KNOWLEDGE MANAGEMENT PRACTICES AND SERVICE DELIVERY AT OXFAM INTERNATIONAL, KENYA
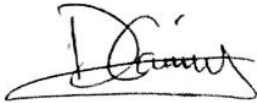
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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY

NOVEMBER, 2020

DECLARATION

I declare that, this project is my own original work and has not been presented for award of any degree in any university. No part of this project should be reproduced without the authority of the author and/or Kenyatta University.

19.11.2020

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This research project has been submitted for the course examination with my approval as the University Supervisor.

Signed: _____ Date 19|11|2020

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DEDICATION

This proposal is dedicated first and foremost to the Almighty God whose providence, grace, and care I cherish. I sincerely dedicate this work to my parents for their understanding while I was away from them pursuing the studies and for their support.

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I take this opportunity to thank my supervisor Dr. Reuben Njuguna for guiding and supporting me during the entire period of the research. Special thanks to the entire Management of the University for according me an opportunity to undertake my studies, God bless you All. I would like to thank the Almighty God for giving me the opportunity and strength to pursue my education. It is through His abundant grace that has brought this research work this far. I would like to thank my family, for their support and wonderful ideas throughout this process. Lastly, I also appreciate my friends who shared this journey with me and encouraged me in the adventure of academics and have been my anchor.

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ABBREVIATIONS AND ACRONYMS

NACOSTI   National Commission for Science, Technology and Innovation

SPSS   Statistical package for Social Sciences

NGO   Non- Governmental Organization

HR   Human Resources

R&D   Research and Development

KM   Knowledge Management

RBV   Resource-Based theory

OKC   Organizational Conversion

ICT   Information Technology

Oxfam   Oxford Committee for Famine Relief

AST   Adaptive Saturation Theory

KIBS   Knowledge Intensive Business Services

OPERATIONAL DEFINITION OF TERMS

Knowledge Management   A practice in which an enterprise gathers, organizes analyses and shares knowledge of individuals and groups across the organization in ways that directly affect performance

Service Delivery   This is measured in different ways including timelines, flexibility, responsiveness to customer demand and quality

Knowledge Creation   This involves mobilization of internal and external resources to ensure that there is generation of new knowledge that facilitate the organization to achieve its goals

Knowledge Sharing   This basically means how organizational information is exchanged with each individual in a company

Knowledge Application   Is the process through which knowledge is directly applied to task performance or problem solving. It can be possessed or applied individually

Knowledge Storage   This is the process of recording both soft and hard organizational information in a way that it can be retrieved easily by all interested parties

ABSTRACT

For several organizations, periods of rapid technological changes are also periods of incessant struggles with maintain a high performance. Obviously, knowledge is slowly becoming the key factor in production after labor, land as well as capital. Knowledge management (KM) has been considered over and over by every organization. In a broad dimension, it has been recognized that knowledge is a significant component of strategic organization in ensuring that innovation is enhance and that organizational performance is consequently improved. The main objective of the study is to determine the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study variables include knowledge creation, knowledge sharing, knowledge application and knowledge storage. The study focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study was anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory. The study used descriptive statistics method carrying out this research. This research design describes data and the features relating to a population under study and hence it was ideal in this study because it was easier to describe the influence of knowledge management on the organizational performance. The target population was therefore 65 staff of Oxfam international headquarters. The collected data was analysed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. Managers of Oxfam farms and NGOS in Kenya benefit widely from the study, as it helps them to assess the knowledge management and put the best measures in place so as to ensure that NGOS is enhanced and improved thus increasing on productivity and better services to clients. Government benefits widely from this study. It s important for growth in terms of revenue that government organizations remain profitable because this is where the government earns its revenue via taxes and through knowledge management this goal will be easily met. NGOs regulators such as NGOs regulation authority- NGOs Co-ordination Board greatly benefit from the study because they are responsible in ensuring that the NGOs Kenya operate within the law and they offer quality service which are fair to all communities thus it benefits the regulator in the sense that they are able to manage knowledge in all aspect and ensure quality of service is offered. The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya. The study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff. It was further concluded that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation. The study recommends that the management of the INGO should invest more in modern technology, knowledge application, storage and dissemination. The organization needs to improve the capacity of its human resource to enhance their ability to learn, share, apply, store and disseminate knowledge. The study recommends that the organization should have an improved system for knowledge storage to avoid plagiarism and loss of copyright.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

For several organizations, periods of rapid technological changes are also periods of incessant struggles with maintain a high performance and efficient service delivery. Obviously, knowledge is slowly becoming the key factor in production after labor, land as well as capital (Brooks, Ravishankar & Oshri, 2016). Although several forms of intellectual capital can be transferred, internal knowledge cannot be easily duplicated. This implies that the knowledge that employees hold in their minds easily gets lost once these employees leave the organization. Thus, the main goal of the management is to ensure that the acquisition process, integration as well as the use of that knowledge is improved, which is what knowledge management deals with (Almeida, de Vasconcelos & Pestana, 2018). Knowledge management can enable Oxfam in the region to achieve high performance in the now increasingly global economy. Knowledge is now recognized as a resource that is at par with other economic resources. As a resource, it should be managed and planned for systematically, just like any other economic resource. Despite some empirical studies having studied the relationship existing among KM and OP, the obtained results so far have remained uncertain (Jones, 2016). Depending on the various outlined arguments, this study investigates the impact that KM has on organizational performance of the listed.

The research study is anchored on three theories namely; the Resource-Based theory (RBV), the Adaptive Saturation theory as well as the organizational Conversion theory (OKC). The RBV states that a firm s resource aggregations are usually translated into strengths and weaknesses by the management. This theory holds that firms obtain sustainable high performances by arraying key inelastic resources as well as capabilities in supply (Hoskisson, Gambeta, Green & Li 2018). This establishes that the high performance of a firm is as a result of the presence of valuable, scarce, costly and inimitable strategic resources. On the other hand, the adaptive saturation theory relates to how individuals behave as they make use of technology and especially computers in the ICT (Kull, Mena & Korschun, 2016). The organizational conversion (OKC) theory is used to identify socialization, externalization, internalization as well as combination (SECI), as the key interaction levels that actualize the knowledge management concept within the organization. Converting knowledge into different forms leads to knowledge retention within the system of the organization.

Knowledge sharing as well as the experience implies that, as the aged retire from employment, the knowledge they possessed it retained within the new young employees who replace then in the organization (Bromiley & Rau, 2016).

From the perspective of service delivery, NGOs offer services that can be linked as well as distinguished to public establishments e.g. Municipalities that are required to efficiently and effectively transfer services to the citizens. Fischer, Dopson, Fitzgerald, Bennett, Ferlie, Ledger and McGovern (2016) highlighted that knowledge management is essential to the local government. By implementing knowledge management practices, the NGOs can deliver effective services, be able to function efficiently and operate in transparent environments characterized by accountability supported the findings by Sharma, Chadee and Roxas (2016). Fischer et al (2016) established that on the outcomes is that organizations ought to deliberately align themselves with their customers in order to ensure the provision of quality services and be able to understand the needs of the clients. Oxfam ought to communicate constantly with their clients so as to ensure that their needs are met. This enables the two parties to share knowledge in form of documented information which eventually becomes organizational knowledge. In order for the managers to reserve knowledge, the enablers associated with it such as its creation, the sharing capability as well as how it can be retained should be available in the organization.

Despite the aim of knowledge management in organizations, independent studies have been done on the role of knowledge acquisition, conversion and application on the performance of the organization. Most of them on knowledge management have been carried in developing economies and there is a limited empirical finding on Oxfam (Tseng, 2016). Hence the reason as to why I am conducting this study.

1.1.1 Knowledge Management

Knowledge is a process of knowing and understanding things, issues and phenomena. Hislop, Bosua and Helms (2018) noted the various sources of knowledge: intuition, experiences, empiricism, learning as well as conditioning. Webb (2017) defined knowledge management as a practice in which an enterprise gathers, organizes analyses and shares knowledge of individuals and groups across the organization in ways that directly affect performance. North and Kumta, (2018) argued that knowledge management includes among other things a number of activities used in any organization to create, collect, transfer as well as apply what

people in some organization know. These practices are incorporated in the organization s mission and vision. Na (2016) viewed knowledge management practices in terms of knowledge creation, knowledge storage, knowledge retrieval, transfer and application.

Liebowitz and Frank (2016) stated categories of knowledge management enablers: technological enablers and organizational enablers. The scholar defined knowledge management enabler as systems and infrastructures that ensure that the existing knowledge that an organization possesses is managed, created, captured, shared or transferred. Examples of technological enablers include the internet, knowledge data bases, information management types, software tools, ICT systems that ensure free flow of knowledge, e-learning, collaborative software, corporate yellow pages directories , blogs and web conferencing. The second category of enablers Barley, Treem and Kuhn (2018) explained is the organizational enablers include coaching, peer assists, communities of practice, information taxonomies and mentoring. Kianto, Vanhala and Heilmann (2016) observed that there are many positive results that come as a result of an organization embracing knowledge management practices; they include improved quality of products and services, increased productivity, boasting of the service delivery, employee satisfaction and remote innovation. From the above definitions, the basic idea behind knowledge management practices is to enhance an organizations level of performance.

