to knowledge-sharing and effective decision-making at CIK? Select all that apply.

   [ ] Too little information is available
   [ ] Too much information is available
   [ ] Information is not always up to date
   [ ] Information is not adequately prioritized
   [ ] Information is not always accurate or reliable
   [ ] Information is not always available in good time

Section H: Any Additional Information
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................

Thank you
Appendix 2: Research Questionnaire for Management Staff

Introduction
This is a research study conducted for academic fulfillment. Please do not feel obligated to answer all questions if you are uncomfortable or unable to do so. All responses provided shall be handled confidentially, with ethics and shall only be used to further the interests and demands of the study. Thank you very much for taking the time to complete this questionnaire, your effort is greatly appreciated. Please tick [✓] where appropriate or fill in the required information on the spaces provided.

Section A: Background Data
What is your gender? [ ] Male [ ] Female
What is your age bracket? [ ] 18-25 [ ] 25-35 [ ] 35-45 [ ] 45 and above
What is your current position in CARE International in Kenya-CIK?
For how long have you worked with CIK? [ ] 0-2 years [ ] 2-5 years [ ] 5-7 years [ ] 7 and above years
What is your highest educational qualification?
[ ] Diploma [ ] Undergraduate [ ] Masters [ ] PhD

Section B: Competition
5. In your view, do you think CARE International in Kenya-CIK- faces any kind of competition amongst other NGOs in Kenya? [ ] Yes [ ] No
Please specify

6. Would you say CARE Kenya is well placed in this competition? [ ] Yes [ ] No

7. How then, would you rate CIK’s level of competitive advantage with regards to other NGOs?

Section C: Information Technology Systems
8. (a) Have you implemented the use of I.T in CARE Kenya? [ ] Yes [ ] No
(b) If Yes, how many times has I.T been enhanced in CARE Kenya?
   [ ] Once [ ] Twice [ ] Thrice [ ] Four times [ ] Other, Specify

(c) How would you compare the operational efficiency of CARE Kenya before and after the changes in your I.T systems? Use Likert scale of 1-5, where;
   [ ] Excellent [ ] Very good [ ] Better [ ] Worse [ ] Poor

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d) To what extent has IT enhanced your performance in CARE Kenya?

- Very large extent (5)
- Large extent (4)
- Moderate extent (3)
- Small extent (2)
- No extent (1)

9. How important are each of the following technologies to achieving your NGO’s strategic goals over the next three years? Rate each on a scale of 1 to 5, where 5=Very important, 4=Important, 3=Moderately important, 2=Slightly important, and 1=Unimportant.

<table>
<thead>
<tr>
<th>Technology</th>
<th>V.I</th>
<th>I</th>
<th>M.I</th>
<th>S.I</th>
<th>U.I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Profit Intelligence/Business intelligence/Knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New customer relationship management (CRM) applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security applications management solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile/wireless technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. a) Would your organization invest in the following communication technologies? (1= Yes, 0= No)

<table>
<thead>
<tr>
<th>Communication Technologies</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice over IP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3G phones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wireless LAN/Wi-Fi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bluetooth enabled devices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PDAs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) To what extent would you expect information sharing and management to increase by use of each of the above.

<table>
<thead>
<tr>
<th>Communication Technologies</th>
<th>Very Large</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice over IP</td>
<td>5</td>
<td>4</td>
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<td></td>
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<tr>
<td>Wireless LAN/Wi-Fi</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bluetooth enabled devices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PDAs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. What should IT most improve upon over the next three years to help you make better management decisions? Select all possible options. Tick as Yes or No, where Yes=1 and No=0

<table>
<thead>
<tr>
<th>To be Improved by IT</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make it easier to analyze and drill down into information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure access to information anywhere</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get instant alerts on things going wrong</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver information to managers faster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the quality of data</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section D: Management leadership commitment

12. a) To what extent is Knowledge Management included in your policies and programmes?

