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**KNOWLEDGE MANAGEMENT PRACTICE OF LOCAL AND
INTERNATIONAL NON-GOVNMENT ORGANIZATION:
COMPARATIVE ANALYSIS**

BY: HIRUT TIMERGA

JUNE, 2020

Addis Ababa, Ethiopia

**SAINT MARRY UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES
OF SAINT MARRY UNIVERSITY IN PARTIAL FULFILLMENT
FOR THE REQUIREMENTS FOR THE DEGREE OF MASTER
OF ARTS IN BUSINESS ADMINISTRATION**

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Table of Contents

| | |
|--|------|
| Declaration..... | vi |
| Acknowledgment | vii |
| Abstract | viii |
| List of Figures | x |
| Chapter one | 1 |
| 1. Introduction..... | 1 |
| 1.1. Statement of the problem | 2 |
| 1.2. General Objective | 4 |
| Specific objectives | 4 |
| 1.3. Scope and limitation of the study | 4 |
| 1.4. Significance of the Study | 5 |
| 1.5. Research Questions | 5 |
| 1.6. Organization of the study | 5 |
| 1.7. Operational Definition | 6 |
| Chapter Two..... | 7 |
| 2. Literature Review..... | 7 |
| 2.1. Overview of Knowledge | 7 |
| 2.1.2. Perspective on Knowledge | 8 |
| 2.1.2. Types of Knowledge | 9 |
| 2.2. The Concept of Knowledge Management | 10 |
| 2.2.1. Knowledge Management Perspective and culture | 11 |
| 2.2.2. Components of Knowledge Management | 12 |
| 2.3. Knowledge Management System | 14 |
| 2.4. Theoretical gap | 14 |
| 2.5. Conceptual Framework | 14 |
| Chapter Three..... | 16 |
| 3. Methodology | 16 |
| 3.1. Introduction | 16 |
| 3.2. Research Approach | 16 |
| 3.3. Target population | 16 |

| | |
|--|----|
| 3.4. Sampling Technique | 17 |
| 3.5. Sampling procedure..... | 17 |
| 3.6. Data collection Method | 18 |
| 3.6.1. Questionnaire | 18 |
| 3.6.2. Semi- structured interview | 19 |
| 3.7. Data Collection Procedure | 19 |
| 3.8 Ethical Consideration | 19 |
| 3.9. Data Analysis Procedure | 19 |
| Chapter Four | 20 |
| 4.Result and Discussion | 20 |
| 4.1. Background Information of Respondents..... | 20 |
| 4.2. The Existing status of Knowledge management and challenges | 21 |
| 4.3. Knowledge Management tool in local and International NGO | 29 |
| 4.4. Knowledge management (KM) practice in light of KM components..... | 31 |
| 4.3.1. Knowledge Generation | 32 |
| 4.3.2. Knowledge management practice of Codification | 34 |
| 4.3.3. Knowledge Sharing Practice | 37 |
| 4.3.4. Knowledge Utilization Practice..... | 40 |
| 4.5. Knowledge management contribution for Decision Making..... | 43 |
| 4.5.1. Knowledge generation practice for quality Decision..... | 44 |
| 4.5.2. Knowledge Codification Practice for quality Decision | 45 |
| 4.5.3. Knowledge Sharing Practice for Quality Decision | 48 |
| 4.5.4. Knowledge Utilization for quality Decision Making..... | 50 |
| 4.6. Discussion | 55 |
| 4.6.1. Knowledge Management practice in light of Decision making | 55 |
| Chapter Five..... | 57 |
| 5. Summary of major finding Conclusion and Recommendation | 57 |
| 5.1. Summary of major findings..... | 57 |
| 5.2. Conclusion | 59 |
| 5.3. Recommendation..... | 61 |
| 5.4. Recommendation Future Research | 62 |
| Reference | 64 |
| Appendix | 66 |

Declaration

This is to certify that Hirut Timerga has carried out a thesis on the topic entitled “Knowledge Management Practice of Local and International Non-Government Organizations: Comparative Analysis” In my opinion this thesis is suitable for the submission in partial fulfillment of the requirement for the awarded of Masters of Business degree in Business Administration.

Hirut Timerga _____

Signature _____

Date _____

Advisor: _____

Signature _____

Date _____

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Abstract

This study examined the comparative analysis of knowledge management practice in particular emphasis save the children international and three selected Local non-government organizations. The study was considered key problems in the area of knowledge management practice, challenges, tools to manage knowledge management, utilization levels of the selected organizations and comparative analysis of international and the three selected local NGO's. The objective of this study was to identify the main challenges in the area of knowledge management, the tool that help to manage the knowledge, identify the level of knowledge management utilization and to make comparative analysis of one international and three selected local NGO's. The study used both quantitative and qualitative research methodology approach in order to achieve the research objectives and to answer research questions. Specifically, the researcher used the techniques survey to collect data from professional employees who were working in local NGO's and one International non-government organization. The researcher distributed 92 questionnaires by using Microsoft form thorough e-mail and 80(86.9%) was the response rate. In this study the researcher tried to look the knowledge management (KM) practice of the organizations by using KM components like generation, codification, sharing and utilization. The overall result of the study indicated that there is poor knowledge management culture in both local and international organization. The finding also indicates that 85% of participants of the study showed as they have challenge to manage knowledge in the organization. When we compare the two organizations the Local NGO's is in adequate status than international non- government organization. The result of the study also indicated as there is a poor culture of knowledge generation, codification, sharing and utilization culture in the organizations. When we relate Knowledge management practices with decision making the knowledge generation, codification and sharing were associated with decision making however, the knowledge utilization practice were not associated with the quality of decision making. The study concludes that, since knowledge management practice is very important for the improvement of quality decision, the development sectors need to provide due attention for the proper implementation of knowledge management practice in the organization.

Key words: *Knowledge management practice, knowledge generation, codification, utilization, organizational knowledge*

List of Tables

| | |
|--|----|
| Table 3. 1: Representation of the Sampling..... | 18 |
| Table 4. 1 Background information of the respondents..... | 20 |
| Table 4. 2 Knowledge management understanding of the respondent | 21 |
| Table 4. 3: Respondent Opinion about Knowledge Management | 22 |
| Table 4. 5:The current status of Knowledge management culture in the organization | 23 |
| Table 4. 6:: Challenge in the Knowledge Management practice of the organizations | 26 |
| Table 4. 7: Kind of challenges in the organization to implement Knowledge Management..... | 27 |
| Table 4. 8:The reason of not practicing Knowledge Management..... | 28 |
| Table 4. 9: Knowledge Generation Practice | 33 |
| Table 4. 11: Knowledge management practice of Codification | 34 |
| Table 4. 12: Knowledge Sharing Practice..... | 38 |
| Table 4. 13: Knowledge Utilization practice | 41 |
| Table 4. 14:Generation practice of Knowledge management in light of Decision making..... | 43 |
| Table 4. 15: Codification practice of Knowledge management in light of Decision making | 45 |
| Table 4. 16: The Sharing practice of Knowledge management in light of Decision making..... | 48 |
| Table 4. 17: Utilization practice of Knowledge management in light of Decision making | 50 |
| Table 4. 19:Chi-Square Tests Knowledge generation in light of decision making | 53 |

List of Figures

| | |
|--|----|
| Figure 2. 1: Nonaka 'S SCIE Model..... | 9 |
| Figure 2. 2.: Leavitt's Model Of Organizational Change: Developing A KM Culture..... | 12 |

Chapter one

1. Introduction

The study was investigated the knowledge management practice of non-governmental organization with the particular emphasis to save the children Ethiopia country office (international non-government organization) and three selected local non-government organizations. In developing countries, the practice of knowledge management is poor compared to developed countries. Save the Children Ethiopia country office and Local NGO's are organization which are located in developing countries. These organizations create huge amount of Knowledge created during the interaction from donor, supplier, beneficiaries etc.

In 21st century the world becomes more complex, increasing competitiveness from time to time, strategic use of the knowledge plays a very important role for the existence, growth and advancement in every sector of the economy. The management of knowledge requires people who create, transfer, handle store and use knowledge.

According to Malhab and Gulati (2003), knowledge management problems starts from individual in a given organization and passes at the level of the country in broader sense. There is the problem of managing knowledge resources even in developed countries. In these countries a number of knowledge workers have access a lot of information which the knowledge workers not organize in a systematic manner which will bring information overload result in unable to make evidence based decision making.

In developing countries, the majority of peoples in an organization do not have relevant information and cannot make accurate decision and initiate appropriate action. In these countries globalization brings amazing opportunities by the help of information technology revolution but there is challenging situation in countries. There is still suffering with the problem of providing access to education, health service and clean drinking water and hence working access to the world pool of knowledge may not get as due attention (Malhab and Gulati ,2003)

According to Cohen, 1990; Ismail and Yusof, (2012), the huge value of Knowledge that can be achieved in an organization is at the time of shared to increase the performance of job and encourage new knowledge creation.

As stated Ian (2002) the organization are mainly dependent on start use of knowledge resource. Knowledge is a big asset of the organizations resources and key competitiveness. Knowledge contributed a lot for the change of the organization and for the creation of wealth.

According to Robertson (2004) knowledge also important for the sustainability of a competitive advantage by thinking strategically managing knowledge creation and sharing process of organization need to understand the meaning of knowledge, how to create, share and use it effectively to develop and sustain competitive advantage. Therefore, these things are essential for all organization both the governmental and non-governmental organization.

Knowledge in organization is the accumulation of expertise getting in different endeavors and employees use during the execution of their tasks. It is produced and stored by in the minds of the individual minds in the form of tacit and documented in the business process of the organization system. Non-government organizations (NGO's) focused with humanitarian Aid and social development face a paradox concerning the production of knowledge interventions require particular, even specialized expertise at the same time, (Vasconcelos, J.B, Seixas, P.C and Lemos P. G. ,2006).

According to Vasconcelos, J.B; Seixas, P.C and Lemos P. G. (2006) the knowledge management view knowledge as the key assets of an organization and a systematic development of activities to manage knowledge efficiently. As cited by Vasconcelos et.. al. (2003), in the majority of the organizations knowledge important to solve problems to indicate actions to make decisions lessons learnt are lost in the 'noise' of the unsettled environment of business.

1.1. Statement of the problem

The development of Knowledge management for the organization faces different challenge to maintain its drive there is repetition occurs as a result discussion are made again and again when

the employee/ members of the organization leaves, the already produce product recreated “knowledge wheels are reinvented”. Ferguson ,Julie E. and Cummings, Sarah (2008).In non-government organization one proposal may be reproduces a lot of time because of lack of proper knowledge management system, this result in instead of taking corrective action from the previous task everything starts from the scratch this brings unnecessary wastage of time, unable to get valuable knowledge form the previous members of the organization, the quality work compromised because of the already commented proposal will work repeatedly with the problem.

According to Kalkan (2005), advanced information technology not assure to have to make knowledge management creativities. The improvement of information technology technical capabilities is still important but useless and meaningless for the organization of knowledge management process unless tied by culture, structural and strategic process. Save the children Ethiopia country office and three selected local NGOs based in Addis have different information technology solution in the area of finance, Human resource, procurement. Theses IT resources help the organization to manage information in the area of the respective business. However, there is bad culture of knowledge management, the organizations have different challenges to have sustainable Knowledge management system in the organization. These includes there is no organized way to utilize core knowledge asset and knowledge resides in the employee of the organization.

The challenges of the knowledge management are not the creation of new knowledge, the problem is the organization of the existing knowledge and difficult to access or inaccessible Al-Rasheed (2016). In relation to organization of knowledge there is lack of expertise to organize different documents created for the business interaction of organization with different stakeholders like donors, suppliers from both support and program wing of the non-government organizations.

Even if the local and international organization have good IT infrastructure to store the organization knowledge there is a gap to manage the knowledge created in different business interaction with donors, suppliers, employee within the organization and stakeholders. Some of the gap includes well trained manpower in the area of the knowledge management, bad culture to manage different knowledge resides in different employees and in a form of formal documentation.

In the organizations there are key employee and senior management teams to have very important role for the existence of the organization and to make evidence based decision making.

To make decision by the organization the role of key employees is not neglected. Even if the organizations made some effort to manage the organization knowledge, at this time the organization facing a critical problem in the knowledge generation, utilization of both implicit and explicit form of the knowledge and employee turnover. There is no structure that support knowledge management specially in local NGO's works in Addis Ababa.

Therefore, the Knowledge management is important for the proper management of the program (projects) available in the organizations, to deliver quality project deliverables, evidence based decision making, planning and input for the development of proposal.

The study related to knowledge management not that much provided due attention in developing countries particularly in Ethiopia. The researcher tries to look studies in the area of knowledge management industries like education, airlines and banking. However, as per the knowledge of the researcher there is limited research conducted in the area of knowledge management in non-government organization.

1.2. General Objective

To investigate the knowledge management practice of selected three local NGO's and an international NGO and make comparative analysis in one international NGO and three selected Local NGO's.

Specific objectives

- ✓ Pinpoint challenge related to knowledge management in non-government organizations
- ✓ Identify the knowledge management tools that help to manage knowledge management in the organizations
- ✓ Examine the utilization level of knowledge management in non-government organizations
- ✓ Identify the relationship between decision making with knowledge management
- ✓ Make comparative analysis save the children international with the selected three local NGO's in light of knowledge management component

1.3. Scope and limitation of the study

The study focused on the comparative analysis Knowledge management in international and three selected local non -government organizations. Many factors were considered to analyze the

knowledge management system of the organization. The study considered the tools to manage the knowledge management, challenges and practice of the knowledge management system. The study used both qualitative and quantitative research methodology.