Knowledge management is the explicit as well as the systematic management of the key knowledge and is related to the methods of creating, gathering, diffusion, use as well as exploitation. It needs converting personal knowledge into corporate knowledge that is possible to widely be used jointly all over the organization and application be done appropriately. It concerns the essential issues of the organizations ability to adopt, survive as well as have competence encountered with changes in the environment that are discontinuously increasing. Basically, it is a representation of the organizational processes that are after synergistic combination of data as well as capacity of processing information and the creativity as well as innovativeness of human beings capacity (Santoro, Vrontis, Thrassou & Dezi, 2018).

Effective knowledge management can help an organization to achieve high performance through the improvement of internal undertakings, customer services, products, and even through creating a conducive work environment for the staff members. Knowledge

management is essential in Oxfam because these organizations compete based on the knowledge possessed since majority of their work is based on knowledge. The product-service innovation rate is always rising in response to the complex customer needs. Moreover, while there has been a decline in the human capital due to competition, employee turnover as well as early retirements has been on the rise, the available time for one to gain the required experience and the necessary knowledge has also diminished. As a result, essential knowledge is lost in the process. The global requirements have also increased the complexity and the dynamics of the existing business setting and with liberalizing majority of the economies all over the world; the financial markets embrace both big as well as the small players in the market (Inkinen, 2016).

1.1.2 Service Delivery

There is growing concern of among business on service marketing concept and strategies to increase the growth of the organization. As there is tremendous growth on technological aspect of organization management, this has led to increase in production and the only strategy that can be used by firms to gain market ground and acquire competitive advantage is customer service. According to Rasul and Rogger (2018) strategies are used to archive long-term goals; its adoption requires resource allocation to carry on with the objectives. Organization service environment has changed due to changing pattern that government use for business regulation, organization technical innovations, pressure to increase service delivery in terms of movement, need to improve productivity, restriction that are developing in the market and globalization. This change patterns has caused a lot of dynamic changes in service sector due to increased competition and consumer exposure to more information s. For a company to survive it must differentiate them by pulling their customers closer to them this leads to emphasis on service delivery (Sok, Sok, Danaher & Danaher, 2018).

Service delivery can be measured in different ways including timelines, flexibility, responsiveness to customer demand and quality. It is confirmed that firms can gain competitive advantage through the service quality. The difference between successful and failed firms lies in the customer service in place. Offering quality services would result into greater customer satisfaction and thus service delivery of the firm (Brooks, Ravishankar, & Oshri, 2016). Quality services however are derived from the TQM practices in place of the organization. KM advocates for continuous improvement in quality of services which in turn influences the level of service delivery. Thus, an organization striving to improve on its

service delivery must commit sufficient resources in implementation of KM (Feldman, Frazelle & Swinney, 2018). In general, there exists relationship between KM and service delivery which the current study sought to explore with reference to Oxfam international.

1.1.3 Oxfam International

Oxfam is short form of the name Oxford Committee for Famine Relief which was initiated in Britain in 1942. It was used to campaign for food supply to starving women and children in Greece during the Second World War. It was founded by a group of independent non-governmental organizations. The main objective of this group was to mobilize and work together to eradicate and to offer greater impact internationally to reduce poverty and injustice.

As a leader in delivering emergencies in term of relieve, Oxfam International also helps in the implementation of long term developments program in countries/ communities which are vulnerable. It is also among organizations that campaigns for better living through global movement. The campaigns generally targets to reduce unfair trade rules, improve health condition and education service for all. To date there are 17 members of Oxfam International confederation. Which are based in different countries (Australia, Belgium, Canada, France, Germany, Great Britain, Hong Kong, Ireland, India, Italy, Japan, Mexico, The Netherlands, New Zealand, Quebec, Spain and the United States of America).

Oxfam envisages a transformed Kenyan society in which each individual, regardless of gender, religion, ethnicity, or social standing, is able to access basic services, and fully participates in decision-making processes on issues that affect their lives and can be heard. In addition, Oxfam in Kenya believes that every Kenyan has a right to make free and informed choices to build sustainable livelihoods and resilience to external shocks.

1.2 Research Problem

Knowledge management (KM) has been considered over and over by every organization. In a broad dimension, it has been recognized that knowledge is a significant component of strategic organization in ensuring that innovation is enhance and that organizational performance is consequently improved (Bloice & Burnett, 2016). According to Brooks et al (2016), regardless of the increased view on knowledge as a perceived strategic resource, there exists lack still no agreed way through which knowledge management is to be implemented.

Since knowledge is not termed as a key factor of production as well as in creation knowledge in the society, research on this area contend that there is need to determine the proper use and management of knowledge in Oxfam in Kenya and NGOs firms in Sub-Saharan African countries to enable quality service delivery (Aluko, Adebayo, Adebisi, Ewegbemi, Abidoye & Popoola, 2016).

Although, technology enhances innovation among Oxfam the entrance of ICT have intensified the demand for product and service innovation among ICT world (Foxhall, 2018). On top of these, clients expectations keep on changing as the literacy level rises and therefore to meet their demand Oxfam have to rethink through their processes.

Knowledge management has been recognized as the most essential element in ensuring performance of any organization and the Oxfam is no exception. Various studies have been conducted on knowledge management in the NGOs as well as in other organization. Peberdy, Young, Massey and Kearney (2018) surveyed 300 European banks and insurers on knowledge management. Similarly, Figueiredo, Pais, Monteiro and Mónico (2016) researched on perceived knowledge management that is used by Human resource in Portugal. Karanja and Mwaura (2017) carried out a case study of BAT Kenya on Employee Perception of knowledge management Practices. Waithaka, Bula and Kimencu (2016) studied knowledge management in public quoted firms in Kenya. Likewise, Odero and Mutula (2017) surveyed knowledge management structures between Internet Service Providers in Kenya, while a study Onyango (2016) on the link between the essential factors of success with relation to knowledge management existing in Olivado in Kenya (EPZ) Ltd. In Kenya, only a few studies (Murumba, 2016) have been done relating to knowledge management practices. Most of these studies focused on the public sector and while NGOs have received less consideration, hence the effect of knowledge management practices on service delivery among NGOs remains largely unexplored. With the importance attached to knowledge management as a successful factor in the current world, it ought to be well studied and adequately documented. It is against this background that this study sought to establish the effect of knowledge management practices on service delivery at Oxfam International, Kenya

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to determine the effect of knowledge management practices on service delivery at Oxfam international, Kenya

1.3.2 Specific Objectives

The study was guided by the following specific objectives

 i. To establish the effect of knowledge creation on service delivery at Oxfam International, Kenya

 ii. To establish the effect of knowledge sharing on service delivery at Oxfam International, Kenya

 iii. To determine the effect of knowledge application on service delivery at Oxfam International, Kenya

 iv. To establish the effect of knowledge storage on service delivery at Oxfam International, Kenya

1.4 Research Questions

 i. What is the effect of knowledge creation on service delivery at Oxfam International, Kenya?

 ii. How does knowledge sharing affect service delivery at Oxfam International, Kenya?

 iii. To what extent does knowledge application affect service delivery at Oxfam International, Kenya?

 iv. How does of knowledge storage affect service delivery at Oxfam International, Kenya?

1.5 Significance of the Study

This study analyses knowledge management practices on service delivery at Oxfam International, Kenya; results of this study are useful to the following group of people: Managers of Oxfam farms and NGOS in Kenya benefit widely from the study, as it helps the them to assess the knowledge management and put the best measures in place so as to ensure that NGOS is enhanced and improved thus increasing on productivity and better services to clients.

Government benefits widely from this study. It s important for growth in terms of revenue that government organizations remain profitable because this is where the government earns its revenue via taxes and through knowledge management this goal will be easily met. NGOs

regulators such as NGOs regulation authority greatly benefit from the study because they are responsible in ensuring that the NGOs Kenya operate within the law and they offer quality service which are fair to all communities thus it benefits the regulator in the sense that they are able to manage knowledge in all aspect and ensure quality of service is offered.

Through this study, the researcher may be able to share a deeper and wider understanding of the analysis of knowledge management practices on service delivery at Oxfam international, Kenya. Therefore, gaining more knowledge in an area which the researcher may not be familiar with and the information is relevant to the researcher s future career endeavours.

1.6 Scope of the Study

The study focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study concentrated on the following knowledge management practices; knowledge creation, knowledge sharing, knowledge application and knowledge storage to determiner there effect on service delivery at Oxfam international, Kenya. The target population was 65 management staff working at Oxfam international headquarters in Nairobi. This staff was drawn from finance and human resource department.

1.7 Limitations of the Study

During this study, the researcher faced some challenges especially when collecting data. Some of the respondents were unwilling to participate in the study citing time constraints, to respond to this, the research adopted a drop and pick later method during data collection, allowing the respondents time to fill the questionnaire during their free time. The respondents were reluctant in providing information fearing that the information requested was to be used for other purposes other than academics. The researcher obtained an introduction letter from the university to assured them that the information collected was only for academic purposes.

1.8 Organization of the Study

This study was structured into five chapters. The first chapter contains background of the study, the statement of the problem, the objectives, research questions, scope and limitations of the study. The second section contains the empirical studies; theories and conceptual framework of the study are discussed. And lastly the last chapter presents the design, population, sampling techniques, data collection and analysis methods are presented. Chapter four presents the study findings and discussions while chapter five entails summary of findings, conclusions and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on other interrelated studies based on published and unpublished journals. The purpose of literature review is to establish the research works as well as other related secondary data that is relevant to this study (Kamalahmadi & Parast, (2016). The review covers theoretical foundation of knowledge management and performance.