- Always (5)
- Sometimes (4)
- Neutral (3)
- Rarely (2)
- Never (1)
b) To what extent does an inclusion, if any, enhance your day to day activities?
- [5] Very large extent
- [4] Large extent
- [2] Small extent
- [1] No Extent

13. (a) How regularly do you hold Knowledge Management meetings in your organization?
- [5] Always
- [4] Sometimes
- [3] Neutral
- [2] Rarely
- [1] Never

b) To what extent do these meetings, if any, help CARE Kenya in achieving its objectives?
- [5] Very large extent
- [4] Large extent
- [2] Small extent
- [1] No Extent

Section E: Organizational Culture

14. Which amongst the following are your criteria of performance appraisal? Tick all that apply.
- [ ] Knowledge base created by an employee
- [ ] Level of creativity
- [ ] IT Compliance
- [ ] Level of employee socialism

b) To what extent have these helped you in achieving organizational objectives?
- [5] Very large extent
- [4] Large extent
- [2] Small extent
- [1] No Extent

15. (a) Rate the extent to which each of the following characteristics is actually distinctive to your organization’s structure and process?
Rate on a scale of 1 to 5, where 5=Heavily distinct in CIK, 4=well distinct in CIK, 3=distinctive, 2=Slightly distinctive and 1=not distinctive at all

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>H.D</th>
<th>W.D</th>
<th>D</th>
<th>S.D</th>
<th>N.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment patterns are consistent with corporate messages. If the learning and knowledge transfer is high on the organization’s strategic lists, the funding reflects these priorities</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The organization conducts events frequently to share ideas, wisdom and experience</td>
<td></td>
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<tr>
<td>The organization has a process to archive and distill learning from past experience and distinguish what works and what does not</td>
<td></td>
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<tr>
<td>Programme information on performance, current activities and best practices is widely accessible and shared</td>
<td></td>
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<tr>
<td>The organization encourages-and work routines allow-people to capitalize on opportunities for informal learning</td>
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<tr>
<td>The organization uses a variety of mechanisms to learn from external sources in the industry, stakeholders, donors, beneficiaries and competitors/peer organizations</td>
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<tr>
<td>Procedures exists for the organizational knowledge acquired by people who leave the organization</td>
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</tbody>
</table>
b) To what extent has the characteristics positively impacted on your operational objectives as an organization. Rate on a scale of 1 to 5, where 5=Very Large extent, 4=Large extent, 3=Moderate extent, 2=Small extent and 1=No extent

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>V.L.E</th>
<th>L.E</th>
<th>M.E</th>
<th>S.E</th>
<th>N.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment patterns are consistent with corporate messages. If the learning and knowledge transfer is high on the organization’s strategic lists, the funding reflects these priorities</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>Procedures exists for the organizational knowledge acquired by people who leave the organization</td>
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</tbody>
</table>

Section F: Organizational Strategy

16. How would you rate your organization’s current ability to capture and exploit the following types of information?
Rate on a scale of 1 to 5, where 5=Very effective, 4=Effective, 3=Fairly effective, 2=Slightly ineffective and 1=Ineffective.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>V.E</th>
<th>E</th>
<th>F.E</th>
<th>S.E</th>
<th>L.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial information</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Operational performance data</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experiential knowledge of managers and employees</td>
<td></td>
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<tr>
<td>Employee performance and attitudes</td>
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<tr>
<td>Competitive intelligence</td>
<td></td>
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<tr>
<td>Beneficiaries, their preferences and their behavior</td>
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</tbody>
</table>

(a) To what extent does your organization use the following in managing information? Please Rate on a scale of 1-5 where 5= Very large extent, 4=Large extent, 3= Moderate extent, 2=Small extent and 1= No extent

<table>
<thead>
<tr>
<th>Utility</th>
<th>V.L.E</th>
<th>L.E</th>
<th>M.E</th>
<th>S.E</th>
<th>N.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making knowledge visible</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Developing a knowledge culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Building knowledge intensity</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Building knowledge infrastructure</td>
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</tbody>
</table>
(b) To what extent do the choices above help you in attaining your outputs as an organization?