The study focused on the detail process of the knowledge management practices

1.4. Significance of the Study

The study aims to compare the knowledge management practice of international and local NGO's based in Addis Ababa. By taking the knowledge management into consideration the study will have its own contribution for the facilitation of evidence based decision making for positions available in different level within the organization. Encourage the senior management teams to apply or formulate the strategies in the area of Knowledge management and implementing the basic tools that help to manage the knowledge efficiently. In addition, the study will have its own role for efficient and effective service delivery of the organization by minimizing the organization resources. The study focused only NGOs which is available in Addis Ababa only the field offices were not considered in this study.

1.5. Research Questions

How is the level of knowledge management utilization in international and three selected local NGO's?

What are the challenges of knowledge management in save the children international and selected three NGO's?

What are the difference between international and selected three local NGO's in light of Knowledge management components?

What is the relationship between decision making and knowledge management in the selected non-governmental organizations?

1.6. Organization of the study

The study has five chapters. The first chapter consists of introduction, statement of the problem being focused, objectives of the study, research questions, significance of the study, scope and limitation of the study and organization of the thesis. The second chapter concerned the review of different researches and related literature dealing with the knowledge management of non-

governmental organization. Third chapter presented methodologies that were used in conducting the study and description of the study area, research design, data sources, sample size and sampling procedures, data collection instruments, data collection procedures and methods of data analysis. Chapter four showed us the main body of the study results and discussion of statistical data were presented in this chapter. The last chapter were reviewed the study in terms of conclusions and recommendations of the study.

1.7. Operational Definition

Knowledge: ide, know-how, technical skill, problem-solving methods or something that is helpful in solving problem and decision making

Tacit: knowledge available in the mind of individuals.

Explicit: the knowledge stored in the form of documents like audio recording images, paper documents

Knowledge generation concerns the practices of collecting or creation of new knowledge.

Knowledge codification concern the practices of codifying or storage of new knowledge.

Knowledge sharing concerns the practices of exchange of knowledge between the source of knowledge and the recipient of knowledge.

Knowledge utilization practices of using of knowledge that has session is organized to share the information to other been stored in organization.

Chapter Two

2. Literature Review

2.1. Overview of Knowledge

Knowledge in organization is the accumulation of expertise, experience that the members of the organization and workgroups use during the execution of employees tasks. It is generated and stored by the mind of individuals (implicitly) and explicitly in the form of document in organizational process service and system (Chen, 2006).

According to Nilsson and Akerblom (2017), knowledge defined as “actionable information” to describe in other way actionable information or present the information at the right place, the right time, the required format and for the right person.

According to Nilsson and Akerblam (2017), in current times knowledge is considered as commodity which is embedded in products and mind of individuals (tacit) which is very movable employees. This indicates that knowledge management is very essential in today’s knowledge economy.

Different scholars in various literatures defines knowledge management differently according to Wiig (1997), Knowledge management is a systematic, explicit and deliberate building renewal and application of knowledge to maximize an organization’s knowledge related effectiveness and return from its knowledge assets”. The terminology was first coined by Wiig (1997), knowledge management is vital for efficiency and organizational competitiveness. According to Kinney (1998), knowledge management also defined as the process by which and organization create, capture, acquires and uses knowledge to support and improve the performance of the organization.

There is a problem of replicating programs in non-profit organization. These organizations lack the critical process of knowledge to develop, evaluate document and share successful programs. Knowledge management enable in non-government organization to replicate the program where needed.

According to Hurley (2005), knowledge intensive organization refers to organization that most of the work related to the nature of intellectual and will educated, qualified employee from the main part of the organization workforce. As stated Capozzi and Silverman (2003 P.89) NGO's are knowledge intensive bodies which employees' professionals Starbuck (1992) indicated that one of the key requirement in identifying knowledge intensive organization is its dependent on human capital and knowledge as a big source of competitive advantage. It is also more important than other inputs financial, physical capital. However, it is not only the presence of human capital not assure the organization makes distinctive the way in which its application also taken into consideration.

2.1.2. Perspective on Knowledge

According to Alavi and Leidner(2001), knowledge can be observed in different points includes State of mind, an object, a process, accessibility of knowledge and capability.

Knowledge has been described "state of fact of knowing" with knowing knowledge can be described as to have knowledge through experience, learned, investigations Schubert et .. al (1998) the perspective of state of mind focuses on enabling individuals to expand the personal knowledge and apply it for the purpose of organization needs. Knowledge as object can be viewed as a thing to be stored and manipulated (Carlson et al. (1996); Mcqueen (1998) Zack (1998a). The process perspective focuses on the applying of expertise from different experience Zack (1998a). The fourth concept is related to accessibility perspective to make accessibility the knowledge of the organization knowledge must be organized to facilitate the retrieval of the content. Lastly, the knowledge can be viewed as capability as Carlsson and Watson (1999) builds knowledge have a potential for influencing future action and ascertain what information is necessary in decision making.

These different view of knowledge lead to different perspectives of knowledge management. If knowledge view as an object it is equivalent with information access the knowledge management focus on building and managing stocks. If Knowledge is process implied that the room of knowledge management focus on process of creation, sharing and distribution of knowledge. The view of capability also suggest that knowledge management perspective focused on building care competency underlining the strategic advantage of know-how and creating intellectual capital.

2.1.2. Types of Knowledge

There are two types of knowledge which are explicit and implicit knowledge. As stated Civi (2000), explicit form of knowledge can be expressed in words, number and shared in the form of data, scientific formula specification and manuals. This form of knowledge can be entered and stored in the database can be accessed and used by anyone in the organization.

Tacit knowledge is knowledge that sometimes not easily observed and expressed. Tacit form of knowledge is personal and hard to make it formal difficulty to communication or share with others. There are two dimension of tacit Knowledge, the first type is technical dimension encompassing the kind of skill (personal) in a form of know how. The second is cognitive dimension consists of belief, idea, value, schema and mental model. The interaction between both form of knowledge is not totally different. This interaction knowledge conversion, as Nonake(1995) specifies the four method of knowledge conversion.

1. Socialization (tacit to tacit)
2. Externalization (tacit to explicit)
3. Combination (explicit to explicit)
4. Internalization (explicit to tacit)

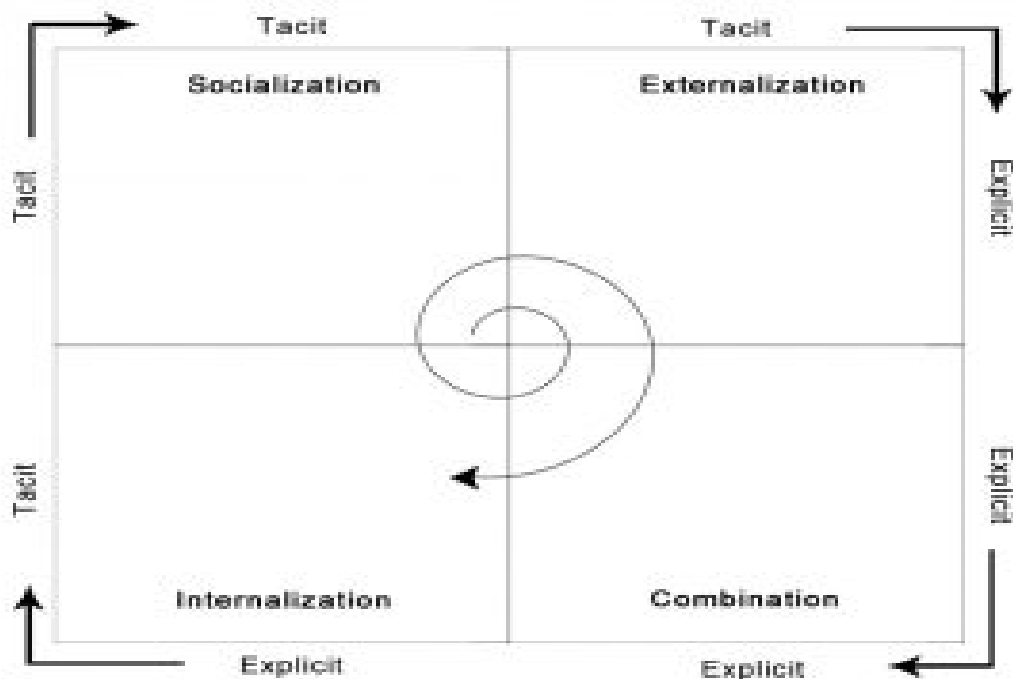


Figure 2. 1:Nonake 'S SCIE Model

Socialization (Tacit to Tacit Knowledge): it is a process sharing experience which creates tacit knowledge. It is done through observation, imitation and practice.

Externalization (tacit knowledge to explicit knowledge). It is a knowledge creation process from tacit to explicit knowledge.

Combination (Explicit to explicit Knowledge). It involves combining different bodies of explicit knowledge.

Internalization (explicit knowledge to tacit knowledge): it is the process of encompassing explicit knowledge to tacit knowledge and it is closely related to “learning by doing” Nonaka and Takeuchi (1995)

2.2. The Concept of Knowledge Management

According to Abdullah (2008), the definition of Knowledge management is differing from organization to organization. The general definition of knowledge management is encompassing any process and practice focused with creation, acquisition, capture sharing and use of knowledge, skills and expertise. Knowledge management is the discipline that helps the distribution of knowledge of individuals or groups all over the organization that directly affect the performance of the organization.

The distribution of knowledge of individual or groups considers the activities of generation, codification and transfer of knowledge.

Knowledge creation

It is the process focus towards acquiring and developing Knowledge or changing the knowledge within the organization tacit and knowledge base. The knowledge can be acquired within the organization or from any external source. The process of knowledge creation includes (socialization, externalization, combination and internalization.)

Knowledge Codification

It is a process of managing the organization internal and external sources which is collected in different means and conversion of knowledge in an accessible and usable form of using IT and the skills of knowledge workers. Activities that related the process of codification are integration, combination, structure, coordination, retrieval, classification etc.

Knowledge transfer

As stated Nonaka and Takeuchi (1995) knowledge transfer is the movement of knowledge from the point of creation or codification to the point of use.

Knowledge Utilization

It is the process towards the actual use of knowledge. It refers to the integration of acquired knowledge into the organization process and other related things in order to have competitive advantage. (Bhatt and Daphfous , 2003)

2.2.1. Knowledge Management Perspective and culture

The Application of knowledge management indicate action. The Knowledge management provide awareness into developing action plan that help in the transfer of knowledge within and among employees of the organizations. Technology plays a very important role for the transfer of knowledge in the organizations. In the view of border sense Knowledge management requirements from three perspectives. These are information based, technology-based and culture based. (Alavi and Leidner, 2001)

According to Alavi, Maryam (1999); Smith, Robert H and Leidner Dorothy E (1999) stated also that Knowledge management (KM) has its own three perspectives. In information based perspective managers view KM as a means of keeping track that means help them to know who help the knowledge and how to locate the required knowledge. In the case of technology based perspective the manager relates the KM with different system as well as to different systems resides in the organization like different database tools like search engines. The last KM perspective viewed the managers associated KM with learning in the perspective of organization, communication and intellectual property cultivation.

As stated by Hurley Leavitt's (2005), the model of organizational change provide insight if the organization interested to implement the knowledge management program. As Lavitt (2001) indicate that if the program to be effective the balance of four organizational subsystems need to be taken into consideration. The subsystems are technology, structure, task and people. The below model in the figure 1 shows how all four of these items are interrelated. The items mentioned in the below model must be coordinated to have effective knowledge management culture.

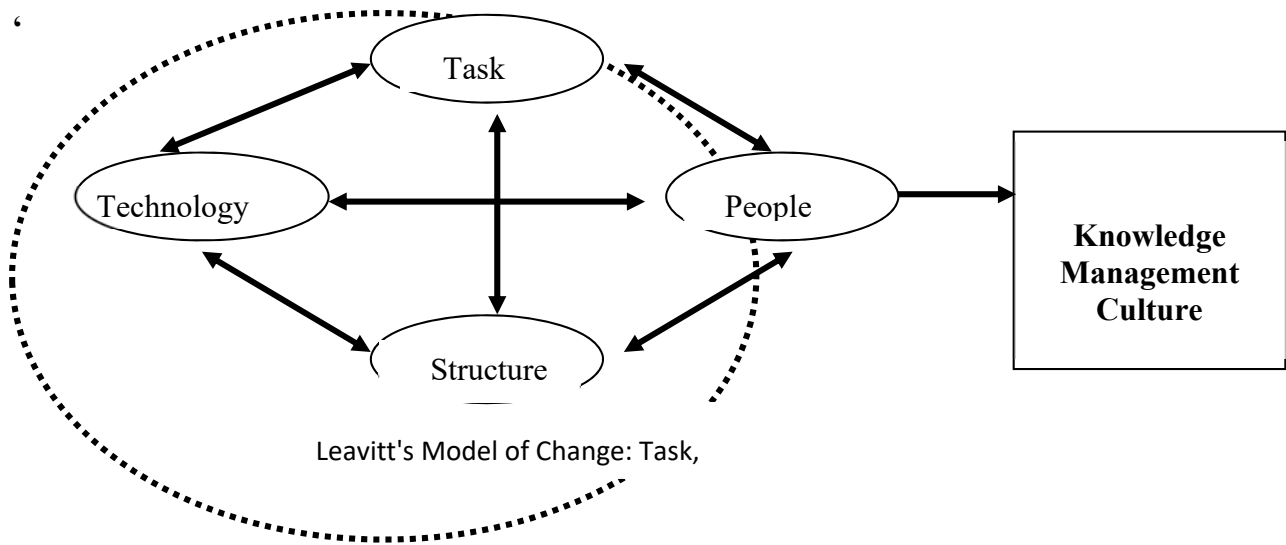


Figure 2. 2.: *Leavitt's Model Of Organizational Change: Developing A KM Culture*

According to Tracy A. Hurley cited by Alavi & Leidner (2001) organizational culture has been identified as either a major promoter or a major hindrance to have effective knowledge creation and sharing. The improvement and amalgamation of KM processes throughout an organization usually requires a drastic cultural change of the organization.