2.2 Theoretical Foundation

The study was anchored on 3 theories: The Resource-Based theory, The Adaptive Saturation theory and the organizational Conversion theory.

2.2.1 The Resource Based Theory

Penrose (1959) is regarded as the originator and the main contributor of the RBV theory. The theory rests on the idea that a firm is a wider resource base and that the organizational growth requires exploring the resources already in existence and developing new ones as well. Penrose (1959) also states that the workforce is not solely specialized and it is possible to redeploy it so as to enable the firm to diversify into making new products as well as services. RBV depicts out that the success of a firm is as a result of common assets, resources as well as capabilities owned by the firm, and these together differentiate the organization from the others in the same industry. The organizations resources as well as its capabilities allow the organization to achieve high performance.

Though this subsection of resources the firm acquires ability to attain high performance, another subsection leading to greater long-tern performances. The resources as well as the capabilities valuable to a company should not be easily imitable, and should not be easy to acquire or replace especially by their competitors. Valuable and distinguishable resources enable the organization to generate profits and sustain them for longer periods (Burvill, Jones-Evans & Rowlands, 2018). In a similar study, FNB & Nedbank s resources comprise of investment, equipment, capacities, knowledge, skills as well as expertise. In economies based on knowledge, knowledge is the key resources especially in Oxfam. Knowledge is used to determine how an industrial enterprise is performing (Kull, Mena & Korschun, 2016). Nevertheless, the Resource-Based Theory does not stipulate the process of knowledge

acquisition and how to retain it in the firm. These shortcomings leave Kellermanns, Walter, Crook, Kemmerer and Narayanan (2016) theory on the creation of knowledge in the organization incomparable the most ideal basis of its management.

2.2.2 Adaptive Saturation theory

This theory is based on Gidden s (1984) Saturation theory. It is expressed as the use of the existing rules and resources by members to initiate production and reproduction of the social systems. Poole & DeSanctis (1989) also used Gidden s theory (1984) so as to study how groups as well as organizations interact with IT, and hence named it Adaptive Saturation theory (AST). This theory assesses the techno centric perception of using technology and emphasizes more on social features. The use of IT by both the firm and groups when going about their work normally creates perceptions on the role and the use of the particular technology, and the way through which it is applicable in their operations. Thus, these ideologies thus influence the application of IT in and mediated its effects on the outcomes of the group.

According He, Dong and Sun, (2016) this theory links people and organizational learning as a result of the key concepts that are able to tackle the characteristics of groups interacting together with technology. Organizational learning is stated as a constant aspect originating from individual s social relations as well as practices (Peydayesh, Arefi & Modares, 2018). The behavioral school is a community- like setup where learning is constant and where informal conversation is improved through the presence of reserved as well as readily available knowledge from within and without the organization. Presence of collaborative technology in communicating such as the use of wiki, blog, Facebook and twitter among others, individuals have been exposed to current information as well as knowledge (He et al. 2016).

2.2.3 Organizational Knowledge Conversion Theory

This theory was proposed by Nonaka & Takeuchi (2005). It views interaction process of tacit as well as explicit knowledge as key in addressing knowledge management. Knowledge is shared by the senior workers and the experts to the junior workers and new candidates. Upon conversion of tacit know-how to unambiguous knowledge (externalization), the organizational system captures the knowledge and retains it in documents and databases within the organization. Retaining knowledge generally involves all the ways through which

it is preserved and able to be retained in the system. It also involves the processes that help in maintaining its viability while in the system.

The SECI model by Nonaka & Takeuchi s (2005) deals with knowing how organizational knowledge can be created, shared, converted into various forms and how to manage it within the organization. Retention of knowledge is used to refer to the processes that allow for preservation of knowledge and the ability to keep it within the system (Thompson, 2018). Nonaka & Takeuchi s (2005) suggests that interaction between tacit and unambiguous knowledge leads to the creation of four knowledge conversion modes which include socialization, externalization, combination and internalization.

Nonaka & Takeuchi s (2005) view on SECI is it s the engine that drives the process of creation and transfer of knowledge. The current collective engagement leads to dynamism in sharing and creation of knowledge that organizations are able to capture and retain. Knowledge conversion results from social interaction of both individuals and organizations as a result of creation and expansion of this interaction. Hislop, Bosua and Helms, (2018) noted that this theory was proposed and improved by Nonaka with his acquaintances (Wu, Lin, Wen, Perng, & Hsu, 2016).

2.3 Empirical Literature Review.

2.3.1 Knowledge Creation and Service Delivery

This involves mobilization of internal and external resources to ensure that there is generation of new knowledge that facilitate the organization to achieve its goals (Nicholas & Steyn 2017). To ensure that the correct strategies are laid in place, the company may barnstorm and conduct research on the possible strategy to manage knowledge assets of project managements and how to create organizational knowledge bank (Tran, 2016). The company may also identify explicit knowledge and knowledge creation by ensure there is enough information on the policies and objective of carrying out a particular project. According to Groop, Ketokivi, Gupta and Holmström (2017) knowledge creation includes identifying tacit from explicit one and vice versa.

Voorberg, Bekkers, Timeus, Tonurist and Tummers (2017) studied how KM helps in change management of an organization; they also sought to find influences business strategies to the firms performance among other value adding activities that increases organizational

performance. The study focused on knowledge creation and application. To effectively explain the of knowledge creation on application, the study focused on the study concentrated on the skills that the management acquire and how they use it to manage employees. The study used descriptive statistics and inferential statistics to provide the effectively give the effect of skills on organizational performance. The findings indicated that adequate management of skills and employees perception impacts institutional performance positively. The study concluded the employees and management are important for maintaining and controlling staff perception which has a positive impact to the productivity of the firm.

Sawe (2017) conducted a study on the effect that KM have on the service delivery. The study concentrated on ways that companies have initiated to support knowledge creation, knowledge storage, and it can be transferred from one section to the other to increase organization performance. The study was conducted in South African insurance firms. Sawe used both quantitative and inferential statistics to determine the effect of independent variables (knowledge creation, knowledge storage and transfer). The study highlighted five ways. The first method that can be used by organization is employees training. The second one is construction of knowledge repositories. Next is conducting information informal knowledge fairs of employees and spur of communities of practices. The other method is by contracting research and development talk room for the employees to air out current KM practices and ways to raise their performance. The study explained the KM strategy to support business strategy is one of the ways to enhance knowledge creation in organizations. Strategies can be adopted through innovation.

Tseng (2016) also studied the effect that KM model have on the organization capabilities. The study used open and closed ended questionnaire to collect data on the effect of KM models on the organization capabilities. The study used content analysis to find out the type of models that are available for use in Germany. The concentrated on how knowledge infrastructure affects performance of institution. The findings indicated that main focus of knowledge creation is sharing tacit knowledge via the process of socialization. For example the organization may adopt conventional face-to-face interactions such as meetings and electronic communication channels such as forums or videoconferences. Leadership behaviors are considered essential to enhance knowledge creation in organizations. Leaders with vision provide the organization with clear direction in terms of guidelines and what

types of knowledge to create. The study also revealed that organizations can enhance knowledge creation by cultivating organizational learning culture.

2.3.2 Knowledge Sharing and Service Delivery

This basically means how organizational information is exchanged with each individual in a company. Therefore it refers to how information is conveyed from one individual to the other or from a group to individual and vice versa (Lohikoski, Kujala, Haapasalo, Aaltonen & Ala-Mursula 2016). Information passed in an organization environment will not be successful unless the person who is to receive the information can be able to absorb and apply the knowledge given as the basis for action. The level and the degree at which the knowledge is received depend on how the information source is respected by the receiver. The information must be from a trustworthy environment and relevant to the receiver to perform better (Bloice & Burnett, 2016). The degree at which the degree at which the organizational technology interacts with each and every individual in the have an impact in project performance (Destler & Page, 2018). The organization must make the knowledge accessible to many who can use it and ensure the format, flexibility; selection and integration are understood by all the interested party (Yuan, Lin & Zhuo, 2016).

Hussain, Konar and Ali, (2016) conducted a study on the effect culture and knowledge sharing on the performance of hotel service. This study was conducted in Malaysia hotel industry. The study used purposive sampling technique in the quest of determining the effect of the two variables. Questionnaire was used to acquire data that is relevant to the study. The study also targeted 327 staff of luxury hotels within Klang Valley, Malaysia. The analysis of this data was performed using partial least squares. The findings indicated that culture and knowledge sharing behavior have a significant effect on the service innovation performance. The study therefore recommended that firms needs to implement strong cultural team and knowledge sharing behavior to kick start performance growth.

Hurnonen, Ritala and Ellonen (2016) conducted a study on effect of knowledge-integration practices on the innovation of project services. The study concentrated on the impact that knowledge-integration practices (KIBS) have on the performance of the firm. The study used multiple case studies to determine the effect of KIBS on the service innovation performance at different stages. The study variable consisted of directives, sequencing, decision-making, and group problem-solving and routine and how they influence service delivery the findings

indicated that the practices are used at different states to increase productivity. The study also identified that and interaction, teamwork, sharing as well as coaching, handling faults, direction of the knowledge in existence as the cultural features, aligning social relations based on knowledge management. Teamwork is the level of actual support as well as help in the organization normally determined by the behavior of individuals involving the allocation and completion of activities regard to mutual sharing of goals that takes place in a given social or work environment.