<table>
<thead>
<tr>
<th>Utility</th>
<th>V.L.E</th>
<th>L.E</th>
<th>M.E</th>
<th>S.E</th>
<th>N.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making knowledge visible</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Developing a knowledge culture</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Building knowledge intensity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building knowledge infrastructure</td>
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</tbody>
</table>

17. To what extent will your organization benefit over the next three years through more efficient generation and flow of knowledge? Please Rate on a scale of 1-5 where 5=Very large extent, 4=Large extent, 3=Moderate extent, 2=Small extent and 1=No extent

<table>
<thead>
<tr>
<th>Benefit</th>
<th>V.L.E</th>
<th>L.E</th>
<th>M.E</th>
<th>S.E</th>
<th>N.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>More effective product/service development</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Smoother collaboration across teams and departments</td>
<td></td>
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<tr>
<td>Improved beneficiary relationships/loyalty</td>
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<tr>
<td>Better visibility of internal programme processes and performance</td>
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<tr>
<td>Improved employee loyalty and retention</td>
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<tr>
<td>Improved compliance</td>
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<tr>
<td>Improved corporate governance</td>
<td></td>
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</tbody>
</table>

18. To what extent would you focus in the following areas to improve the quality of information in your organization over the next three years? Please rate on a scale of 1-5 where 5=Very large extent, 4=Large extent, 3=Moderate extent, 2=Small extent and 1=No extent

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>V.L.E</th>
<th>L.E</th>
<th>M.E</th>
<th>S.E</th>
<th>N.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries, their preferences and their behavior</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inputs to donor/revenue forecasting</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experiential knowledge of managers and employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) How would the focus in these areas help you?

<table>
<thead>
<tr>
<th>Accrued Benefits</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve a competitive advantage against our competitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Win Beneficiary interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve targets and operational efficiency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Win donor trust</td>
<td></td>
<td></td>
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<tr>
<td>Make employees more empowered</td>
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<td></td>
</tr>
</tbody>
</table>

Section G: Obstacles and Constraints
19. What are the main obstacles to achieving an efficient flow and use of knowledge within your organization? Select up to two options?

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal barriers to the cross-departmental sharing of information and knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate understanding of the information and knowledge that already exist in the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate training of staff on how to use information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer/Beneficiary resistance to greater information-sharing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequacy of IT systems</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thank you.

Appendix 3: Interview Guide-Care Kenya

Level of Competitive Advantage
1) Is CIK in any consortia?
2) How best is CIK placed to clinch more positions in consortia?
3) Do you have any leadership positions in these consortia, if any?
4) What makes CIK outstanding in the sector?
5) Did CARE Kenya achieve all its objectives for 2011?
6) If so, were there failures and successes noted? Please list.
7) What are the reasons for practicing KM in CIK?
8) Does CIK share information with other agencies?
9) What information?

Employee empowerment
1) How many Knowledge Management employees does CARE Kenya have?
2) Who does the work of KM at CIK?
3) Are your employees empowered to manage knowledge in CIK?
4) Why did you join CIK?

Management Leadership Commitment
1) Has CARE Kenya allocated any resources for Knowledge Management? Yes/ No
2) What resources has CARE Kenya allocated for Knowledge Management?
3) What is the overall budget for CARE Kenya?
4) What budget is allocated for Knowledge Management in CARE Kenya?
5) Does CARE Kenya have a Knowledge Management Committee? Yes/ No
6) Does CARE Kenya have a Knowledge Management department? Yes/ No
7) Does CIK have any KM employee?
8) Can you relate the management leadership commitment of CIK to your competitive advantage with other NGOs in Kenya in likert scale of -ve 1 to +ve 1 where +0.7 to +1 Very strongly positively correlated, +0.5 to +0.7= strongly positively correlated,+0.3 to +0.5=weakly positively correlated and 0.0 to +0.3= Very weakly positively (This holds for negative values of correlation as well)
Organizational Culture
1) How would you describe the culture of CIK?
2) How do the core values of CIK support this culture?
3) Do you feel that the core values are an integral part of organizational life at CIK? Give an example of where you feel any of these values has directly affected your behaviour in the last one year.
4) CARE is a humanitarian and development organization how does this belief and value affect your operations?
5) Does this belief contribute to your achievement of objectives? Yes/ No....explain.
6) Do you hold exit interviews for staff leaving the organization/retiring?
7) What does CARE Kenya value most?
8) How does this that CARE Kenya values influence your operations as an organization?
9) How often do you hold meetings for staff and management? What are the main objectives of the meetings?
10) Why did you join CIK?
11) Does CARE’s mission and vision statement influence its operations? Yes/ No. Please explain.