As stated Hall (2001), knowledge creation, transfer employees or workforce must know that the practicability and sustainability of their group depends on the employee contribution and commitment. Without the existence of this understanding the group will not survive. Every time someone contribute to the process of knowledge management the outcome not only increase the contribution of the knowledge base, but also increase trust among the workforce.

2.2.2. Components of Knowledge Management

For the effective and efficient management of knowledge the organization need to have four components. These are: technology (zaim, 2007), organizational culture (Lopez ,Janz and Prasarnphanich(2003), leadership (Jordan and Jones, 1997) and lastly, measurement of the results of knowledge management applications O'Dell (2003).

Leadership commitment towards knowledge management process is very important. As stated Tracy A. Hurley cited by (Pemberton, Stonehouse, & Francis, 2002) Leadership is responsible for the creation the knowledge management vision of the organization, communicating the vision for the workforce and building culture related to knowledge taken as a vital organization resource. In parallel with the objective and strategy of the organization the leader expected to provide enabling or facilitating condition for the proper management of Knowledge. As stated Ozlem Yaşar Uğurlu Duygu Kızıldağ (2013) cited by Crawford (2005) the leader of the organization members to assure the knowledge by assigning value to knowledge the leader should motivate to the employees for the proper application of knowledge in the organization.

According to Ozlem Yaşar Uğurlu Duygu Kızıldağ (2013) as mentioned by (Kose 2001 and (Janz and Prasarnphanich, 2003). Organizational Culture is an important factor in the conception of commitment in employees for themselves and for the entire objective of the organization. Culture has essential standing in the process of establishment of the objectives, decisions, strategies, plans and the policies of the organization. As stated Janz and Prasarnphanich, (2003) with the existence of organizational culture not hindrance the organizational learning, but supports learning with the system of values, beliefs and the system of working and for the production of knowledge and sharing.

As stated Yaşar and Duygu (2013) stated Measurement of Knowledge Management is the issue of the smallest developed factors among the components of knowledge management. In order to have sustainable knowledge management applications, the senior management has to focus material and immaterial results. Best way to measure the effectiveness of knowledge management applications is the influence on the business performance. The application of knowledge enables increase innovation, developed business, improvement of applications and process, increased customer satisfaction and improvement of the skills of employees.

According to Jennex (2007) Information Technologies ensures efficient and effective data entry, data storage, data processing, process of accessing and transferring the knowledge in an organization. To have a successful knowledge management process the organization need to consider the basic technological elements like computer software, hardware, databases, knowledge

networks, internet, intranet. In the current days IT is viewed as elements which disclose creativity and provide competitive advantage.

2.3. Knowledge Management System

According to Igbinovia ,Magnus O. and Ikenwe, Iguehi J. (2018) Knowledge management system defined by different authors in various dimension. As stated Galupe (2000) knowledge management system as a tool or technologies that support the knowledge management. Abdullabi (2005) also defined Knowledge management system used to explain for the generation of knowledge repositories, improvement of the retrieval process and sharing of the knowledge and consider knowledge as an asset for an organization. In the light of this definition knowledge management system can also defined as a tool of information and communication technologies that help to store, disseminate, collaborate, identify the source of knowledge to support the knowledge creation, capture and sharing retrieval and use of knowledge to enhance access to source of knowledge by the individual, organization as a whole.

2.4. Theoretical gap

Researchers were used different knowledge management theories in many areas, the development of theory is not that much satisfactory and the level of advancement to show the relationship between knowledge management and decision making. As Zack stated (1999) recognized that there are many studies were investigated in the area of knowledge management. These studies lack the focus area of knowledge management in the area of decision making with particular emphasis in development sectors. This needs a research to identify existing status of knowledge management practices and the relationship between decision making and knowledge management practices. As stated Morten and Thomas(1999) Knowledge management practices is an infant stage it lacks a models that help to guides. The study area is not that much found significant findings.

In this study the researcher tried to full fill the gap of research in the area of knowledge management practice with special focus on decision making.

2.5. Conceptual Framework

In this study the researcher was used the conceptual framework which was adopted by world applied science journal with some modification. In this framework the researcher used independent and dependent variables.

In knowledge management practice, the four components include Knowledge generation, knowledge codification, knowledge sharing and knowledge utilization. These four components were dependent variables and quality decision making was independent variables.

| Dependent Variable | Independent variable |
|-------------------------------|-----------------------------|
| Knowledge Management Practice | Knowledge generation |
| | Knowledge codification |
| | Knowledge Sharing |
| | Knowledge utilization |

Chapter Three

3. Methodology

3.1. Introduction

The purpose of this study was to identify the application level of knowledge management in international NGO and three selected local NGO's. The study was find out the difference between international and selected local NGO's with respect to the elements of knowledge management structure, technology strategies and culture. In addition, the study was make a comparative analysis in light of knowledge management components.

In this part the researcher presented the research approach and methodology adapted in this study particularly the items related to research design, procedure data collection and analysis. The research used both quantitative and qualitative research methods.

3.2. Research Approach

In this research, the researcher was used both quantitative and qualitative approach to collect data from the participants of the study. By applying the aforementioned approaches for data collection, the study was benefited from the data collected in the form of open-ended interviews. The participants of the study were program and support staff worked in different departments by considering both management and non-management staff. The quantitative approach was helpful the researcher to reach large number of participants by using questionnaire and easy to analyzing by using the statistical tool. In addition, the qualitative approach was also considered to get detail information in the area of interest through interviewing. The interview was conducted with four directors who were worked both in support and program staffs of Save the children Ethiopian country office and the selected three local NGos's work in the area of Addis Ababa.

3.3. Target population

The target population of this study consists of 70 professionals from one International Non-Government organization (INGO). But this study considered only employees based in Addis Ababa main office of save the children international.

On the other hand, the researcher was taken three local NGO's worked in the area of Addis Ababa. The reason of taking three local NGO's was to balance the participants of the study at the time of sample taking from the international non-government organization and local NGO's. In addition,

to have a fair comparison between international and local NGO's the researcher preferred to take one international NGO which is save the children international and three selected local NGO's based in Addis Ababa which were Hiwot Ethiopia, Organization for Social Development and Marry Joy Ethiopia. In this three local NGO there are 40 professionals who were worked in Addis Ababa offices. 40 professionals from the selected three local NGO (LNGO). Therefore, the target populations were 110 from which the researcher carried out the sampling to get 56 employees of international NGO and 36 employees of local NGO that were involved in the study.

3.4. Sampling Technique

The study focused on non-governmental organizations with a particular focus on save the children Ethiopia country office (International NGO) and three selected local NGO's. To select these NGO's, the researcher used simple random sampling method which is the best probability sampling techniques that helps in giving equal chance for all population items. It is a reliable method of obtaining information where every single member of a population is chosen randomly, merely by chance. Each individual has the same probability of being chosen to be a part of a sample.

3.5. Sampling procedure

The sample was taken from different group of employees from international and three local NGOs within the organization the researcher considered both the support and program employees of the organization as a participants of the study. In addition, the researcher also considered the management and non-management staff. Since the population is heterogeneous, stratified sampling method was more appropriate. Based on the organization structure the researcher was formed stratum. There were a three stratum. when the researcher take sample from each stratum the researcher used simple random sampling as a result every population have equal chance of being selected within the stratum.

In the first stratum the three selected local NGO's and save the children Ethiopia country office was used. In the second level stratum program/project/ support, then the third stratum position of the participants of the study management and non-management staff. Finally, the data collector was reach individual participants of the study.

On the other hand, the researcher considered project managers, program development directors and directors in the support and program staff were considered to get the required information in

the form of interview. In order to get detail information about the issue at hand the researcher used open-ended interview.

Table 3.1: Representation of the Sampling

| Population Description | Target Population | Sample Size | Sample Size |
|-------------------------------|-------------------|----------------|-------------|
| Employee of International NGO | 70 | $n=N/1+N(e)^2$ | 56.5 |
| Employee of Local NGO | 40 | $n=N/1+N(e)^2$ | 36.3 |
| Total | 110 | | 92 |

According to Israe (1992) the simplified formula to calculate the sample sizes is stated as in the above table 3.1. The researcher used to calculate the sample size in the table 3.1 is shown above a 95% of confidence level.

3.6. Data collection Method

The data collection tools for this study were questionnaires and interview guides. The questionnaires were filled by professionals from three selected local and international NGO. They had closed ended questions for the respondents to respond their answers through electronic means. The interview guides were used for the Directors of Local and International NGOs. The researcher followed a writing of questions to elicit answers from the directors.

3.6.1. Questionnaire

The primary data for the research were gathered by using a self-administered and the questionnaires adopted from Mesfin (2018) for the questions related to five-point liker scale part with some modification of the items mentioned in four knowledge management component part. The model was initially generated by Zaim et al. (2009). The questionnaire was mainly contain closed ended questions. The questionnaire was prepared after extensive review of literature in the area of knowledge management, the questions in the questionnaires focused on the objective and issues raised in the statement of the problem.

Structured questionnaire was used as a main tool used to gather the necessary data from the target populations. To facilitate the data collection, the researcher was used online Microsoft form to collect data from the participants of the study. The electronic means of the data collection help the

researcher to get relatively timely response and can minimize risk of collection manual data in relation to COVID-19 epidemic.

3.6.2. Semi- structured interview

To get the detailed information about the subject of interest the researcher was prepared the interview guide to reach three directors from local NGOs and four directors from International NGO a total of four interview was made with different directors. The interview guides contained items covering all the objectives of the study. The researcher used semi-structured interviews to obtain information about the subject of the study in their respective organization. The interview enabled the directors to express freely on the subject matter. Semi structured interviews can produce valid and rich information because of their flexibility and the room to explain further. The researcher was made the interview by using telephone because of COVID-19 epidemic.

3.7. Data Collection Procedure

Before the beginning of data collection through Microsoft form, the researcher obtained necessary information or support letter from the Saint Mary University (SMU) and the research permit was obtained from the selected International and local NGO's. The purpose of the study was clearly explained in the introduction part of the questionnaire in order to avoid the suspicion and fear among the participant of the study.

3.8 Ethical Consideration

The study was conducted after getting permission from the ethical committee of Saint Mary University (SMU) department of Business Administration and the researcher obtained necessary information or support letter from the SMU. Moreover, the research permit was obtained from the selected International and local NGO's. Informed consent was obtained almost from all the study subjects. Each study subject was informed about the objective of the study so as to get consent for the study.

3.9. Data Analysis Procedure

The collected data were encoded and analyzed by using SPSS version (20) Descriptive statistics, chi-square were used to analyze the data. The summarized results were shown using tables and graphs. During data analysis some mechanisms were used in order to check the accuracy of data. For each variable the frequency distribution was generated in order to check the completeness and accuracy of the responses by comparing the encoded variables with the total study population.

Chapter Four

4.Result and Discussion

This chapter presents the result and analysis of the data collected from the survey. To achieve the research objectives and to respond the research questions the researcher used questionnaires' and semi structured interview. The questionnaires' consisted of five parts. The first part deals with the general information of the respondent, the second part contained challenges of knowledge management, the third part was about awareness and utilization of knowledge management, the fourth part was deals about the knowledge management practice in light of knowledge management component. The last part contained the knowledge management tools. For the exception of the first and the second part of the variables all independent and dependent variables were assessed by five point Likert scales ranging from strongly agree to strongly disagree.

The electronic questionnaires' were distributed through e-mail for 92 professionals who were working both international and local non-governmental organization 80 were returned which was 86.95% of the expected questionnaires. The response from the interview and questionnaires were used to analyze the data and write the report of this research. The results were presented and discussed in the following part of this chapter.

4.1. Background Information of Respondents

The respondents were asked to indicate their background information. The result is presented in the Table 4.1

Table 4. 1 Background information of the respondents

| Variables | | Frequency | Percent |
|-------------------|-----------------|-----------|---------|
| Gender | Male | 57 | 71.3 |
| | Female | 23 | 28.8 |
| Educational Level | Master | 50 | 62.5 |
| | Bachelor Degree | 30 | 37.5 |
| Experience | 1-5 Years | 7 | 8.8 |
| | 5-10 Years | 18 | 22.5 |
| | 10-15 Years | 25 | 31.3 |

| | | | |
|----------|--------------------|----|-------|
| | More than 15 years | 30 | 37.5 |
| Position | Director | 12 | 15% |
| | Manager | 19 | 23.8% |
| | Coordinator | 22 | 27.5% |
| | Officer | 21 | 26.3% |
| | Specialist | 6 | 7.5% |

The majority of respondents (71.3 %) were male and the rest 28.8% were females in this regard non-government organization should provide emphasis for female applicant by considering special criteria in addition to the criteria they have. Educational level 62.5% were Master’s degree holders and the rest 37.5 were Bachler degree holder this result show that in development sector the majority of employees are educated manpower, this result show that the development sector has a potential to attract qualified individuals from the potential market. In this sector the majority of educated manpower has rich experience, as indicated in the above table 37.5% were more than 15 years, followed 10-15 years of experience were 37.5% of the total respondents and the rest 22.5 and 8.8 experience were 5-10 and 1-5 years of experience respectively. The employee in this sector enables them to have a better position in the respective organization as shown in the table 4.1 the majority of the respondents (27.5%) were coordinator and 26.3% were officer in their area of specialization.

The survey result showed that 44% of the participant of the study were from the program wing the rest 36% were from the support wing. This result helps the organization to focus area to have well organized Knowledge management in support and program radar.

4.2. The Existing status of Knowledge management and challenges

Table 4. 2 Knowledge management understanding of the respondent

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| Yes | 63 | 78.8 | 78.8 | 78.8 |
| Valid No | 17 | 21.3 | 21.3 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

The participants of the study were asked to indicate their understanding of Knowledge management, the result showed in the table 4.2, 78.8% of the participant indicated that as they have knowledge about the area and the rest 21.3% of the participant indicated that as they don't have knowledge in the area. To apply the KM in the organization it is good to have understanding expected from the employee of the organization and the result is also encouraging. Even if understanding without implementation not warranty to bring good culture of KM in the organization understanding of KM increased employee happiness and retention, better decision making and increase collaboration and team work.