2.3.3 Knowledge Application and Service Delivery

Knowledge management can be used by an organization management to identify knowledge flows that exist between individuals at an organization. This can be done through knowledge identification, use, creation, sharing and storing (Tseng, 2016). According to (Duffield & Whitty, 2016) KM process capabilities referee to a higher-order construct which represents knowledge acquisition, conversion, application and protection. Knowledge application is the process through which knowledge is directly applied to task performance or problem solving. It can be possessed or applied individually (Duffield & Whitty, 2016). Companies benefits not from the existing of knowledge but from its proper application (King, Shepherd, Servais, Willoughby, Bolack, Strachan, & Savage, 2016). Organization routines, direct guidelines, instructions and self- organizing teams constitute the main mechanisms that guarantee the application of knowledge (Singh & Prasher, 2019). Knowledge application may take different forms such as elaboration, infusion or thoroughness.

Wolff, Kühl and Satzger (2018) conducted a study on the effect of System-Oriented on firms Service Delivery. This study was conducted on ingenerating firms. The study concentrated on how system orientation can increase production of a firm. Data analysis on this paper was performed using cross sectional method. The study indicated that decision making is used to decide on which delivery alternatives the organization can follow in ensuring that the business remains competitive. Through decision making the organization can to able to provide determines the delivery-dependent costs of all system participants. It can also be used to provide both the provider and the set of customers with a set of delivery alternative reduces the cost for delivery as well as customer satisfaction.

Iyamu and Mkhomazi (2018) using a 7-point Likert scale, correlation analysis and regression analysis concluded that knowledge application positively influences performance. The study

conclusion cannot be generalized because of the low response rate of the thirty eight percent. (Al Abid and Karim (2017) using a 5-pint likert scales revealed that there was a statically significant positive link between perception of high adoption of the KM practices and perception of high organization performance. KM involves distinct but interdependent process of knowledge creation, knowledge storage and retrieval, knowledge transfer and knowledge application (Nayak, Behera, Mishra, & Das, 2017). Almeida, Vasconcelos and Pestana (2018) observed that organization archive breakthrough by applying KM concept to supply chain.

2.3.4 Knowledge Storage and Service Delivery

This is the process of recording both soft and hard organizational information in a way that it can be retrieved easily by all interested parties. Technical system is used during storage the storage of knowledge such as modern informational hardware and software to identify the knowledge in an organization for later retrieval (Downes & Marchant, 2016). Knowledge storage can also means organization and retrieval of organizational information. It is important that the interested party finds information on the related field they require. Tseng (2016) identified that KM practiced earlier failed because they devoted their energy on technology which included intranet, repositories and software s as a means of storing knowledge. This is basically as a result of system failure. Effective storage and retrieval of information helps to bridge upstream repository creation and enhance downstream knowledge distribution (Balco & Drahoová (2016).

According to Baba (2018) study on the importance of KM approaches that is used agricultural service delivery. The study was conducted on northern side in Ghana. The study concentrated on the effectiveness of three KM approaches on service delivery in agriculture. The study targeted 450 farmers that will be selected in the northern part of Ghana. The study used correlation and Chi Square statistics to analyze the data set. The study used theories of behavior to effectively explain the study objectives. The study revealed that leadership opinion and religion does no influence choice of KM approaches. The study also indicated that Age, gender and educational level have no effect on KM approaches used. The study however reveled that inability to interpret messages, untimely delivery of information and information miss-interpretation affect those choices that famers make on KM approaches. The s study recommended that Ministry of Food and Agriculture should use Mobile phone

and video approaches to complement existing direct contacts with extension agents approach to reach more farmers in the rural deprived areas of the Northern Region and beyond.

Gakuo and Rotich (2017) using a 5-point Likert scale, correlation analysis and regression analysis on the influences that strategic knowledge management have of the productivity of an organization a case study of Oxfam. The study concentrated on effective control of KM practices to maintain organization competitiveness. The study adopted a descriptive research design in its quest to effectively explain the effect of independent variables (knowledge control, application, acquisition and conversion) on the performance of the data was analyzed using multivariate regression model. The findings indicated that knowledge control, application, acquisition and conversion have significant effect on the performance of performance of Oxfam. The finding indicated that knowledge storage has the greatest effect on the performance of Oxfam. The study concluded that KM processes capability is important when an organization intend to make profits. The study recommended that mangers should understand, develop, coordinate and synchronize better ways to implement overall KM.

2.4 Research Gaps
Table 2. 1: Research Gaps

Author	Topic	Findings	Research gap
Sawe (2017)	KM and Business Performance	KM strategy to support business strategy is one of the ways to enhance knowledge creation in organizations. Strategies can be adopted through innovation.	This study was conducted in South African insurance firms which is a different case study and the findings are not applicable
Voorberg, Bekkers, Timeus, Tonurist and Tummers (2017)	KM practices and institutional Performance	adequate management of skills and employees perception impacts institutional performance positively	This study concentrated effect culture and knowledge sharing on the performance of hotel service while our study concentrates on KM practices and service delivery at Oxfam

			international therefore the findings cannot apply in our study area
Hussain, Konar and Ali, (2016)	KM capabilities on Service innovation and performance	culture and knowledge sharing behavior have a significant effect on the service innovation performance	This study was conducted in Malaysia hotel industry which is a different case study and the findings are not applicable
Hurnonen, Ritala and Ellonen (2016)	KM and Organisational Culture	and interaction, teamwork, sharing as well as coaching, handling faults, direction of the knowledge in existence as the cultural features, aligning social relations based on knowledge management	This study concentrated effect of knowledge-integration practices on the innovation of project services while our study concentrates on KM practices and service delivery at Oxfam international therefore the findings cannot apply in our study area
Wolff, Kühl and Satzger (2018)	KM practices and performance of IT companies	Decision making is used to decide on which delivery alternatives the organization can follow in ensuring that the business remains competitive. Through decision making the organization can to able to provide	This study concentrated on System-Orientation of firms and Service Delivery while our study concentrates on KM practices and service delivery at Oxfam international therefore the findings cannot apply in our study area
Iyamu and Mkhomazi (2018)	KM and organisational performance	There was a statically significant positive link between perception of high adoption of the	This study concentrated on KM practices effects on perception of high organization performance

		KM practices and perception of high organization performance.	while our study concentrates on KM practices and service delivery at Oxfam international therefore the findings cannot apply in our study area

2.5 Conceptual Framework

This concept refers to written diagram that is used to vividly explain how the study variable relates (Miles & Huberman, 1994). Key factors, concept, and the relationship between them are related. It highlights how study variable relate (dependent and independent variables). This study explained the relationship between service delivery as dependent variable and knowledge management practices as independent knowledge management practices as independent

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┌─────────────────────────┐                    ┌─────────────────────────┐
│  Independent Variables  │                    │   Dependent Variable    │
└─────────────────────────┘                    └─────────────────────────┘

┌───────────────────────────────┐
│  Knowledge creation           │
│                               │
│      x   Skills               │
│      x   Brainstorming        │──────┐
│      x   Bench making         │      │
└───────────────────────────────┘      │
                                        │
┌───────────────────────────────┐      │         ┌───────────────────────────────┐
│  Knowledge sharing            │      │         │  Service Delivery             │
│                               │      │         │                               │
│      x    Knowledge transfer  │──────┤────────▶│      x   Efficiency           │
│      x   Timeframe            │      │         │      x   Completion time      │
│      x   Feedback             │      │         │      x   Completion          │
└───────────────────────────────┘      │         │          quality             │
                                        │         │      x   User satisfaction    │
┌───────────────────────────────┐      │         └───────────────────────────────┘
│  Knowledge application        │      │
│                               │      │
│      x    Decision making     │──────┤
│      x   Problem solving      │      │
└───────────────────────────────┘      │
                                        │
┌───────────────────────────────┐      │
│  Knowledge storage            │      │
│                               │      │
│      x   Organization repository,. │──┘
│      x   Internal storage bin.│
│      x   Interpersonal bins.  │
└───────────────────────────────┘
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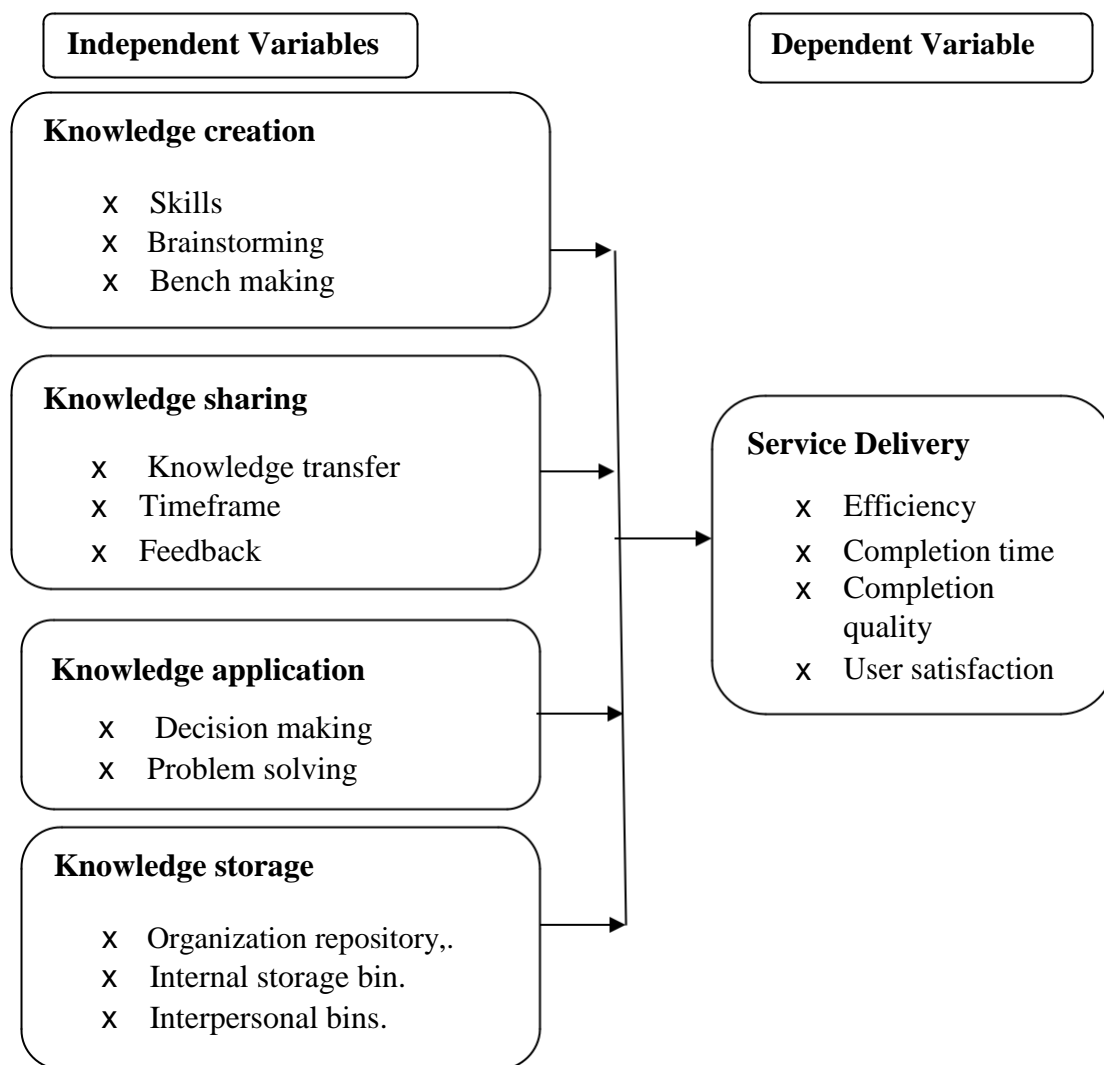*Figure 2. 1: Conceptual Framework*
Source: Author, 2018