Organizational Strategy
1) Does CARE Kenya have a Knowledge Management strategy? Yes/ No
2) Who develops strategies for Knowledge Managements in CIK?
3) Is Knowledge Management included in your strategic plan?
4) Can you relate the CIK’s strategy to your current competitive advantage with other NGOs in Kenya in likert scale of -ve 1 to +ve 1 where +0.7 to +1 Very strongly positively correlated, +0.5 to +0.7= strongly positively correlated, +0.3 to +0.5=weakly positively correlated and 0.0 to +0.3= Very weakly positively (This holds for negative values of correlation as well)

Challenges and Obstacles
1) What challenges and obstacles does CIK experience in implementing its KM?
2) How does CIK manage the challenges outlined?
Appendix 5: Observation Checklist- CARE Kenya

This checklist would be useful in gaining insights on the implementation of KM framework in CIK and assess its Effect on enhancing SCA. The researcher will need to participate in certain activities with relevant departments to have a real feel of KM in CIK.

a) Observe for any IT equipments meant specifically for KM

b) Check for the department meant for KM, does it have any employees? If there is no department, who does the work of KM? Watch and keenly document how the organization implements its KM framework. Is the implementation haphazard or organized? How regular does a discussion on KM come up in your interactions with employees of the organization?

c) Assess the employees’ attitudes towards KM in CIK. Do they love it? Are they happy with its implementation structure in CIK? Do they have reservations for KM in CIK? What suggestions do they have for improving KM in CIK? Probe for information.

d) Check for any reporting tools. How they manage events and workshops. Do they allow room for documentation to convert tacit knowledge into empirical knowledge? Do employees look forward to meetings and workshops or do they hate it?

e) From your observation, are the employees empowered and committed to KM in CIK? Probe from your interaction with them

f) Discuss with the country director and get insights into the strategic and policy position of the executive on KM in CIK. Are they conscious of KM or do they simply implement it without priorities?

g) Probe whether the organization has a KM strategy. Insist to read contents and check implementation-practicality- against theory-what is on paper.

h) Check CARE’s objectives for 2011 from the overall report and compare them against actual objectives. Did CARE Kenya achieve all of them? If not, how does this depict the level of competitive advantage in CARE Kenya?

i) Check CIK’s annual report for 2011 and analyze.
Appendix 5: Application Letter to CIK for the Study

Jack Onyisi Abebe,
Tel. 0724011727/0735011727,
jackabebe@gmail.com.

The Human Resources Manager,
CARE International in Kenya,
Nairobi.

RE: REQUEST TO CONDUCT A STUDY ON KNOWLEDGE MANAGEMENT IN CARE INTERNATIONAL IN KENYA.

As referenced above, I submit a request for the above study. This study will investigate the Effect of Knowledge Management (KM) in CARE International in Kenya and the development of a sustainable competitive advantage. A framework synthesized from a review of the literature will be offered. Although each of these should be viewed as critical to the success of the entire process when examined individually, they should be considered most influential when viewed as forming a comprehensive gestalt for effectively managing knowledge. The study will also provide practical implications for creating a sustainable competitive advantage in CIK through the use of KM.

The objectives of study will be:
- a) to find out how employee empowerment influences KM in CIK,
- b) to assess how information technology systems affect KM in CIK,
- c) to find out how organizational culture affects the management of knowledge in CIK,
- d) to assess the impact of management leadership commitment on KM in CIK;
- e) and to examine the impact of organizational strategy on KM in CIK.

The study population will be all the employees in CARE International in Kenya. The study shall be a descriptive case study. Both the primary and secondary data will be collected using structured questionnaires.

The questionnaires will be administered by the researcher through a drop and collect method. Purposive and random sampling techniques shall be used to sample employees from a population of senior staff and other staff respectively. Statistical tools such as cross-tabulation and correlation and regression will be used to analyze the data. The study will use graphs and pie charts to represent information and facts.