Table 4. 3: Respondent Opinion about Knowledge Management

| | Responses | |
|------------------------------------|-----------|---------|
| | N | Percent |
| Strategic Part of the organization | 48 | 44.9% |
| Beneficial for the organization | 27 | 25.2% |
| Big asset for the organization | 22 | 20.6% |
| management fulfill the formality | 9 | 8.4% |
| Never Heard it | 1 | 0.9% |
| Total | 107 | 100.0% |

The survey results in Table 4.3 showed that 44.9% of the participants of the study indicated that knowledge management is strategic part of the organization, 25.2% of the respondents showed KM is something beneficiary for the organization, followed 20.6% of the participant indicated KM is a big asset of the organization and the rest 8.4% of the participant indicated something that the management fulfill the formality of the donor. The respondent opinion towards KM management emphasized more on the strategic part of the organization if this is the case it is good to plan for the implementation well organized KM culture in development sector. If the participant of the study has good opinion towards the KM enhances better decision-making, simplify process time, reduces rework, ensures high data integrity.

One of the key informants indicated that “Knowledge management is critical for a kind of organization like Save the Children. Because, there is always repetitions in what we do and archived knowledge is very helpful to be stored as institutional memory”

The other participant from Local NGO indicated that knowledge management plays a key role for the decision making, there are things expected in the future like to allocate dedicated staff and department to manage knowledge properly.

Table 4. 4: organization as Knowledge base firm

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Yes | 60 | 75.0 | 75.0 | 75.0 |
| No | 17 | 21.3 | 21.3 | 96.3 |
| Don't know | 3 | 3.8 | 3.8 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

The survey result on table 4.4 showed that 75% of the respondents indicated that their organization considered as knowledge base firm and the rest 21.3 and 3.8% were indicated that and there it is no knowledge base firm and the don't know about the issue respectively. A key element of this result involves networking based on mutual trust with people in different department within the organization aimed at encouraging individuals to innovate, use the existing knowledge and re-used without losing the values and easily transferable.

Table 4. 4: *The current status of Knowledge management culture in the organization*

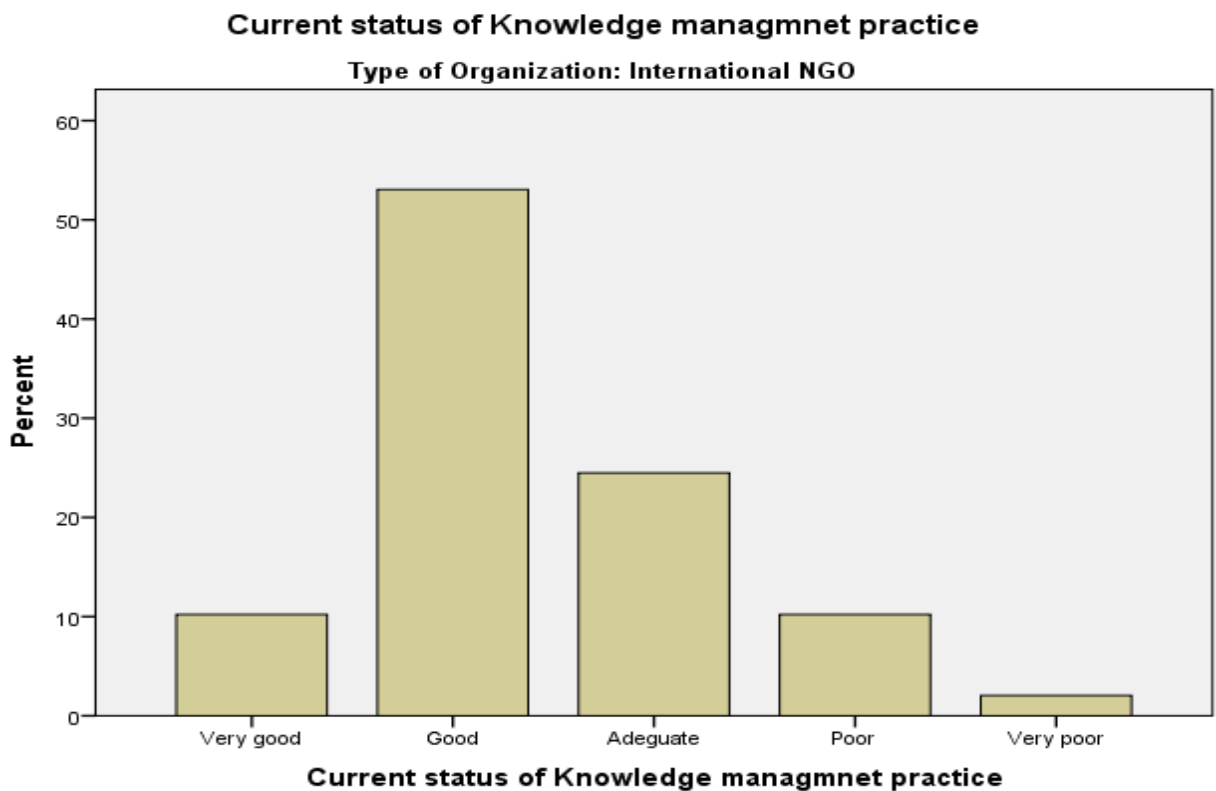
| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Very good | 9 | 11.3 | 11.3 | 11.3 |
| Good | 36 | 45.0 | 45.0 | 56.3 |
| Adequate | 28 | 35.0 | 35.0 | 91.3 |
| Poor | 6 | 7.5 | 7.5 | 98.8 |
| Very poor | 1 | 1.3 | 1.3 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

As indicated in table 4,5 the overall all culture of knowledge management in both local and international NGO were good (45%), 35% of the respondents were indicated as the culture were adequate. This result showed us somehow there is no well-established knowledge management culture local and international NGO. Specially in 21 century development sector need to consider due emphasis to manage the knowledge available in both tacit and explicit form. As the researcher

mentioned in the introductory part of this study in 21st century the world becomes more complex, increasing competitiveness from time to time, strategic use of the knowledge plays a very important role for the existence, growth and advancement in every sector of the economy. As observed in the result table the development sector not provided focus on the area of knowledge management and not that much considering the sector as a knowledge based firm.

To understand the current status in both Local and International organization the researcher used graph to see the recent status of the organizations.

Figure 4. 1: *Current status of Knowledge management practice in International Organization*



In Local NGO the current status of knowledge management in local NGO presented in the Figure 4.2. this help to know the difference with the group.

As indicated in the above on Figure 4.2, 53.1% of the respondents showed that the current status of knowledge management practice was good, 24.5% of the respondents showed as it is adequate, the rest 10.2% were showed as very good and poor. Even if the majority of respondents indicated the current status of knowledge management is good, as international organization it was expected

to be model for the other local NGO. In international organization has the opportunity to get different experience from different part of the world in the workplace as international organization, it has experienced and educated employee however the result not that much satisfactory in the knowledge base era.

Figure 4. 2: *Current Status of Knowledge Management practice in Local NGO*



As indicated in Figure 4.3, the current status of knowledge management practice in local NGO the majority the respondents (51.6%) showed that as the status is adequate, 32.3% of the respondents were indicated as the status is good, 12.9% were indicated very poor and the rest 3.2% of the respondents indicated as poor. The result indicate as there is adequate culture of knowledge management in local non-government organization, when compared with the international organization in local NGO it is not expected to have good culture of knowledge management because they don't have that much exposure as international organization, the local NGOs are

working closely with international organization they may have the opportunity to create good culture by sharing experience if the international organization has attractive knowledge management system.

When the researcher compares the current status of organization in local and international NGO, the international organization is relatively better than that of Local NGO. In international organization there is a lot of multidisciplinary culture coming from different part of the world, this create the opportunity to share experience from different colleagues coming from different exposure. This experience need to be shared for the local NGO to have well-equipped knowledge management in the organizations. Even if the organization in good condition International organization need to be model for the local NGO including in different government and other private companies. The development sectors has their own challenges to practice knowledge management in their respective organizations.

Table 4. 5:: Challenge in the Knowledge Management practice of the organizations

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Yes | 68 | 85.0 | 85.0 | 85.0 |
| No | 12 | 15.0 | 15.0 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

As indicated in Table 4.6 85% of the participants of the study asserted that there is a challenges in the knowledge management practice of the organizations and only 15% of the respondents showed as there is no challenges. The challenges are hindrance to improve and create good culture in the organization to generate, organize, share and utilize the available knowledge in the organization. The majority of the respondents believe that as there is a challenges to implement knowledge management practice in the organization it is not expected to have good culture of knowledge management in the organizations. According to Hurley (2005), if the organization interested to implement the knowledge management program need to balance the four subsystems of knowledge management culture such as technology, task, structure and people. To implement effective and efficient knowledge management system need to consider good leadership that has positive attitude towards KM, it is own structure that support KM and other sub system in KM culture.

To see the sub system of knowledge management culture in the organizations in light of challenges in the area, the researcher identifies the types of challenges available in the organizations. The below table showed us the type of challenges existed in both local and international organizations.

Table 4. 6: Kind of challenges in the organization to implement Knowledge Management

| | Responses | |
|---|-----------|---------|
| | N | Percent |
| Lack of Organization culture | 35 | 11.3% |
| Lack of structure, procedure to implement KM | 37 | 11.9% |
| Lack of Knowledge management strategies and implementation plan | 19 | 6.1% |
| Lack of Knowledge management team | 33 | 10.6% |
| Lack of awareness the importance of knowledge management | 15 | 4.8% |
| Lack of training and support | 41 | 13.2% |
| Lack of technology and technique KM capture and sharing | 21 | 6.8% |
| Lack of leadership support | 25 | 8.0% |
| Lack of resource budget, staff and infrastructure | 42 | 13.5% |
| Employee resistance to share knowledge | 12 | 3.9% |
| Lack of post projects review and project documentation | 31 | 10.0% |
| Total | 311 | 100.0% |

The participants of the study were requested to show the kind of challenge that are obstacles to manage knowledge in the organization, the survey result showed that the kinds of challenges they have in the organizations were 41 (13.2%) of the participants showed that there is lack of training in the area, 42 (13.5%) of the respondents showed lack of resources budget staff and infrastructure, 37(11.9%) indicated there is lack of structure, procedure to implement knowledge management, lack of organization culture 35 (11.3%). These challenges were hindrance for the improvement and proper implementation of the Knowledge management in the organization. These challenges were observed both local and international non-government organization. According to (Chong and Besharati 2014), these challenges were related to individual, technological and organizational challenges. The researcher observed individual barriers as lack of time to share knowledge, unable to understand benefit of KM. The other challenges were technological like lack of integration of information technology and lack of training. In both local and international NGO lacks integration of the system the finance system is not integrated with procurement and the finance system is not

integrated with HR department. These lack of integration create redundancy of work within the organization (Riege, 2005). Organizational challenges were related to lack of leadership, organizational structure, this indicate that in the development sector all the aforementioned three challenges were observed in the table 4.7.

Table 4. 7: The reason of not practicing Knowledge Management

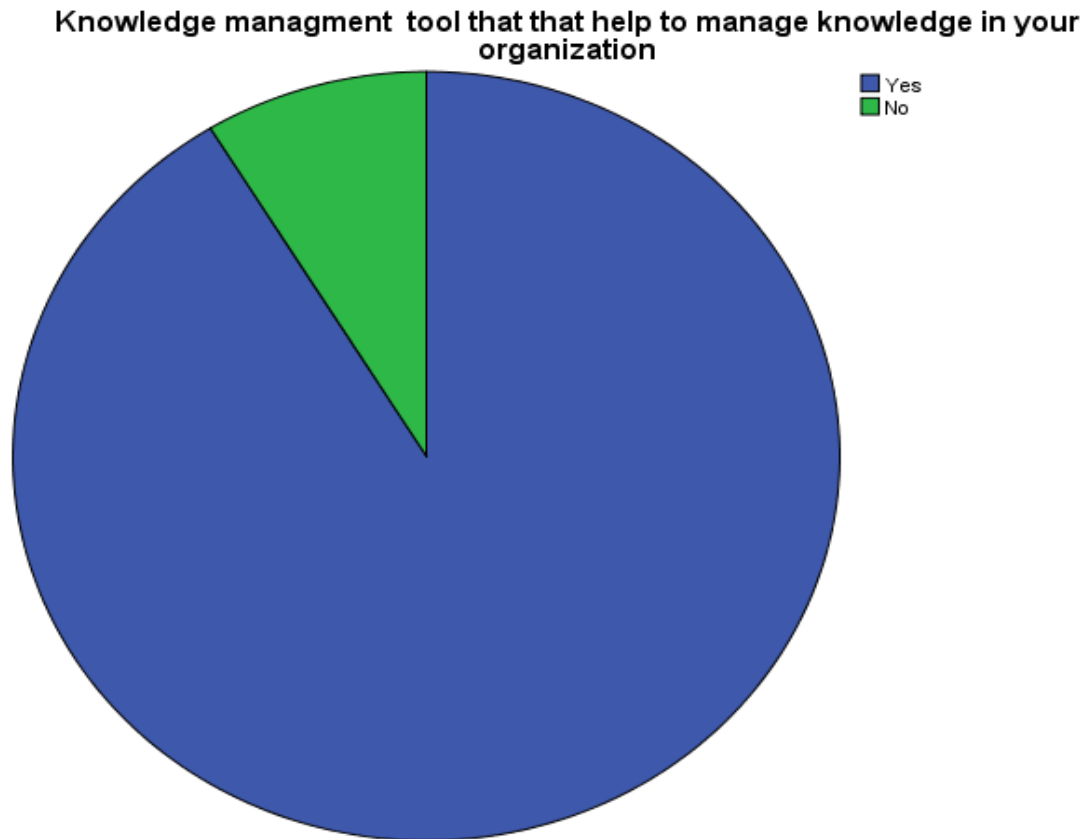
| Items of reasons of not practicing KM | Responses | |
|---|-----------|---------|
| | N | Percent |
| Lack of financial resource | 33 | 34.4% |
| Lack of support senior management team | 34 | 35.4% |
| Never heard it | 8 | 8.3% |
| Does not understand | 5 | 5.2% |
| Wasting time on Knowledge management | 6 | 6.2% |
| Not sure of the potential benefit of knowledge management | 10 | 10.4% |
| | 96 | 100.0% |

The participant of the study were requested to indicate the reason of not practicing knowledge management in the respective organization as presented in Table 4.7 35.4 % of the total respondents indicated that the reasons of not practicing knowledge management in the organization were lack of support of senior management team (35.4%), the other reason of not practicing knowledge management were lack of financial resources(34.4%), some of the respondents were not sure for the potential benefit of knowledge management which were about 10.4% of the total respondents. The researcher identified the reasons of not practicing knowledge management in the organization helps to get solution for the specified challenges. Unless the researcher put in the cause of the problem may face difficulty to provide effective solution for the existing problem. As indicated in the result table the majority of respondents indicated that as they lack of support senior management team and lack of financial resources to implement the KM in the respective organizations. If the organization senior management team could not have positive attitude towards the knowledge management could not allocate budget for the purpose of KM. These becomes hindrance for the effective and efficient implementations of KM in the development sector.