3.1 Introduction

This chapter focuses on how the study was done. Bennett, Chekaluk and Batchelor, (2016) indicates that research methodology is a principle that guides the research study. It addresses the research design adopted in carrying out the study, the respondents that was selected, methods of data collection and analysis.

3.2 Research Design

According to Kothari, (2004), research design involves selection of, research sites and data collection procedures in answering the research questions of the study. The study used descriptive research design. This research design describes data and the features relating to a population under study and hence it was ideal in this study because it was easier to describe the influence of knowledge management on the organizational performance. This research design helps to answer who, what, where, when and how questions (Mugenda, 2003).

3.3 Target Population

Yin (2017) defined population as a group of items or observations that the study is interested on. The target population was 65 management staff working at Oxfam international headquarters in Nairobi. The target was therefore management staff working under human resource department, finance department, program directors and thematic leaders. In each department the study targeted managers, head of department and operating staff. The target population was therefore 65 staff of Oxfam international headquarters.

Table 3. 1 Target Population

Department	Population
Human resource	15
Program Directors	25
Thematic Leaders	11
Finance	14
Total	**65**

Source; Oxfam international HR manual (2018)

3.4 Sample Size

Sample is selection of representative items to represent the whole population. The population is less than 200; the study therefore used census to determine the sample size. Mugenda and Mugenda (2003) advocates that a census is effective in determining the sample size of less

than 200. The sample size of the study was therefore 65 management staff of Oxfam international headquarters in Nairobi. The study concentrated on the managers and head of the department to give information of knowledge management policies and operation staff to highlight the effect of those KM practices on their service delivery.

3.5 Data Collection Instruments

A quantitative and qualitative technique was used for data collection. The respondents were management in all the Oxfam. Creswell (2018) defines data collection as a means of obtaining information from selected target population. The study used primary data which was collected by use of semi-structures questionnaires comprising: Likert type scales ranging from 1-5. The study used close-ended questions which provided more structured responses to facilitate tangible recommendations. This was done in order to enhance its validity and accuracy of data to be collected for the study. The Questionnaire was administered to the respondents via drop and pick method. Questionnaire refers to an inquiry to collect and find answers to a given questions (Cresw Kaushal & Singh, 2017). This

3.6 Data Collection Procedures

Before conducting field work, a research permit was obtained from National Commission for Science, Technology and Innovation (NACOSTI) to carry out research. This study collected primary data from the field using a structured questionnaire that contained both open and close ended questions. Questionnaire was basically used because it is easily coded and interpreted. The questionnaire included demographic information of the respondents and Five Point Likert scale to explain the extent of agreement in each of the study variables.

3.7 Validity and Reliability of Research Instruments

3.7.1 Validity of the Instruments

Validity refers to the extent which the items measure what they are established to measure. According to Hair and Lukas (2014) the validity of a questionnaire refers to the extent to which it measures what it claims to measure. The piloted questionnaire was scrutinized to vet out unclear and ambiguous phrases, then reworded to ensure its validity. This ensured that the questionnaire administered for the final study was capable of eliciting the information required for this study. The study also determined the content and construct validity. Questionnaire was given to the agency managers to ascertain the validity of the designed research instruments. Supervisors also were given set of questionnaire to verify the

same. At the end of the review process, the questionnaires deemed to be invalid were completely removed from the questionnaires.

3.7.2 Reliability of the Instruments

Reliability in a study finding refers to consistent outcomes, whenever the same test is done again and again. The data from the pilot test was analyzed using Cronbach's alpha ( ) which determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. The Cronbach's alpha ( ) indicates the extent to which the set of research instruments are reliable making it appropriate for the study (Yin, 2017). A coefficient value of above 0.7 implies that the research instruments the questionnaire is reliable thus appropriate for use in this study (Neuman, 2013).

3.8 Data Analysis

The data that was collected was examined, edited and analysed to establish its accuracy, completeness, consistency and usefulness. The process of analysing available data involved systematically searching, arranging, organizing and breaking the data into manageable units, synthesizing and looking for patterns among the variables for the purposes of interpretation and further content analysis. According to Weber (1990) content analysis for qualitative data involves breaking the language used in large texts into smaller units that make meaning without altering the intended original meaning.

The collected data was analysed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. The influence of knowledge management practices on service delivery at Oxfam International, Kenya was established through regression analysis. The below model was adopted:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 + \epsilon_4 +$

Where: - Y = service delivery

X_1 = Knowledge creation

X_2 = Knowledge sharing

X_3 = Knowledge application

X_3 = Knowledge storage

β_0 = Intercept,

β_1 = Beta coefficient and

ϵ = error term.

3.9 Ethical Considerations

The researcher adhered to ethical standard of research work. The researcher submitted a formal letter seeking permission to carry out the research; this explained the purpose and objective of carrying out the research. The researcher sought the respondent consent before research work begin which confirmed that the information was confidential and for education purpose only

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study on the effect of knowledge management practices on service delivery at Oxfam International, Kenya. The knowledge management practices selected were knowledge creation, knowledge sharing knowledge application and knowledge storage. The respondents were the project management staff who consisted of a total of 65 respondents. The data was analyzed using both descriptive and inferential statistics with the aid of SPSS. The findings are as presented in the following sections.

4.1.1 Response Rate

Out of the 65 respondents sampled for the study, 60 of them completed the questionnaires and presented them for analysis. This represents a response rate of 92.31%. This rate is statistically significant and representative according to Mugenda and Mugenda (2003) who indicated that the response rate of half is sufficient for investigations and revealing, a 60% rate is by and large great while a 70% rate of response is magnificent. This is presented in the table below;

Table 4.1: Response Rate

Response rate	Frequency	Percentage
Response	60	92.31
Non-Response	5	7.69
Total	**65**	**100**

Source: Field data, 2019

4.1.2 Reliability Test

The study conducted a pilot study which was used to test reliability of the study instruments by assessing the consistency of data arising from the use of the study research method. A Cronbach Alpha was used to measure reliability of the research questionnaires. The Cronbach findings were as shown in Table 4.2.

Table 4.1: Reliability Test

Variable	Number of Coefficient	Cronbach Alpha
Knowledge creation	5	0.821
Knowledge sharing	5	0.791
Knowledge application	5	0.830
Knowledge storage	5	0.826
Average		0.817

Source: Field data, 2019

The study indicated that knowledge creation as a knowledge management practice had a Cronbach Alpha of 0.821, knowledge sharing had a coefficient of 0.791, and knowledge application had a coefficient of 0.830 while for knowledge storage it was 0.826. Since the Cronbach alpha coefficients were all more than 0.7 the data collection instruments were deemed statistically reliable to collect data for the study.

4.2 Demographic Data

The study assessed the demographic background of the respondents in Oxfam International, Kenya based on their department, designation, gender, level of education and work experience of the respondents. The findings were as presented below;

4.2.1 Department and Designation

The study established that 25% of the respondents from the finance department, 35% were from the project management department, 15% from administration, 13% from procurement and logistics department and 12% from human resources department. The study further indicated that the respondents ranged from human resource managers, program directors, thematic leaders and finance managers at the Oxfam International Head Office.