The benefits of the study to CIK shall include:

- a) The study is important because it will help CIK to see how best they can utilize the strategic resources, especially the notion of knowledge management in the creation of sustainable competitive advantage.
b) The study will help CIK to identify their strengths and weaknesses in order to take advantage of the prevailing opportunities and minimize threats facing them.

c) It enables CIK to compare their performance with similar NGOs.

d) The study sensitizes the organization to utilize its knowledge resource particularly tacit knowledge as a key source of sustainable competitive advantage to carry its operations and generate income for its projects’ sustainability.

e) It is important for employees of CIK to understand the role of knowledge management in the creation of sustainable competitive advantage in order to help them make appropriate changes to their operations.

f) Policy makers in the organization will be able to understand the role of knowledge management in the creation of sustainable competitive advantage to ensure they formulate policies that help CIK maintain stable operations and incomes.

g) The study, thus contributes to the body of knowledge on the performance of CIK.

h) Finally, the study forms a foundation for other researchers who would like to pursue studies in the same area.

On the other hand, the study shall help me fulfill the demands of my Masters degree in Strategic Management. It shall be a learning point for me and will enable me inspire CIK into the realities of KM.

The study shall impact CIK in that I shall avail CIK with a copy of the final report and findings; organize for a feedback meeting and seminar on the findings and present my findings to CIK in a forum that allows for discussions and learning. In this case, CIK will be moved to initiate rigorous KM which it shall benefit from.

It is worth noting that CIK shall incur no costs at all financially and materially in this study. My only request to CIK will be to allow employees to avail to me all the information relevant to the study, take their time to answer to the questionnaire items, and convey the highest level of honesty in relating to the study variables. Only in this way shall I gather accurate and detailed data that can generate information generalizable to the study population.

It is my hope that CIK allows me to carry out this study which stands to have a twin benefit. I can only promise the best out of it and will be willing to spare my time and skills in implementing the findings of the study including development of a framework and strategy for KM.

Attached, please find an attachment of a letter from my university for authenticity of my study.

Thank you,
Kind regards,

Jack Onyisi Abebe
Dear Jack,

In reference to your request to conduct a study in KM IN care Kenya, and on premise that this is an area of interest to CARE, you can go ahead with this conducting the study but note that this academic work must be done outside of working hours.

Regards,
Gary MC
Assistant Country Director Programme
CARE Kenya
TO WHOM IT MAY CONCERN:

RE: JACK ONYISI ABEBE – D53/CTY/PT/20457/2010

This is to confirm that the above named is a Master of Business MBA (Strategic Management Option) Student in the School of Business, Kenyatta University. He is through with course work and has successfully defended his Masters Degree proposal (Effect of Knowledge Management on Sustainable Competitive Advantage amongst Charitable Organizations in Kenya. Case of CARE International in Kenya) and has done all the corrections that were pointed out by the examiners during the defense. He is now embarking on data collection.

Any assistance accorded him will be much appreciated by this office.

Thank you.

E.N. NYACHOTI
FOR: DOCTORAL AND MBA PROGRAMME COORDINATOR

ENN/nt
Appendix 8: CIK’s core Values, Mission and Vision Statement

Vision
We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CIK will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known for our unshakeable commitment to the dignity of people.

Mission
CIK will serve individuals and families in the poorest communities of the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We will facilitate lasting change by:
I. Strengthening capacity for self-help;
II. Providing economic opportunity;
III. Delivering relief in emergencies;
IV. Influencing policy decisions at all levels; and
V. Addressing discrimination in all its forms.

CIK Core values
Respect: We affirm the dignity, potential and contribution of participants, donors, partners and staff
Integrity: We act consistently with CIK’s Mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions
Commitment: We work together effectively to serve the larger community
Excellence: We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact
Appendix 9: CIK's Organogram

Country Director

Human Resources & Development Manager

Audit and Compliance Manager

Communications Officer

Safety and Security Manager

Assistant Country Director - Programs

Senior Sector Manager Program

Livelihoods Sector Manager

Senior M&E Specialist

Emergency Manager

Finance Manager

General Support Services Manager

IT Manager

Sub-Offices Coordinators

Health Program Director

Senior HIV AIDS Program Manager

Health Gender OVC Sector Mgr

Program Managers

Livelihoods Sector Managers

Prgm Managers

Project Mgr

Project Mgr

Project Coordinators

Project Coordinators

Project Staff

Project Staff

Project Staff

Executive Administrative Assistance

Deputy Director - Financial and Administrative Services

Finance Staff

GSS Staff

IT Staff

Sub-Office Support Staff