4. 3. Knowledge Management tool in local and International NGO

In knowledge management, technology plays a very important role to interact, share knowledge for different group of people. To manage the knowledge, the selected tool need to be easily understandable and easy to operate.

Figure 4. 3: Knowledge Management tools



The researcher requested the participants of the study to indicate the type of materials help to manage the knowledge in their respective organization 91.3% of the respondents indicated as they use the tool and the rest 8.7% indicated as they were not using the tool to manage the knowledge management. In both local and international non-government organization the participant indicated that as they use the tool.

To identify the type of knowledge management tools in the organization the researcher used Likert scale to get response from the respondents.

Table 4. 8: Types of Knowledge Management tools in Local and International Organization

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----------------------------|------------------------|-----------|-------------------|----------|---------|-------|----------------|
| Local and International NGO | Intranet | No | 30 | 28 | 9 | 0 | 10 |
| | | % | 39 | 36 | 11.7 | 0 | 13 |
| | Internet | No | 41 | 18 | 3 | 5 | 10 |
| | | % | 51.3 | 22.5 | 3.8 | 6.3 | 12.5 |
| | Expert Networks | No | 15 | 22 | 20 | 6 | 14 |
| | | % | 28.8 | 27.5 | 25 | 7.5 | 17.5 |
| | E-mail | No | 47 | 26 | 4 | 0 | 0 |
| | | % | 58.8 | 32.5 | 5 | 0 | 0 |
| | Video Conferencing | No | 18 | 24 | 12 | 10 | 13 |
| | | % | 23.4 | 31.2 | 15.6 | 13 | 16.9 |
| | Knowledge Portals | No | 14 | 30 | 19 | 4 | 10 |
| | | % | 18.2 | 39 | 24.7 | 5.2 | 13 |
| | E-Learning | No | 24 | 24 | 14 | 5 | 10 |
| | | % | 31.2 | 31.2 | 18.2 | 6.5 | 13 |
| | Group ware | No | 5 | 19 | 29 | 11 | 13 |
| | | % | 6.5 | 24.7 | 37.7 | 14.3 | 16.9 |
| | Data Management System | No | 20 | 24 | 17 | 6 | 10 |

| | | | | | | | |
|-----------------|----|---|------|------|------|------|------|
| | | % | 26 | 31.2 | 22.1 | 7.8 | 13 |
| Story Telling | No | | 5 | 26 | 21 | 15 | 10 |
| | % | | 6.5 | 33.8 | 27.3 | 19.5 | 13 |
| On Job Training | No | | 26 | 20 | 14 | 6 | 11 |
| | % | | 33.8 | 26 | 18.2 | 7.8 | 14.3 |
| Mentoring | No | | 26 | 23 | 10 | 8 | 10 |
| | % | | 33.8 | 29.9 | 13 | 10.4 | 13 |
| Lessons Learned | No | | 24 | 28 | 12 | 3 | 10 |
| | % | | 31.2 | 36.4 | 15.6 | 3.9 | 13 |

As indicated in the table 4. 9 items were presented for the participants of the study to show the types of tools they were using for managing knowledge in both organizations. As shown in the table above The majority of the respondents showed as strongly disagree towards the tools like e-mail (47%), Internet, E-learning, these tools were not properly utilized for the purpose of managing knowledge in the organization. Specially in international organization the identified tools are available they were not used at the required level. This indicate that even if 78% the participants have understanding the knowledge management there is no good practice of knowledge management in local and international non-government organization.

4.4. Knowledge management (KM) practice in light of KM components

The researcher used four components of Knowledge management practice to see the culture of the KM for professionals who are working in international and non-government organizations. The components include Knowledge generation, Knowledge codification, Knowledge sharing and Knowledge utilization of the organizations.

4.3.1. Knowledge Generation

In knowledge generation practice there are three items which were considered in this study. These items were helpful to identify the attitudes of professionals towards new knowledge acquired by training, workshop fill the gap of knowing in your organization, participate on training provided by the training institution or other NGO's create new knowledge and have the practice of capturing, organizing keeping new knowledge obtained from different sources like share point, intranet video conference for use. The result of the study was presented in the table 4.9

Table 4.9 Knowledge generation Practice

| Type of organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|--|-----------|-------------------|----------|---------|-------|----------------|
| International Non-Government Organization | New knowledge acquired by training, workshop fill the gap of knowing in your organization | No | 14 | 23 | 6 | 6 | 0 |
| | | % | 28.6 | 48.9 | 12.2 | 12.2 | 0 |
| | Participate on training provided by the training institution or other NGO's create new knowledge | No | 12 | 26 | 6 | 5 | 0 |
| | | % | 24.5 | 53.1 | 12.2 | 10.2 | 0 |
| | I have the practice of capturing, organizing keeping new knowledge obtained from different sources like share point, intranet video conference for use | No | 13 | 23 | 5 | 8 | 0 |
| | | % | 26.5 | 46.9 | 10.2 | 16.3 | 0 |
| Local Non-Government Organization | New knowledge acquired by training, workshop fill the gap of knowing in your organization | No | 21 | 9 | 0 | 1 | 0 |
| | | % | 67.3 | 29 | 0 | 3.2 | 0 |
| | Participate on training provided by the training institution or other NGO's create new knowledge | No | 19 | 11 | 0 | 1 | 0 |
| | | % | 61.3 | 35.5 | 0 | 3.2 | 0 |
| | | No | 20 | 10 | 0 | 1 | 0 |

| | | | | | | | |
|--|--|---|------|------|---|-----|---|
| | I have the practice of capturing, organizing keeping new knowledge obtained from different sources like share point, intranet video conference for use | % | 64.5 | 32.3 | 0 | 3.2 | 0 |
|--|--|---|------|------|---|-----|---|

The respondent practice of new Knowledge generation practice through training workshop from International Organization showed that 48.9% of respondents were strongly disagree (SD), 28.6% of the respondents were Disagree (D) and 12.2% neutral (neither agree or disagree) and 12.2% also agree; participating training in training institution and other NGO supportive, respondents showed that 53.1% of the participants of the study disagree for the knowledge generation from the other NGO, 24.5% of the respondents strongly disagree, 12.2% of the respondents were neutral and the rest 10.2% were agree on the knowledge generation practice of this section. The participant of the study was requested to respond the practice of keeping new knowledge by using technology like share point, intranet they showed that 46.9% of the total international organization participants as they disagree, 26.5% were strongly disagree, 16.3% were agree and 10.2% of the respondents were neutral to the point.

From Local NGO the participants of the study were requested to show their attitude towards “New knowledge acquired by training, workshop fill the gap of knowing in your organization” the respondents indicated that 67.3% strongly disagree, 29% Disagree and the rest 3.2% of the participant of the study agree towards the point. The participant of the study also requested to show their attitude about “participate training provided by training institution or other NGO create new Knowledge” 61.3% of the respondents were 61.3%, 35.5 % were Disagree and the rest 3.2% were agreed about the point. In the knowledge generation part “I have a practice of knowledge capturing, organizing keeping new knowledge obtained from different source like SharePoint, intranet” 64.5% of the respondents Strongly Disagree, 32.3% of the respondents Disagree and the rest 3.2% of the respondents agree.

When we see the comparison of Local and international NGO in light of knowledge management practice particularly knowledge generation almost both local and international organization respondents the majority indicated as strongly disagree and disagree for the generation of

knowledge mentioned in the respective items. Relatively in international NGO better than that of Local NGO. This result indicated that in both types of development organization there is a huge gap of knowledge generation and need to provide due attention. The organization can have acquired knowledge from outside sources by means of training, sharing experience with the related development sector and other related sources. This knowledge could be acquired from outside sources by purchasing knowledge, employing individuals in the form of consultant. As the result indicated in the organization there is no such kind of experience in a sustainable way and dedicated resource that involve a special group in a form of research development. The consultant may have employed in the organization for some specific area if the organization need the same in the future still looking other consultant, there is no way to handle the existing knowledge to use in the future. these result in unnecessary wastage of resource like time and finance.

4.3.2. Knowledge management practice of Codification

The generated knowledge by different means need to be organized to get accessible by the community of the organizations and visitors who comes in the organization for different purpose. To be accessible by the community need to look the practice of storing and organizing new knowledge in the organizations. To investigate this practice, the researcher requested by preparing the basic items like new knowledge gained presenting in the form easily accessible by using database, document tacit knowledge into explicit knowledge, protect organization from disaster or loss by backup documented knowledge through outlook/ other IT tool, store the knowledge in the database and ability to classify Knowledge in the organization with the respective department and provide the knowledge upon request.

Table 4.10: Knowledge management practice of Codification

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------|-------|-----------|-------------------|----------|---------|-------|----------------|
| | | No | 1 | 25 | 14 | 9 | 0 |

| | | | | | | | |
|--|--|---|------|------|------|------|-----|
| International Non-Government Organization | I hold the new knowledge gained from different means presenting in the form easily accessible by using database | % | 2 | 51 | 28.6 | 18.4 | 0 |
| | I Document tacit (knowledge in the mind of individual) in the form of explicit (knowledge in the form of document) | No | 4 | 26 | 16 | 3 | 0 |
| | | % | 8.2 | 53.1 | 32.7 | 6.1 | 0 |
| | I protect my organization from disaster or loss by backup documented knowledge through outlook/ other IT tool | No | 12 | 26 | 7 | 4 | 0 |
| | | % | 24.5 | 53.1 | 14.3 | 8.2 | 0 |
| | I store new and existing knowledge in knowledge database | No | 7 | 25 | 12 | 5 | 0 |
| | | % | 14.3 | 51 | 24.5 | 10.2 | 0 |
| | I have the ability to classify Knowledge in my department and provide the knowledge upon request | No | 9 | 28 | 9 | 3 | 0 |
| | | % | 18.4 | 57.1 | 18.4 | 6.1 | 0 |
| | Local Non-Government Organization | I hold the new knowledge gained from different means presenting in the form easily accessible by using database | No | 4 | 21 | 3 | 2 |
| % | | | 12.9 | 67.7 | 9.7 | 6.5 | 3.2 |
| I Document tacit (knowledge in the mind of individual) in the form of explicit (knowledge in the form of document) | | No | 2 | 26 | 0 | 2 | 1 |
| | | % | 6.5 | 83.9 | 0 | 6.5 | 3.2 |
| I protect my organization from disaster or loss by backup documented knowledge through outlook/ other IT tool | | No | 17 | 11 | 2 | 0 | 1 |
| | | % | 54.8 | 35.5 | 6.5 | 0 | 3.2 |
| I store new and existing knowledge in knowledge database | | No | 12 | 13 | 3 | 2 | 1 |
| | | % | 38.7 | 41.9 | 9.7 | 6.5 | 3.2 |
| I have the ability to classify Knowledge in my department and provide the knowledge upon request | | No | 17 | 7 | 6 | 0 | 1 |
| | | % | 54.8 | 22.6 | 19.4 | 0 | 3.2 |

As stated on Table 4.10 The participants of the study were requested “I hold the new knowledge gained from different means presenting in the form easily accessible by using database” 51% of the respondents Disagree, 2% of the respondents were strongly disagree, 28.6% of the respondents

were neutral and 18.4% of the respondents were agree. The other item was “I Document tacit knowledge into explicit form knowledge” 53.1% were Disagree, 32.7% were neutral, 8.2% were strongly disagree and the rest 6.1% the respondents were agreed. The other request forwarded for the participants of the study were” I protect my organization from disaster or loss by backup documented knowledge through outlook/ other IT tool” 53.1% of the respondents indicated that as they Disagree, 24.5% of the respondents were 24.5%, 14.3% were disagree and the rest 8.2% were Agreed. The other request was” I store new and existing knowledge in knowledge database” Disagree (51%), 24.5(neutral), 14.3% (Strongly disagree) and the rest 10.2% were Agree. The final item under codification category were “I have the ability to classify Knowledge in my department and provide the knowledge upon request” 57.1%(Disagree), 18.4 (Strongly disagree and neutral and the rest 6.1% were agreed. The result showed that in international organization the codification of knowledge not provided due attention to organize the knowledge created by different means.