4.2.2 Gender of Respondents

The study sought to assess the gender distribution of respondents. The findings were as presented in the figure below;

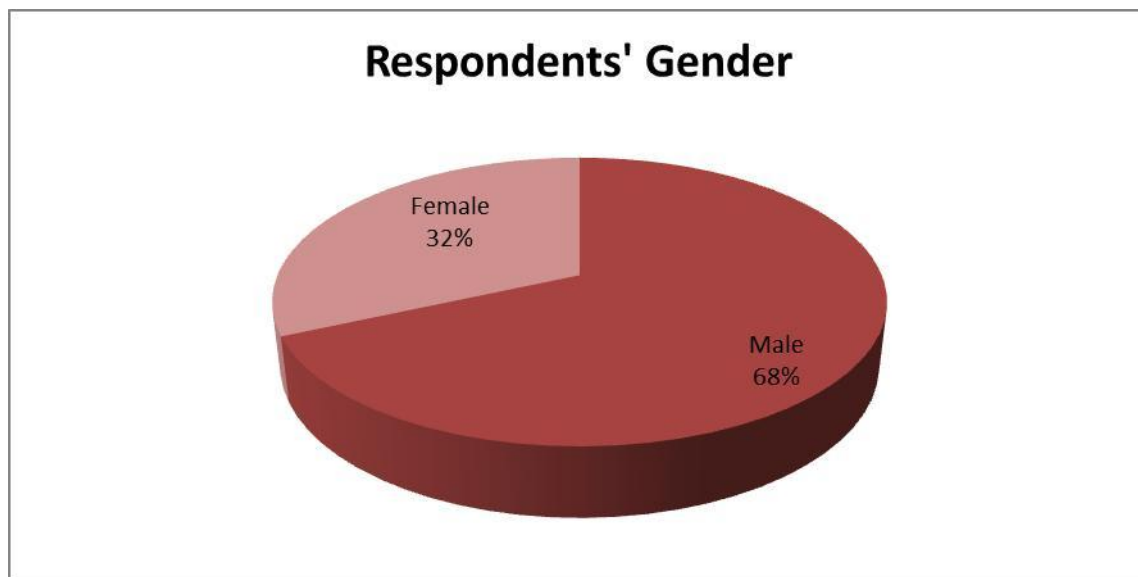

Figure 4.1: Gender of Respondents
Source: Field data, 2019

The study established that 68% of the respondents at Oxfam international were male while 32% were female. This indicates that majority of the management staff at the international

non-governmental organization are male. The study however included either in sourcing for data and subsequent analysis.

4.2.3 Level of Education

The study assessed the education level of the respondents ranging from certificate to doctorate qualifications. The findings were as presented below;

Table 4.3: Education level of Respondents

Education Level	Frequency	Percentage
Certificate	3	5
Diploma	7	11.67
Degree	13	21.67
Masters	5	8.33
Doctorate	2	3.33
Total	60	100

Source: Field data, 2019

The study established that 5% of the respondents were certificate holders, 11.67% were diploma holders, 21.67% were undergraduate degree holders, 8.33% were masters graduates while 3.33% were doctorate degree holders. This indicates that most of the management staffs at Oxfam International in Kenya were bachelor s degree graduates. This shows that most of the management staff were significantly knowledgeable and qualified to perform their roles at various levels.

4.2.4 Work Experience

The study further assessed the work experience among the respondents. The findings were as presented in the graph below;

It was established that 12% of the respondents had less than 5 years of work experience, 38% had an experience of between 6 and 10 years, 20% had between 11 and 15 years work experience while 30% had an experience of more than 20 years. This indicates that most of the respondents had more than 5 years of work experience which was significantly long to enable them discharge their duties effectively and efficiently and also respond accordingly to the study questions.

4.3 Descriptive Findings

4.3.1 Knowledge Creation Practices

The respondents were asked to indicate the extent to which each of the statements on knowledge creation practices influences service delivery at Oxfam International using a scale of 1-5 where 1- Not at all, 2-To a less extent, 3- to a moderate extent, 4-To a great extent, 5- To a very great extent. The findings were as presented below;

Table 4.4 Knowledge Creation Practices

Knowledge Creation Statements	Mean	Std. Dev
Our employees obtain a good extent of new knowledge from external sources (e.g. through seminars, conferences, educational courses, subscription journals, expert networks).	3.91	0.801
Our employees obtain a good extent of new knowledge from business partners (e.g. suppliers, clients).	3.89	0.822
Our employees exchange knowledge with their co-workers.	3.56	0.901
In their work, our employees rely on written sources (e.g. previously implemented projects documentation, organizational procedures,	3.77	0.864
Our employees share their knowledge through formal procedures (e.g. project reports, organizational procedures and instructions, reports and company publications).	4.11	0.831
Employees in our organization consider their knowledge as an organizational asset and not their own source of strength	3.41	0.711
The general management/leadership motivates employees to engage in formal education systems to achieve a higher level of education.	3.55	0.776
The general management/leadership motivates employees to engage in informal education systems (e.g. seminars, courses	3.66	1.455
Our employees share their knowledge orally at meetings or informal gatherings (e.g. during lunch, in the hallway	4.01	1.371
Our employees rely on experience, skills and knowledge in their work,	3.81	0.677

Source: Field data, 2019

The respondents agreed to a large extent that Oxfam employees obtain a good extent of new knowledge from external sources, the employees obtain a good extent of new knowledge

from business partners, the employees exchange knowledge with their co-workers, in their work, the employees rely on written sources, the staff share their knowledge through formal procedures, employees in the organization consider their knowledge as an organization asset and not their own source of strength, the general management motivates employees to engage in formal education systems to achieve a higher level of education, the leadership motivates staff to engage in information education systems, the organization staff share their knowledge orally at meetings or information gathering and the employees relay on experience, skills and knowledge in their work as indicated by a mean of 3.91, 3.89, 3.56, 3.77, 4.11, 3.41, 3.55, 3.66, 4.01 and 3.81 respectively. This indicates that the NGO embraced knowledge creation as a knowledge management practice to a significant extent through capacity building of staff via both formal and informal sources, sharing knowledge internally and from internal sources.

4.3.2 Knowledge Sharing Practices

The study further sought to establish the practices used by the firms to enhance exchange and flow of knowledge among staff in the organization. 57% of the respondents indicated that employee groupings, formal/informal meetings, seminars and workshops, personal interaction and emails were the main practices of knowledge sharing while 33% of them indicated that best practice database, brainstorming and job interaction while 10% indicated that the departments and organization shared knowledge through notice boards and suggestion boxes at the organization. This indicates that the firm relied on both formal and informal mechanisms for knowledge sharing.

The respondents were further asked to indicate the extent to which they agreed or disagreed with the following statements on knowledge sharing at Oxfam International on a scale of 1-5 where Strongly agree = 5; Agree = 4; No opinion = 3; Disagree = 2; strongly disagree = 1. The findings were as presented below;

Table 4.5: Knowledge Sharing

STATEMENT	Mean	Std. Dev
I regularly share my experiences with my colleagues	2.77	0.817
Staff meetings are normally held	3.04	0.901
New employees are normally taken through an orientation program	3.91	0.688
Seminars are normally held for employees	3.66	0.719
Members of staff are usually rotated in various functions	2.79	0.811

Source: Field data, 2019

The study established that to a moderate extent the employees shared their experiences with

their colleagues, staff meetings are normally held and that members of staff are usually rotated in various functions as indicated by a mean of 2.77, 3.04 and 2.79 respectively. The respondents to a great extent agreed that new employees are normally taken through an orientation program and seminars are normally held for employees as indicated by a mean of 3.91 and 3.66 respectively. This indicates that the firm embraced knowledge sharing to a significant extent through sharing of experiences, meetings, orientation programs, seminars and rotation.

The study respondents were further asked to indicate the extent to which each of the statements describes knowledge sharing in the international non-governmental organization on a scale of 1-5 where 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent. The findings were as indicated below;

Table 4.6: Knowledge Sharing and Service Delivery

Knowledge Sharing Statements	Mean	Std. Dev
There is a willingness to share lessons learned in my group	3.36	0.831
In my group, lessons learned from projects, both successful and unsuccessful, are considered valuable	4.02	0.649
Activities associated with lessons learned (from capturing to using) are recognized and /or rewarded in my organization	3.56	0.771
Successful instances of sharing lessons learned are consistently publicized throughout my organization	3.52	0.901
In my department, lessons learned are shared routinely with fellow teammates and members of the organization	2.99	1.511
In our organization, there is a general inclination to cooperation and exchange of experience among employees.	2.81	0.801
The general management/leadership of our organization promotes	3.04	0.822

Source: Field data, 2019

The respondents to a moderate extent indicated that there is willingness to share lessons learned in my group, among the departments the lessons learned are consistently publicized throughout the organization, in the organization there is a general inclination to cooperation and exchange of experience among employees and the general management/leadership of the organization promotes knowledge sharing as indicated by a mean of 3.36, 2.99, 2.81 and 3.04 respectively. The respondents in their groups, lessons learned from projects, both successful and unsuccessful are considered valuable, activities associated with lessons learned are recognized and/or rewarded in the organization and that successful instance of sharing lessons learned are consistently publicized throughout the organization as indicated by a mean of 4.02, 3.56 and 3.52 respectively. The study generally significantly agreed that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons,

cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned.