The same request was forwarded for the participants of the study from Local NGO “I hold the new knowledge gained from different means presenting in the form easily accessible by using database” 67.7%(Disagree), 12.9%(Strongly disagree, 9.7% (neutral), 6.5 (Agree) and the rest 3.2(strongly Agree). The other request was “I Document tacit knowledge into explicit form knowledge (83.9%)Disagree, (6.5%) Strongly Disagree and Agree and (3.2%) strongly agree. On an item about protect the organization from loss of knowledge Strongly Disagree (54.8%), Disagree (35.5), neutral (6.5%) and the rest 3.2% were Agree. The item related to storage of new and existing knowledge (51%) Disagree, (24.5) neutral, (14.3%) Strongly Disagree and the rest 10.2% Agree. The final request in this category was as the participant of the study has the ability to classify the knowledge available in the respective departments to provide timely response up on request. (54.8%) strongly disagree, (22.6%) Disagree, (19.4) neutral and Strongly disagree (3.2%).

When the researcher compares the two groups from local and International NGO the majority of the respondents from both groups were Strongly disagree and Disagree about the knowledge codification practice of knowledge management practice. This show that the organization face difficulty to access the required knowledge from the coming and the existing collection of knowledge. This indicates that as the number of knowledge increased from time to time without well-organized knowledge management system the organization may face difficulty. As stated the

above table 4.9 the participant from International organization has relatively better than that of Local NGO, however the codification practice of both organization is extremely low.

Transform knowledge into a code that can be understood by the users like texts, code used to identify from one item from the collection. Codification of tacit knowledge type which is internalized by the knower over a long period of time and sometimes limited to listing someone in the specific area of tacit knowledge. Codifying such kind of knowledge benefit the organization by providing a lot of knowledge to keep the organization reputation in the development sector.

One of the participant from save the children international said “Although there is lack of proper codification process, there is a culture of keeping and sharing resources/documents among staff. However, this practice usually based on individual effort because there is no standard policy to enforce. There is a platform available for knowledge management but it hasn’t been used exhaustively by all sections of the organization. There are some departments who have proper way of documentation and practicing it well. While others not. There is also practice of retaining all knowledge resources centrally by IT unit when every individual leave the organization which helped retrieval of important information when needed. To improve the fragmented use of KM practices, the organization need to prepare standard policy document that can be applied across the board and fully committed to abide by it.”

The other participant from Save the children also informed that “as an organization there is no good culture to use KM, If the staff use knowledge awareness creation to change the attitude, sharing best practice for the other”

The participant from Local NGO informed that as there is no good culture of knowledge management in the organization, the key informant indicated that as they store knowledge in shared folder to share the information among the employee of the organization. To organize the knowledge there is no dedicated system and employee to manage the knowledge of the organization. The participant form OSD indicated that as a senior management team tried their best to include the duties of knowledge management in the job descriptions of every employee.

4.3.3. Knowledge Sharing Practice

Knowledge codification practice has played a great role to share the knowledge in the community of the organization and stakeholders who visit the organization for different purpose. Knowledge

sharing practice is one of the most important components to share the created knowledge for different group of users like team in a department, donors, auditors by using different IT resources. In this component there are four items which were requested for the participants of the study to present their attitudes towards the knowledge sharing practices. The items include share proposal/s, program related materials through e-mail and other IT resources to colleagues, share basic knowledge getting from workshop, seminar on job training, share the experience of managing knowledge for the coworker and have trust to share knowledge to colleagues were presented for the participant of the study in both local and International NGO. The result of the knowledge sharing practice presented in the table 4.10

Table 4. 9: Knowledge Sharing Practice

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|--|-----------|-------------------|----------|---------|-------|----------------|
| International Non-Government Organization | I share proposal/s, program related materials through e-mail and other IT resources to my colleagues | No | 38 | 0 | 9 | 2 | 0 |
| | | % | 77.6 | 0 | 18.4 | 4.1 | 0 |
| | I share basic knowledge getting form workshop, seminar on job training ... | No | 8 | 26 | 9 | 6 | 0 |
| | | % | 16.3 | 53.1 | 18.4 | 12.2 | 0 |
| | I share the experience of managing knowledge to my coworker | No | 6 | 27 | 14 | 2 | 0 |
| | | % | 12.2 | 55.1 | 28.6 | 4.1 | 0 |
| | I have trust to share knowledge to my colleagues | No | 9 | 29 | 7 | 4 | 0 |
| | | % | 18.4 | 59.2 | 14.3 | 8.2 | 0 |
| | I share proposal/s, program related materials through e-mail and other IT resources to my colleagues | No | 14 | 0 | 16 | 0 | 1 |
| | | % | 45.2 | | 51.6 | 0 | 3.2 |

| | | | | | | | |
|-----------------------------------|--|----|------|------|-----|---|-----|
| Local Non-Government Organization | I share basic knowledge getting from workshop, seminar on job training ... | No | 14 | 13 | 3 | 0 | 1 |
| | | % | 45.2 | 41.9 | 9.7 | 0 | 3.2 |
| | I share the experience of managing knowledge to my coworker | No | 14 | 16 | 0 | 0 | 1 |
| | | % | 45.2 | 51.6 | 0 | 0 | 3.2 |
| | I have trust to share knowledge to my colleagues | No | 17 | 13 | 0 | 0 | 1 |
| | | % | 54.8 | 41.9 | 0 | 0 | 3.2 |

The participants of the study from International NGO were requested to respond “I share proposal/s, program related materials through e-mail and other IT resources to my colleagues” 77.6% of the respondents indicated as they strongly disagree, (18.4%) neutral and the rest 4.1% agree. knowledge sharing from workshop, on job training 53.1% were disagree, 16.3% strongly disagree, 18.4% neutral, and 12.2% agree. The item related to “I share the experience of managing knowledge to my coworker” the majority of the respondents (55.1%) indicated that as they disagree, followed by 28.6% of the respondents’ neutral, 12.2% strongly disagree and 4.1% agree. The last item for sharing practice for the international organization were “I have trust to share knowledge to my colleagues” the majority of the participants of the study were 59.2% Disagree, 18.4% Strongly disagree, 14.3% neutral and the rest 8.2% agree.

The four items from knowledge sharing practice were requested participants from Local NGO. The items related share proposal/s program related materials by different IT resources the majority of the respondents 45.2% Strongly Disagree, (51.6) neutral and (3.2%) agree. The other item as the respondents share the knowledge getting from workshop, seminar, 45.2% Strongly Disagree, 41.9% Disagree, 9.7% neutral and (3.2%) Agree. The third items presented to respond for the participant of the study were “I share the experience of managing knowledge to my coworker” (45.2%) Strongly Disagree, 51.6% Disagree and the rest 3.2 % of the respondents were agreeing. The last request from this component were “I have trust to share knowledge to my colleagues” 54.8% of the respondents were strongly disagree, 41.9% Disagree and the rest 3.2% were strongly agree.

As the survey result indicated in both type of organization there is the problem of sharing knowledge getting from training, workshop, on job training and not have trust to share for coworkers. This indicate that a lot of work will be expected to create good culture of knowledge management in the organization. Even the organization generate and organize a lot of knowledge in different disciplines without the sharing of the relevant knowledge it may not create good practice of knowledge management. Knowledge sharing is the process of mutually exchanging knowledge and jointly creating new knowledge. It enables us to exchange knowledge among individuals and organizations and also to collect shared knowledge through information technology. If the individuals understand the mutual benefits of the knowledge sharing practice promotes the professional's skills and competency among employees in the organizations.

4.3.4. Knowledge Utilization Practice

This component more associated with the capability of employees or individuals in an organization to locate, access, and use knowledge stored in the form of mind of individuals and explicit (in the documented form). It has a big contribution for the organization to have evidence based decision making. To investigate this practice, the researcher used three items such as access the knowledge stored in department through information technology solution, record like minutes, report in department level are accessible to you through IT solution and Knowledge accessed from Knowledge base of the organization over the intranet contributes the quality of proposal writing and the service provision of the organization. These items with the respective result were presented in the tabulated form by using Likert type question in the table 4.11.

Table 4. 10: Knowledge Utilization practice

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------------------------|--|-----------|-------------------|----------|---------|-------|----------------|
| International Government Organization | I access the knowledge stored in department through information technology solution | No | 37 | 0 | 10 | 2 | 0 |
| | | % | 75.5 | 0 | 20.4 | 4.1 | 0 |
| | I record like minutes, report in department level are accessible to you through IT solution | No | 9 | 23 | 12 | 5 | 0 |
| | | % | 18.4 | 46.9 | 24.5 | 10.2 | 0 |
| | Knowledge accessed from Knowledge base of the organization over the intranet contributes the quality of proposal writing and the service provision of the organization | No | 10 | 18 | 20 | 1 | 0 |
| | | % | 20.4 | 36.7 | 40.8 | 2.0 | 0 |
| Local Government Organization | I access the knowledge stored in department through information technology solution | No | 25 | 0 | 0 | 5 | 1 |
| | | % | 80.6 | 0 | 0 | 16.1 | 3.2 |
| | I record like minutes, report in department level are accessible to you through IT solution | No | 4 | 21 | 3 | 2 | 1 |
| | | % | 12.9 | 67.7 | 9.7 | 6.5 | 3.2 |
| | Knowledge accessed from Knowledge base of the organization over the intranet contributes the quality of proposal writing and the service provision of the organization | No | 8 | 15 | 5 | 2 | 1 |
| | | % | 25.8 | 48.4 | 16.1 | 6.5 | 3.2 |

In this component the researcher raised three items, from this “ I access the knowledge stored in department through information technology solution” this question was requested for the participant of the study from International organization 75.5% were strongly disagree, 20.4% was neutral and 4.1% was agree towards the point. The other object was “I record like minutes, report in department level are accessible to you through IT solution” the majority 46.9% disagree, 24.5% neutral, 18.6% agree and the rest 10.2% agree towards the point. The third items presented for the participant of the study were related to knowledge accessed from knowledge base of the organization over the intranet contributes the quality of proposal writing and service provision of the organization. 40.8% of the respondents indicated as neither agree nor disagree towards the point, 36.7% of the respondents disagree, 20.4% of the respondents strongly disagree and the rest 2% agreed.

Likewise, the participant of the study in Local NGO indicated for the item related to access the knowledge stored in the organization through IT solution 80.6% of the respondents strongly disagree, 16.1% of the respondents agree and the rest 3.2% Strongly agree. For the item recording relevant document in the organization the majority of the respondents (67.7%) Disagree, 12.9% strongly disagree, 9.7% neutral, 6.5% agree and the rest 3.2% strongly agree towards the item. The last items considered was knowledge accessed from the knowledge base of the organization over the intranet 48.4% of the respondent disagree, (25.8%) strongly disagree ,16.1% neutral, 6.5% agree and 3.2% strongly agree.

As showed in table 4.11 the utilization of knowledge in both Local and international NGO is very low. This has its own impact for the organization to pass concrete decision by the help of evidence accessed from different sources. If the organization could not utilize the knowledge generated in different means cannot compete in other development sectors. This also has its own influence to get funds from different donors, the donors may not provide trust if the organization doesn't have evidence for every transaction with different suppliers, consultants and so on. In addition, the organization may face difficulty by disallowing financial resources by donors, based on the finding of the audit if the organization fail to present the relevant evidence upon request. This show that knowledge management utilization has big role for decision making. Knowledge utilization

application require right and relevant knowledge at the right time and place for effective decision making.

4.5. Knowledge management contribution for Decision Making

Knowledge management has a great role to have evidence based decision making in an organization. To have evidence the organization need proper knowledge management culture. The researcher used adopted model of knowledge management process like knowledge creation, knowledge codification, Knowledge sharing and knowledge utilization practice. The result of each process in relation to decision making items by using five point Likert scale from Strongly Disagree to Strongly agree presented in the following part of the study. The below table 4.12 showed us the generation practice of knowledge management by focus of decision making.

Table 4. 11:Generation practice of Knowledge management in light of Decision

| Type of the organization | | | | | | | |
|---------------------------------------|--|-----------|-------------------|----------|---------|-------|----------------|
| | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| International Government Organization | My decision making ability acquired by different trainings brings quality | No | 5 | 34 | 7 | 3 | 0 |
| | | % | 10.2 | 69.4 | 14.3 | 6.1 | 0 |
| | My participation in different training create new knowledge to increase the quality of decision making | No | 11 | 26 | 11 | 1 | 0 |
| | | % | 22.4 | 53.1 | 22.4 | 2.0 | 0 |
| | Making discussion with the department staff helps to capture new knowledge brings the quality of decision making | No | 14 | 22 | 13 | 0 | 0 |
| | | % | 28.6 | 44.9 | 26.5 | 0 | 0 |
| | | No | 3 | 25 | 20 | 1 | 0 |

| | | | | | | | |
|-----------------------------------|--|----|------|------|------|-----|---|
| | Improved decision making style through knowledge generate by written documents increases decision making quality | % | 6.1 | 51.0 | 40.8 | 2.0 | 0 |
| | | No | | | | | 0 |
| | | % | | | | | 0 |
| Local Non-Government Organization | My decision making ability acquired by different trainings brings quality | No | 20 | 10 | 0 | 1 | 0 |
| | | % | 64.5 | 32.3 | 0 | 3.2 | 0 |
| | My participation in different training create new knowledge to increase the quality of decision making | No | 20 | 10 | 1 | 0 | 0 |
| | | % | 64.5 | 32.3 | 3.2 | 0 | 0 |
| | Making discussion with the department staff helps to capture new knowledge brings the quality of decision making | No | 17 | 13 | 0 | 1 | |
| | | % | 54.8 | 41.9 | 0 | 3.2 | 0 |
| | Improved decision making style through knowledge generate by written documents increases decision making quality | No | 6 | 9 | 3 | 13 | 0 |
| | | % | 19.4 | 29 | 9.7 | 4.9 | |

4.5.1. Knowledge generation practice for quality Decision

The participants of the study were requested to provide attitudes towards items mentioned in the knowledge generation practice by emphasizing decision making quality of the organization. As presented in the below table 4.14, the item “my decision making ability acquired by different trainings brings quality” 69.4% indicated Disagree, neutral (14.3%), Strongly Disagree (10.2%), and the rest 6.1% agree about the point. “My participation in different training create new knowledge to increase the quality of decision making” 53.1% of the respondents indicated Disagree, strongly Disagree and neutral (22.4%) and the rest 2% agree about the point. “Making discussion with the department staff helps to capture new knowledge brings the quality of decision making” The respondents response towards this point 44.9% were Disagree, 28.6% strongly

disagree and the rest 26.5% were normal. “Improved decision making style through knowledge generate by written documents increases decision making quality” 51% were Disagree, 40.8% indicated as normal, 6.1% strongly disagree and the rest 2% indicated as agree.

Participants from Local NGO for the items related to decision making ability acquired by training 64.5% Strongly Disagree, 32.3% Disagree and the rest 3.2% agree about the point. My participation in different training create new knowledge to increase the quality of decision making (64.5) strongly disagree, Disagree (32.3%) and 3.2% neutral. “Making discussion with the department staff helps to capture new knowledge brings the quality of decision making” 54.8% of the respondents indicated that as strongly disagree, disagree (41.9%) and agree 3.2% the last item in knowledge generation practice “Improved decision making style through knowledge generate by written documents increases decision making quality” 19.4% (Strongly Disagree), (29%) Disagree, neutral (9.7) and the rest 4.9% agree.

Employees in every level of the organization to make decision need to have concrete source, this sources can get from employee discussion in their department meeting, training written document and the like. To handle this, the organization, need to have good system to generate the required knowledge to support the decision making process of the organization. As indicated in the result of the study it not satisfactory result to support the decision made at different level.

To make the rational decision involves identifying alternatives, projecting the probabilities and outcomes of alternatives, and evaluating the outcomes according to known preferences. To pass these all decision making process require knowledge generation to reach the final decision of the case at hand. The survey result indicated that the knowledge generated and processing may be beyond the capabilities of the organization. In practice, organizational decision making starts from the rational idea in the context of decision making, this idea is coming from the generated knowledge. If the organization could not establish good knowledge management practice the quality of decision making becomes compromised.

4.5.2. Knowledge Codification Practice for quality Decision

The below table showed the knowledge codification practice in light of quality decision. In this component the researcher identified four items such as the organization staff improve provide evidence based decision making by using additional knowledge from Knowledge base,

documenting tacit knowledge (mind of individual) into explicit (knowledge in a form of document) increase the quality of decision making, holding new knowledge gained through trainings and workshops in database helps the quality of decision making and storing new and existing knowledge in repositories by department database increase the quality of decision making. Based on these items the researcher requested the participants of the study to show their attitudes towards each items in the codification component. The below table presented the result with the respective items in local and international non-government organizations.

Table 4. 12: Codification practice of Knowledge management in light of Decision making

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|--|-----------|-------------------|----------|---------|-------|----------------|
| International Non-Government Organization | In my organization staff improve provide evidence based decision making by using additional knowledge from Knowledge base | No | 3 | 25 | 20 | 1 | 0 |
| | | % | 6.1 | 51.0 | 40.8 | 2.0 | 0 |
| | Documenting tacit knowledge (mind of individual) into explicit (knowledge in a form of document) increase the quality of decision making | No | 4 | 31 | 11 | 3 | 0 |
| | | % | 8.2 | 63.3 | 22.4 | 6.1 | 0 |
| | Holding new knowledge gained through trainings and workshops in database helps the quality of decision making | No | 13 | 22 | 12 | 2 | 0 |
| | | % | 26.5 | 44.9 | 24.5 | 4.1 | 0 |
| | Storing new and existing knowledge in repositories by department database increase the quality of decision making | No | 13 | 24 | 11 | 1 | 0 |
| | | % | 26.5 | 49.0 | 22.4 | 2.0 | 0 |
| | | No | | | | | 0 |
| | | % | | | | | 0 |
| | | No | 6 | 9 | 3 | 13 | 0 |

| | | | | | | | | | | |
|-------------------------------------|------|--|---|------|------|------|------|---|-----|---|
| Local Government Organization | Non- | In my organization staff improve provide evidence based decision making by using additional knowledge from Knowledge base | % | 19.4 | 29.0 | 9.7 | 41.9 | 0 | | |
| | | Documenting tacit knowledge (mind of individual) into explicit (knowledge in a form of document) increase the quality of decision making | No | 7 | 13 | 10 | 1 | 0 | | |
| | | | % | 22.6 | 41.9 | 32.3 | 3.2 | 0 | | |
| | | | | | | | | | | |
| | | | Holding new knowledge gained through trainings and workshops in database helps the quality of decision making | No | 17 | 13 | 0 | 1 | 0 | |
| | | | | | % | 54.8 | 4.9 | 0 | 3.2 | 0 |
| | | | | | | | | | | |
| | | | Storing new and existing knowledge in repositories by department database increase the quality of decision making | No | 17 | 13 | 0 | 1 | 0 | |
| | | | | | % | 54.8 | 4.9 | 0 | 3.2 | |

To understand the codification practice in light of decision making the participants from the international organization were requested, the items, “In my organization staff improve provide evidence based decision making by using additional knowledge from Knowledge base” (51%) Disagree, (40.8%) neutral, (6.1%) SD and (2%) agree about the item. Changing tacit form of knowledge in a documented form increase the quality of decision making Disagree (63.3%), (22.4) neutral, (8.2%) strongly disagree and 6.1% agree about the point. “Holding new knowledge gained through trainings and workshops in database helps the quality of decision making” 26.5% strongly disagree, 44.9% Disagree, (24.5%) neutral and (4.1%) agree. Storing new and existing knowledge in repositories by department database increase the quality of decision making. “Storing new and existing knowledge in repositories by department database increase the quality of decision making” (49%) Disagree, 26.5% strongly Disagree, 22.4% neutral and the rest 2% agree.

The same requests were forwarded participants from Local NGO by using the knowledge base staff improve their way of decision making 41.9% Disagree, 29.0% disagree, (19.4%) strongly disagree and the rest 9.7% were neutral. Changing tacit knowledge from tacit to explicit knowledge increase the quality of decision making (22.6%) strongly disagree, 41.9% (disagree), (32.3%) neutral and (3.2%) agree. “Holding new knowledge gained from training and workshops in database helps the quality of decision making” (54.8%) strongly disagree, (4.9%)Disagree, 3.2%.” Storing new and existing knowledge in repositories by department database increase the quality of decision making” 54.8% strongly disagree, (4.9%) Disagree.

As shown in the result table the codification practice of knowledge management in both local and international organization is not in a good condition it affects the decision making by the absence or shortage of well-organized knowledge. To make concrete decision need to have evidence this evidence is organized in a way accessible to make evidence based decision making. The main thing in knowledge codification practice is enable rapid and frequent reuse of resources developed by the employees. To make timely decision Knowledge codification practice has its own contribution, however the survey result showed as there is no well-established codification practice in both local and international non-government organizations. Unless the knowledge is codified we could not share the knowledge for the employee of the organizations.

Therefore, one can say Knowledge codification practice not able the employee of the organization to improve the quality of decision making by using additional knowledge, changing tacit to explicit form of knowledge, holding the new knowledge gained from workshop and training and storing the knowledge in the department knowledge doesn't have any contribution to improve the quality of decision making in both local and international organization.

4.5.3. Knowledge Sharing Practice for Quality Decision

As discussed in the previous sections the researcher has stated knowledge generation and knowledge codification practice of the local and international non-government organization the third component which is knowledge sharing practice discussed in the following section. Knowledge sharing is the central to success of all organization in private and governmental organizations. Effective knowledge sharing practices enable the employee to reuse and regenerate of knowledge at individual and organization level. The below table 4.14 showed the sharing practice in relation to decision making

Table 4. 13: The Sharing practice of Knowledge management in light of Decision making

| Type of the organization | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------|-------|-----------|-------------------|----------|---------|-------|----------------|
| | | No | 6 | 29 | 12 | 2 | 0 |

| | | | | | | | |
|--|--|--|------|------|------|-----|---|
| International Non- Government Organization | The distribution of knowledge in the organization training resources influences the quality and participation of decision making | % | 12.2 | 59.2 | 24.5 | 4.1 | 0 |
| | Presentation conducted in workshop, training enhanced my skill of proposal and technical report writing. | No | 11 | 21 | 14 | 3 | 0 |
| | | % | 22.4 | 42.9 | 28.6 | 6.1 | 0 |
| | When I share knowledge, I feel as contributing something for the organization | No | 12 | 29 | 6 | 2 | 0 |
| | | % | 24.5 | 59.2 | 12.2 | 4.1 | 0 |
| | Local Non- Government Organization | The distribution of knowledge in the organization training resources influences the quality and participation of decision making | No | 19 | 11 | 0 | 1 |
| % | | | 61.3 | 35.5 | 0 | 3.2 | 0 |
| Presentation conducted in workshop, training enhanced my skill of proposal and technical report writing. | | No | 21 | 9 | 0 | 1 | 0 |
| | | % | 67.7 | 29.0 | 0 | 3.2 | 0 |
| When I share knowledge, I feel as contributing something for the organization | | No | 28 | 2 | 0 | 1 | 0 |
| | | % | 90.3 | 6.5 | 0 | 3.2 | 0 |

To investigate the knowledge sharing practice for quality decision three items were identified the participants from International organization showed that “The distribution of knowledge in the organization training resources influences the quality and participation of decision making” 59.2% (Disagree), 24.5% (neutral), (12.2%) Strongly disagree and agree 4.1%. Presentation conducted in workshop, training enhanced my skill of proposal and technical report writing” 42.9% Disagree, 28.6% neutral ,22.4% strongly disagree and 6.1% agree.

In local NGO the knowledge sharing practice items the distribution of knowledge in the organization training resources influences the quality of decision making 61.3% strongly disagree, 35.5% Disagree and the rest 3.2% indicate that as agree to the point. “Presentation conducted in the workshop, training enhanced the skill of proposal and report writing “67.7% of the respondents indicated as strongly disagree, (29%) Disagree and the rest 3.2% showed as agree.

Therefore, one can say that the knowledge sharing practice for the items selected by the researcher like distributions of knowledge, presentation conducted enhanced the skill of knowledge for making decision and the comfort zone of sharing knowledge for decision making not enable the employee to improve the quality of decision making in the organization in local and international non-government organization.

4.5.4. Knowledge Utilization for quality Decision Making

Knowledge utilization is the final components of knowledge management practice. It is clearly understandable that to have quality decision making process the organization need to have good knowledge management culture. To utilize the knowledge, the knowledge workers, need to generate the knowledge, codified the knowledge, sharing knowledge and finally utilize the knowledge for the required purpose. In this process the researcher used five items to know the attitudes towards knowledge utilization by using five point Likert scale. The table 4.15 presented the result related to knowledge utilization in relation to decision.

Table 4. 14: Utilization practice of Knowledge management in light of Decision making

| Type of the organization | | | | | | | |
|--------------------------|--|-----------|-------------------|----------|---------|-------|----------------|
| | Items | Frequency | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| | The success of the organization project initiation and completion enhances decision making | No | 8 | 35 | 6 | 0 | 0 |
| | | % | 16.3 | 71.4 | 12.2 | 0 | 0 |
| | | No | 9 | 35 | 5 | 0 | 0 |

| | | | | | | | | |
|--|--|--|------|------|------|------|---|---|
| International Non-Government Organization | The knowledge accessed from knowledge base of the department over the network contribute the quality decision making | % | 18.4 | 71.4 | 10.2 | 0 | 0 | |
| | My proposal and technical report preparation are enhanced through the documented knowledge accessed through intranet positively affects the quality of decision making | No | 5 | 26 | 18 | 0 | 0 | |
| | | % | 10.2 | 53.1 | 36.7 | 0 | 0 | |
| | Utilization of knowledge has positive impact on the quality of decision making in the organization | No | 16 | 25 | 7 | 1 | 0 | |
| | | % | 32.7 | 51.0 | 14.3 | 2.0 | 0 | |
| | The knowledge captured by making exist interview at the time of staff resignation highly supportive for the contribution to make corrective action | No | 31 | 0 | 15 | 3 | 0 | |
| | | % | 63.3 | 0 | 30.6 | 6.1 | 0 | |
| | Local Non-Government Organization | The success of the organization project initiation and completion enhances decision making | No | 8 | 35 | 6 | 0 | 0 |
| | | | % | 16.3 | 71.4 | 12.2 | 0 | 0 |
| | | The knowledge accessed from knowledge base of the department over the network contribute the quality decision making | No | 6 | 24 | 0 | 1 | 0 |
| % | | | 19.4 | 77.4 | 0 | 3.2 | 0 | |
| My proposal and technical report preparation are enhanced through the documented knowledge accessed through intranet positively affects the quality of decision making | | No | 6 | 19 | 3 | 3 | 0 | |
| | | % | 19.4 | 61.3 | 9.7 | 9.7 | 0 | |
| Utilization of knowledge has positive impact on the quality of decision making in the organization | | No | 12 | 18 | 1 | 0 | 0 | |
| | | % | 38.7 | 58.1 | 3.2 | 0 | 0 | |
| | | No | 30 | 1 | 0 | 0 | 0 | |

| | | | | | | | |
|--|--|---|------|-----|---|---|---|
| | The knowledge captured by making exist interview at the time of staff resignation highly supportive for the contribution to make corrective action | % | 96.8 | 3.2 | 0 | 0 | 0 |
|--|--|---|------|-----|---|---|---|

The participants of the study were requested to indicate their attitudes in relation to knowledge utilization in look of decision making by using the items, “The success of the organization project initiation and completion enhances decision making” (71.4%) Disagree, (16.3%) Strongly Disagree and the rest (12.2%) Neutral. “The knowledge accessed from knowledge base of the department over the network contribute the quality decision making” (71.4%) Disagree, (18.4%) strongly disagree and the rest 10.2% was neutral. “My proposal and technical report preparation are enhanced through the documented knowledge accessed through intranet positively affects the quality of decision making” (53.1%) Disagree, (36.7%) and the rest (10.2%) strongly disagree. “Utilization of knowledge has positive impact on the quality of decision making in the organization” (32.7%) Strongly disagree, (51%) Disagree, (14.3%) neutral and the rest 2% agree to the point. “The knowledge captured by making exist interview at the time of staff resignation highly supportive for the contribution to make corrective action” (63.3%) Strongly Disagree, (30.6%) neutral and the rest 6.1% agree.