4.3.3 Knowledge Application

The respondents were further asked to indicate the extent to which the following statements on knowledge application and service delivery at Oxfam International in Kenya on a likert scale of 1-5 where 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent. The findings were as tabulated below;

Table 4.7: Knowledge Application

Knowledge Application	Mean	Std. Dev
Organization leadership has pioneered and driven KM adoption and use	2.71	0.719
The NGO treats all information received from any source and benefit from it.	3.56	0.694
Employees don t face difficulty in applying work methods they have been trained on.	3.51	0.817
There is always a follow up to ensure that subordinates use and apply method gained during training courses.	2.59	0.774
In our organization , IT software in Knowledge management helps in improving service delivery	3.61	0.701
With IT facilities in our organization knowledge applications becomes easy and makes organizations activities more productive	3.77	0.627
In our organization we have IT infrastructure for effective application of knowledge	3.65	0.814
In our organization we covert personal knowledge into organizational knowledge	3.08	0.854
There is a KM training program in our organization	3.01	0.901
There are continuous improvements as a result of KM application.	3.56	0.617
There is a KM strategy in the organization	3.88	0.761
KM has yielded efficient processes	3.91	0.714
IT used in KM has supported worker s needs	3.59	0.822

Source: Field data, 2019

The study established that to a moderate extent Oxfam International leadership has pioneered and driven by knowledge management adoption and use, there is always a follow up to ensure that subordinates use and apply method gained during training courses, in the organization they convert personal knowledge into organizational knowledge and there is a knowledge management training program in the organization as indicated by a mean of 2.71, 2.59, 3.08 and 3.01 respectively. The respondents agreed to a great extent that the NGO treats all information received from any source and benefit from it, employees don t face difficulty in applying work methods they have been trained on, in the organization IT software in knowledge management helps in improving service delivery, with IT facilities in the organization knowledge applications become easy and makes organization activities more productive, the NGO has IT infrastructure for effective application of knowledge, there is continuous improvement as a result of knowledge management application, there is a knowledge management strategy in the organization, KM has yielded efficient processes and IT used in KM has supported workers needs as indicated by a mean of 3.56, 3.51, 3.61, 3.77, 3.65, 3.56, 3.88, 3.91 and 3.59 respectively. This indicates that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff.

4.3.4 Knowledge Storage

The respondents were further asked to indicate the extent to which each of the statements describes the level of knowledge storage at Oxfam International and how it affects service delivery on a scale of 1-5 where 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent. The findings were as tabulated below;

Table 4.8: Knowledge storage and Service Delivery

Knower Storage Statements	Mean	Std. Dev
In my organization, employees document lessons learned from projects	3.36	0.801
Documenting lessons learned from projects is required in my organization	3.31	0.855
There exists a classification scheme exist for categorizing lessons learned by project type, problem type, subject area, etc.	2.91	0.678
I found it easy to use the classification scheme for documenting lessons learned	3.61	0.901
There is a structured format, such as templates / forms, to follow when documenting lessons learned	3.43	0.822
The structured format helps me capture the key points of lessons	3.77	0.677

learned that I documented			
Training / instruction on using the structured format for documenting lessons learned is available to me	3.56	0.599	

Source: Field data, 2019

The respondents agreed to moderate extent that in the organization, employees document lessons learned from projects, documenting lessons learned from projects if required in the organization, there exists a classification scheme for categorizing lessons learned by project type subject area etc, there is a structured format, such as templates/forms and to follow when documenting lessons learnt as indicated by a mean of 3.36, 3.31, 2.91 and 3.43 respectively. The respondents agreed to a great extent that they found it easy to use the classification scheme for documenting lessons learned, the structured format helps them capture the key points of lessons learned that they documented and that training/instruction on using the structured format for documenting lessons learned is available for them as indicated by a mean of 3.61, 3.77 and 3.56 respectively. The study therefore indicated that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation.

4.4 Inferential Statistics

The study used regression analysis to establish the relationship between the independent and dependent variables of the study. The findings of Model Summary, ANOVA and Coefficient of Regression were as indicated in the following sections.

4.4.1 Model Summary

The findings of coefficient of correlation and coefficient of determination are as shown in Table 4.9.

Table 4.9: Model summary

Model	R	R square	Adjusted r square	Std. Error of the estimate
1	.811[a]	.846	.851	1.61331

    a. Predictors: (constant), knowledge creation, knowledge sharing, knowledge application and knowledge storage

Source: Field data, 2019

The study shows that coefficient of correlation R of 0.811 an indication of strong of correlation between the variables. The adjusted R^2 was 0.851 which implies that 85.1% of the variation in service delivery was accounted for by the four independent variables which include: knowledge creation, knowledge sharing, knowledge application and knowledge

storage. The residual of 14.9% can be explained by other variables not incorporated in the current study.

4.4.2 ANOVA

An ANOVA was conducted at 95% level of significance. The findings of F Calculated and F Critical are as shown in Table 4.10.

Table 4.10: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	816.231	10	81.6231	19.060	.000[b]
Residual	214.121	50	4.2824		
Total	1030.352	60			

    a. Dependent variable: Service delivery

    b. Predictors: (constant), knowledge creation, knowledge sharing, knowledge application and knowledge storage)

Source: Field data, 2019

It was established that the study had F Calculated of 19.060 and F Critical was 5.8713, this show that of F Calculated > F Critical an indication that the overall regression model was significant for the study. The p value was 0.00<0.05 an indication that at least one independent variable significantly influenced the service delivery at Oxfam International, Kenya.

4.4.3 Regression Coefficient

The study used a regression coefficient to establish the effect of individual variables of knowledge management practices on service delivery at Oxfam International. The findings are indicated in Table 4.11.

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Table 4.11: Regression Coefficient

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
(constant)	6.134	1.08		2.213	.000
Knowledge creation	0.811	.042	.526	2.366	.000
Knowledge sharing	0.840	.038	.175	3.712	.000
Knowledge application	0.861	.075	.499	2.539	.000
Knowledge storage	0.801	.083	.487	2.410	.000

    a. Dependent variable: Service Delivery

Source: Field data, 2019

$Y = 6.134 + 0.811X_1 + 0.8.40X_2 + 0.861X_3 + 0.801X_4$

Whereby: Y = Service delivery at Oxfam

International X_1 = Knowledge creation

X_2 = Knowledge sharing

X_3 = Knowledge application

X_4 = Knowledge storage

Table 4.11 indicates that all variables held constant, service delivery would be at 6.134 this indicates that service delivery at the organization can still take place without the influence of the stated variables. The variable coefficients indicate that the relationship between knowledge management practices identified and service delivery was positive and significant. These findings are similar to those by Wolff, Kuhl & Satzger (2018) who on their study on effects of knowledge management practices on performance of IT companies in German established that knowledge creation, sharing, transfer, application and storage significantly influenced performance of an organization.

The p values of all the independent variables which include knowledge creation, knowledge sharing, knowledge application and knowledge storage were 0.000<0.05 an indication that the variables significantly influenced service delivery at Oxfam International In Kenya. This is supported Sawe (2017) who in their study on knowledge management practices and service delivery and concluded that knowledge management practices are critical for efficient and effective service delivery.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the study as presented and discussed in the previous chapter. The study conclusions and recommendations are enumerated based on the findings; suggestions for further studies are also provided.

5.2 Summary of the Findings

The study sought to establish the effect of knowledge management practices on the service delivery at Oxfam International in Kenya. The study sought to establish the effect of knowledge creation, knowledge sharing, knowledge application and knowledge storage on service delivery at Oxfam International. The target population was 65 management staff at the organization head offices in Nairobi. The response rate was 92.31% with 60 questionnaires sufficiently completed and submitted and hence used for analysis. Both descriptive and inferential statistics were used to analyze and present data.

5.2.1 Knowledge Creation and Service Delivery

The study established that knowledge creation positively and significantly influenced service delivery at Oxfam International. The study established that to a large extent that Oxfam employees obtain a good extent of new knowledge from external sources, the employees obtain a good extent of new knowledge from business partners, the employees exchange knowledge with their co-workers, in their work, the employees rely on written sources, the staff share their knowledge through formal procedures, employees in the organization consider their knowledge as an organization asset and not their own source of strength, the general management motivates employees to engage in formal education systems to achieve a higher level of education, the leadership motivates staff to engage in information education systems, the organization staff share their knowledge orally at meetings or information gathering and the employees relay on experience, skills and knowledge in their work. This indicates that the NGO embraced knowledge creation as a knowledge management practice to a significant extent through capacity building of staff via both formal and informal sources, sharing knowledge internally and from internal sources.

5.2.2 Knowledge sharing and Service Delivery

The study found out that knowledge sharing significantly influenced service delivery at Oxfam. The study established that to a moderate extent indicated that there is willingness to

share lessons learned in my group, among the departments the lessons learned are consistently publicized throughout the organization, in the organization there is a general inclination to cooperation and exchange of experience among employees and the general management/leadership of the organization promotes knowledge sharing. The respondents in their groups, lessons learned from projects, both successful and unsuccessful are considered valuable, activities associated with lessons learned are recognized and/or rewarded in the organization and that successful instance of sharing lessons learned are consistently publicized throughout the organization. The study generally significantly agreed that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned.

5.2.3 Knowledge Application and Service Delivery

The study pointed out knowledge application positively influenced service delivery at Oxfam International. The study established that to a moderate extent Oxfam International leadership has pioneered and driven by knowledge management adoption and use, there is always a follow up to ensure that subordinates use and apply method gained during training courses, in the organization they convert personal knowledge into organizational knowledge and there is a knowledge management training program in the organization. The respondents agreed to a great extent that the NGO treats all information received from any source and benefit from it, employees don t face difficulty in applying work methods they have been trained on, in the organization IT software in knowledge management helps in improving service delivery, with IT facilities in the organization knowledge applications become easy and makes organization activities more productive, the NGO has IT infrastructure for effective application of knowledge, there is continuous improvement as a result of knowledge management application, there is a knowledge management strategy in the organization, KM has yielded efficient processes and IT used in KM has supported workers needs. This indicates that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff.

5.2.4 Knowledge Storage and Service Delivery

The study established that knowledge storage significantly influenced service delivery at Oxfam International. The study established that The respondents agreed to moderate extent that in the organization, employees document lessons learned from projects, documenting

lessons learned from projects if required in the organization, there exists a classification scheme for categorizing lessons learned by project type subject area etc, there is a structured format, such as templates/forms and to follow when documenting lessons learnt. The respondents agreed to a great extent that they found it easy to use the classification scheme for documenting lessons learned, the structured format helps them capture the key points of lessons learned that they documented and that training/instruction on using the structured format for documenting lessons learned is available for them. The study therefore indicated that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation.

5.3 Conclusion

The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya.

The study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned.

It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff.

It was further concluded that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation.

5.4 Recommendations

The study recommends that the management of the NGO should invest more in modern technology, knowledge application, storage and dissemination.

The organization needs to improve the capacity of its human resource to enhance their ability to learn, share, apply, store and disseminate knowledge.

The study recommends that the organization should have an improved system for knowledge storage to avoid plagiarism and loss of copyright.

5.5 Suggestions for Further Studies

The study recommends a similar study to be carried out by use of secondary data. The current study had a coefficient of adjusted R^2 of 0.851 and a residual of 14.9% which can be explained by other variables beyond the scope of the current study that future scholars should

focus on. The main objective of the study was to establish the effect of knowledge management practices on the service delivery at Oxfam International, future scholars should carry out similar study in other sectors or entities.

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APPENDICES

Appendix I: Letter of Introduction
Re: Research Study

I am an MBA student from Kenyatta University, undertaking research on the
KNO LEDGE MANAGEMEN PRAC ICES AND SER ICE DELI ER A O FAM INTERNATIONAL, KENYA I therefore request to be granted permission to carry out the study in the attached list of selected departments in your organization.

Yours Faithfully

Daisy Chebet

APPENDIX II: QUESTIONNAIRE

My name is DAISY. I am carrying out a research for my Master studies at Kenyatta University. The title of my research work is KNOWLEDGE MANAGEMENT PRACTICES AND SERVICE DELIVERY AT OXFAM INTERNATIONAL, KENYA .

I am hereby requesting you to assist me in completing this questionnaire in order to achieve the research objective. The Information collected from this questionnaire will be handled with high confidentiality and will strictly be used for academic purposes by the researchers. This questionnaire consists of two (2) parts, Part A and B.

PART A: BACKGROUND INFORMATION OF THE RESPONDENT

Please select the correct answer by ticking () appropriately in the provided spaces;

1. Department   ..

2. Designation

3. Gender (Tick one only)

Male ( )   Female (   )

4. Level of education (Tick only the highest level achieved)

   i. Certificate   ( )
  ii. Diploma   ( )
 iii. Degree   ( )
 iv. Masters   ( )
  v. Doctorate and Higher ( )

5. Work experience (Tick one only)

   i. 1   5 yrs.   (   )
  ii. 6   10 yrs.   (   )
 iii. 11   15 yrs.   (   )

iv. 20 yrs. and above   (   )

SECTION B; KNOWLEDGE CREATION PRACTICES

Please indicate the extent to which each of the statements describes what happens in your company. Tick the appropriate cell or box against each statement. The numbers represent the following levels; 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent.

Knowledge Creation Statements	1	2	3	4	5
Our employees obtain a good extent of new knowledge from external sources (e.g. through seminars, conferences, educational courses, subscription journals, expert networks).					
Our employees obtain a good extent of new knowledge from business partners (e.g. suppliers, clients).					
Our employees exchange knowledge with their co-workers.					
In their work, our employees rely on written sources (e.g. previously implemented projects documentation, organizational procedures,					
Our employees share their knowledge through formal procedures (e.g. project reports, organizational procedures and instructions, reports and company publications).					
Employees in our organization consider their knowledge as an organizational asset and not their own source of strength					
The general management/leadership motivates employees to engage in formal education systems to achieve a higher level of education.					
The general management/leadership motivates employees to engage in informal education systems (e.g. seminars, courses					
Our employees share their knowledge orally at meetings or informal gatherings (e.g. during lunch, in the hallway					
Our employees rely on experience, skills and knowledge in their work,					

SECTION C KNOWLEDGE SHARING PRACTICES

(These are practices that enhance exchange and flow of knowledge among staff in the organization).

i. In your department/organization knowledge is shared through (Tick multiple answers if possible)

Employee ( ) groupings	Formal/ informal ( ) meetings	Seminars/ ( ) workshops	Others, Please Specify
Best practice ( ) database	Brainstorming ( )	Job rotation ( )	
Emails ( )	Personal interaction ( )	Notice boards ( )	

ii. Please indicate with a tick (ü) the extent to which you agree or disagree with the statements on knowledge sharing in the following table using the scales provided. Instructions. Strongly agree = 5; Agree = 4; No opinion = 3; Disagree = 2; strongly disagree = 1

NO	STATEMENT	5	4	3	2	1
1	I regularly share my experiences with my colleagues					
2	Staff meetings are normally held					
3	New employees are normally taken through an orientation program					
4	Seminars are normally held for employees					
5	Members of staff are usually rotated in various functions					

iii. Please indicate the extent to which each of the statements describes what happens in your organization. Tick the appropriate cell or box against each statement. The numbers represent the following levels; 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent.

Knowledge Sharing Statements	1	2	3	4	5
There is a willingness to share lessons learned in my group					
In my group, lessons learned from projects, both successful and unsuccessful, are considered valuable					
Activities associated with lessons learned (from capturing to using) are recognized and /or rewarded in my organization					
Successful instances of sharing lessons learned are consistently publicized throughout my organization					
In my department, lessons learned are shared routinely with fellow teammates and members of the organization					
In our organization, there is a general inclination to cooperation and exchange of experience among employees.					
The general management/leadership of our organization promotes					

SECTION D: KNOWLEDGE APPLICATION

Please indicate the extent to which each of the statements describes what happens in your organization. Tick the appropriate cell or box against each statement. The numbers represent the following levels; 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent.

Knowledge Application	1	2	3	4	5
Organization leadership has pioneered and driven KM adoption and use					
The hotel treats all information received from any source and benefit from it.					
Employees don t face difficulty in applying work methods they have been trained on.					
There is always a follow up to ensure that subordinates use and apply method gained during training courses.					

In our organization , IT software in Knowledge management helps in improving service delivery					
With IT facilities in our organization knowledge applications becomes easy and makes organizations activities more productive					
In our organization we have IT infrastructure for effective application of knowledge					
In our organization we covert personal knowledge into organizational knowledge					
There is a KM training program in our organization					
There are continuous improvements as a result of KM application.					
There is a KM strategy in the organization					
KM has yielded efficient processes					
IT used in KM has supported worker s needs					

SECTION E: KNOWLEDGE STORAGE

Please indicate the extent to which each of the statements describes what happens in your organization. Tick the appropriate cell or box against each statement. The numbers represent the following levels; 1- Not at all, 2-To a less extent, 3-To a moderate extent, 4-To a great extent, 5-To a very great extent.

Knower Storage Statements	1	2	3	4	5
In my organization, employees document lessons learned from projects					
Documenting lessons learned from projects is required in my organization					
There exists a classification scheme exist for categorizing lessons learned by project type, problem type, subject area, etc.					
I found it easy to use the classification scheme for documenting lessons learned					
There is a structured format, such as templates / forms, to follow when documenting lessons learned					
The structured format helps me capture the key points of lessons learned that I documented					
Training / instruction on using the structured format for documenting lessons learned is available to me					
Others ..					

Do you believe knowledge application is critical in your organization ?

Yes [ ] No [ ]
Kindly explain?

....
....

Appendix III: Research Authorization from Kenyatta University

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/27084/2015

DATE: 3rd July, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR DAISY CHEBET – REG. NO. D53/OL/CTY/27084/2015.

I write to introduce Daisy Chebet who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Daisy intends to conduct research for a M.B.A Project Proposal entitled, Knowledge Management Practices and Service Delivery at Oxfam International, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL

AM/Inn

Appendix IV: Approval of Research Project from Kenyatta University

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 3rd July, 2019

TO: Daisy Chebet
C/o Business Administration Dept.

REF: D53/OL/CTY/27084/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 26th June, 2019 approved your Research Project Proposal for the M.B.A Degree Entitled, "Knowledge Management Practices and Service Delivery at Oxfam International, Kenya"

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation and Kenyatta University Management.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Reuben Njuguna
   C/o Department of Business Administration
   Kenyatta University

AM/Inn

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Appendix IV: NACOSTI

National Commission for Science, Technology and Innovation

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 670191

Date of Issue: 16/March/2020

RESEARCH LICENSE

This is to Certify that Miss.. Daisy Chebet of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: KNOWLEDGE MANAGEMENT PRACTICES AND SERVICE DELIVERY AT OXFAM INTERNATIONAL, KENYA for the period ending : 16/March/2021.

License No: NACOSTI/P/20/4190

670191

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

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