The same requests were forwarded for the participants from Local NGO for the request “The success of the organization project initiation and completion enhances decision making” (71.4%) Disagree (16.3%) Strongly Disagree and the rest 12.2% were neutral towards the point. The knowledge access from the knowledge base contribute the quality of decision making. 19.4% strongly disagree, 77.4% Disagree and the rest 3.2%. Proposal and technical report preparation are enhanced through documented knowledge 61.3%, 19.4% Strongly disagree the rest 9.7% neutral and agree. “Utilization of knowledge has positive impact on the quality of decision making in the organization” (58.1%) Disagree, (38.7%) Strongly Disagree and the rest 3.2% were neutral. “The knowledge captured by making exist interview at the time of staff resignation highly supportive for the contribution to make corrective action” (96.8%) Strongly Disagree and the rests (3.2%) Disagree.

Therefore, one can say that knowledge utilization practice for decision making for the employee of both international and local organization could not enable them to improve the quality of decision making in their respective radar. Utilization level of the organization in both local and international non-government organization almost in a very little level. Even if the majority of the participants indicated good understanding of knowledge management there is no any practice and implementation in the organization. It is simply on understanding, level this means understanding without implementation of knowledge management culture in the organizations it is meaningless. To encourage the utilization practice, need to work at the grass root level and senior management team need to think strategically to use the knowledge at every level of work like planning, organizing, directing, leading, controlling and evaluation.

In every process of decision making employees need to consider the existing or new knowledge at the time of basic process of decision making.

“One of the participant from international organization indicated that “It might not directly have related to a decision making where decision makers usually refer to the current information. However, to make good judgment and accurate decision having reference of previous information is vital. This can happen only if KM practice put in place”

Participant from Local NGO informed that “Knowledge management has a great role for quality decision making and it has high relationship between knowledge management and decision making.”

To find out the significant of the study and the association between variables the researcher used Chi-square. Some of the items selected from the knowledge management practice in light of decision making and test chi-square.

Table 4. 15: Chi-Square Tests Knowledge generation in light of decision making

| Chi-Square Tests | | | |
|------------------------------|---------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 27.430 ^a | 3 | .000 |
| Likelihood Ratio | 30.135 | 3 | .000 |
| Linear-by-Linear Association | 17.756 | 1 | .000 |
| N of Valid Cases | 80 | | |

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.55.

As indicated in table 4.17 significance difference was found on the decision making based on knowledge generation practice (P=000). There is an association between decision making and knowledge generation practices. The value of P is less than 0.005 in 95% of confidence interval.

Table 4. 18: Chi-Square Tests Knowledge codification- Decision making

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 28.788 ^a | 3 | .000 |
| Likelihood Ratio | 31.046 | 3 | .000 |
| Linear-by-Linear Association | 2.853 | 1 | .091 |
| N of Valid Cases | 80 | | |

As indicated in table 4.18 significance difference was found on the decision making based on knowledge generation (P=.000). There is an association between decision making and knowledge codification practices.

Chi-Square Tests

Table 4. 19: Chi-Square Tests Knowledge sharing practice-decision making

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 24.377 ^a | 3 | .000 |
| Likelihood Ratio | 28.392 | 3 | .000 |
| Linear-by-Linear Association | 17.552 | 1 | .000 |
| N of Valid Cases | 80 | | |

As indicated in table 4.19 significance difference was found on the decision making based on knowledge Sharing practice (P=.000). There is an association between decision making and knowledge sharing practices.

Table 4. 20: Knowledge utilization in light of decision making

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 4.846 ^a | 3 | .183 |
| Likelihood Ratio | 6.900 | 3 | .075 |
| Linear-by-Linear Association | .145 | 1 | .703 |
| N of Valid Cases | 80 | | |

As indicated in table 4.20 significance difference was not found on the decision making based on knowledge utilization practice ($P=.183$). There is no association between decision making and knowledge sharing practices.

4.6. Discussion

Knowledge management is often used in different information resources than in a form of practice. This study asserted that the practice of knowledge management in local and international non-government organization is very low. In development sector is a place where a lot of experienced and educated individuals are employed, however, the practice is very low. Knowledge management is recognized as a big asset and strategic resources of the organizations.

This study contributed to the existing body of knowledge by narrowing the research gap by identifying the challenges of knowledge management and decision making in local and international non-government organizations.

4.6.1. Knowledge Management practice in light of Decision making

As presented on table 4.17, 4.18, 4.19 and 4.20 there was a significance difference between quality of decision making and knowledge generation practices ($P=0.000$) and decision making based on knowledge codification practices ($P= 0.000$), the significance different also observed on decision making quality and knowledge management sharing ($P=0.000$). However, the rest showed no significance difference between decision making based on knowledge utilization practices ($P=.183$) quality of decisions making and knowledge utilization practices.

Thus, the study shows that the knowledge management practices such as knowledge generation practices, knowledge codification practices, knowledge sharing practices have significant value towards the decision making. Knowledge utilization practices does not have significant effect over the quality of decision making. Although the organization generate new knowledge, organize in some way and sharing to some extent without application or utilization of knowledge for the required purpose like decision making it is pointless. If the organization could not utilize the knowledge becomes hindrance for the improvement of organizational process like innovation, collaboration decision making etc. The knowledge management improve the organization process

by producing intermediate outcomes such as decisions, services and relationship these in turn lead to improved organizational performance.

Chapter Five

5. Summary of major finding Conclusion and Recommendation

This chapter illustrates summary of finding conclusions and recommendations of the study. These summary of finding, conclusions, recommendation and recommendation for future studies were drawn based on the review of related literatures, result of statistical analysis and discussion of finding from chapter four.

5.1. Summary of major findings

Different scholars in the area of knowledge management who advocates the importance of knowledge management practice think that knowledge management improve the business of the organization based on the utilization of knowledge within the employee of the organization. Hence we can say that knowledge management is sort of action through which we use the organization in order to identify, create, present and transfer of knowledge for further use and learning through the organization.

In order to achieve the objective of the study and to respond the research questions, of the total 92 selected sample 80 questionnaires were filled and submitted by using Microsoft form. The collection instruments were questionnaires and semi-structured interviews. The questionnaires had five parts such as demographic question were analyzed using different statistical tool, awareness and challenges, knowledge management tools, knowledge management practice and knowledge management practice in light of decision making.

In chapter four quantitative and qualitative results were shown in tables associated with statistical tools employed. The summary of the main findings includes:

- The survey result indicated as 85% of the participants believed as there is challenges to manage knowledge in non-government organization. The participant also indicated the type of challenges like lack of organizational culture, lack of structure and procedure, lack of knowledge management strategies and lack of knowledge management team. The reasons of not practicing the knowledge management includes shortage of financial resources, lack of commitment in senior management team and so on.

- 91.3% of the participants of the study indicated that as they use the tools to manage knowledge some of the tools includes internet, intranet, email and so on.
- 75.5% of the respondents from international non-government organization indicates as could not apply or not utilize the stored knowledge through information technology means. In contrast 80.6% of the participants of the study in local non-government organization indicated as against the utilization of knowledge in the organizations. This result indicates the utilization level is very low in development organization, however, in international organization the utilization is better than that of local non-government organization.
- There was a significance difference between quality of decision making and knowledge generation practices ($P=0.000$) . knowledge codification practices ($P= 0.000$), knowledge management sharing ($P=0.000$), however, the rest showed no significance difference between decision making based on knowledge utilization practices ($P=.183$)

5.2. Conclusion

Knowledge management in developing countries like Ethiopia plays vital role for effective and efficient management of the organizations. The knowledge created and generated from this sector, the knowledge is gathered when the employee of the organization interacts with suppliers, beneficiaries, donors, auditors and the like.

The major aim of practicing Knowledge management in development sector is to support decision makers by providing quality, reliable and timely information. However, in Ethiopia particularly in Addis Ababa development sector is not given appropriate attention provided for the management of Knowledge.

The main objective of this study was to investigate the knowledge management practices for selected three local NGO's and an international NGO and make comparative analysis. In order to get information from the target population, different fact finding techniques like questionnaire and interview were used.

The finding of the study indicates that almost all Local NGOs do not have KM section and responsible person who manages the knowledge. The Knowledge management tools are available both local and International organizations, however there is no good culture of knowledge management. Having the KM tool is not warranty to have good knowledge management without adapting good culture of KM

The knowledge management practice of the organization was investigated in the context of development sector by using knowledge management components. The components were knowledge generation, codification, sharing and utilization. These components were assessed by using the identified items in each component.

Some of the finding of the study were summarized as below:

- The majority of employees have challenges to generate, organize, sharing and utilization of knowledge in the organizations, this is hindrance for timely utilization of knowledge management for decision making. The finding also indicates that 85% of participants of the study indicated as they have challenge to manage knowledge. There are different kind of challenges were indicated by the participants to mention some Lack of knowledge

management strategies and implementation plan (23.8%), lack of knowledge management team, lack of structure, procedure to implement knowledge management (46.2%, lack of resource, budget staff and infrastructure (52.5%), Lack of training and support 51.2%. . The reason of not practicing were lack of support of senior management team (35.4%), the other reason of not practicing knowledge management were lack of financial resources (34.4%)

- To Manage knowledge in the organization there is no dedicated knowledge management tool developed for the purpose of managing knowledge available in different department. The participants of the study indicated 91.3% as they use the tool to manage the knowledge, however, the application is very minimal, they use internet, intranet, videoconferencing and the like. There is no dedicated knowledge workers and KM software throughout the organizations.
- Even if 78.8% of the participants indicated as they have good understanding of knowledge management there is no good culture of knowledge management (KM) in the organization this was asserted by the participants of the study were indicated the current status of knowledge management were good (45%), 35% were adequate. The majority of the respondents form international NGO indicated as good and the participants form local NGO indicated as adequate (51.6%).
- The knowledge management practices of the organization were very low to mention some of the result in the utilization components, access the knowledge stored in department through information technology solution were indicated 75.5% from international organization and 80.6% from Local NGO indicated as were not used the stored knowledge. This indicates the utilization level is very low in both types of organizations.

The finding of the study indicated that the Knowledge management culture of the study were very low to mention one from each component in knowledge generation practices 48.3% believes that new knowledge not fill the gap of knowledge, from codification practices 57.5% of the respondents not think that as knowledge gained from different means easily accessible by database. In the knowledge sharing practices like share program related, proposal and other related materials by using e-mail, the majority of the respondents (65%) were not practice. In knowledge utilization practices 77.5% of the respondents believes that as there is no utilization in the organization. From

these result we can conclude that there is poor culture of knowledge management in the organizations.

5.3. Recommendation

- In order to rectify the problems witnessed in this study core issues must be considered. Among other things emphasis should be given for the formulation of knowledge management strategies in the organization. To bring good culture of KM every employee in the organization should be included in his/her job description to consider KM as part of their duties. The senior Management team also ensure to have clear structure to have some dedicated knowledge workers in the organization.
- Training related to knowledge management need to be provided for all development sector employees to have better understanding of knowledge management by the knowledge workers. The training need to consider the senior management team, without the good understanding of senior management team it may be difficult to bring good culture of the organization. The training should be given for different levels of managers and supportive employees in the development sector. Especially managers have power to change the culture of knowledge management throughout the development sector. If they have positive attitude towards the knowledge management, they can influence the other users in the sector.
- It is also important to upgrade the skills of local and international organization employee at all level by providing framing on knowledge generation, knowledge codification, knowledge sharing and knowledge utilization.
- Every organization whether Local or international organization should have their own Knowledge management section and knowledge workers. The section need to be organized by qualified personnel and need to be equipped with appropriate information technology solution including the required budget to implement the knowledge management practice.
- To establish an effective Knowledge management system and to provide an appropriate feedback mechanism standardized collection format is needed. In addition , there should be way to prepare a forum to share experience from model international and local NGO to another in order to develop culture of better knowledge management utilization and improve their skills.

- Employees at all level and responsible personnel for knowledge generation, codification, sharing and practice of the organization. The organizations need to have an independent knowledge management system to manage all forms of tacit and explicit form of knowledge. At the time of system development all stockholders in and outside of the organization should be involved to provide idea about the system. The system should be flexible to accept new changes.
- To establish effective and efficient knowledge management culture adequate resource need to be allocated from the senior management team. It is a big asset and strategic resource of the organization by considering this, senior management team need to be provided due attention.
- The organization need to create a systematic way to manage tacit form of knowledge such as exist interview at the time of staff resignation. This kind of practice help the new employee learn from the past and to take corrective action without wasting the organization time.
- To develop an effective and efficient knowledge management system CHSA (the organization who control the development sector) need to formulate relevant policy and develop a system for knowledge generation, codification, sharing and utilization. To implement the knowledge management practice in the organization, the organization who control the development sector need to put a standard in a form of policy to support the implementation in a systematic way.

5.4. Recommendation Future Research

This research delivers new comprehension and appeals valuable findings regard to knowledge management practice in local and international non-government organizations including the available challenges. As a result, this finding can be taken as an indication for other types of organization like government, private for non-charitable organization. The organizations also fail to view the organization as a whole as a result the departments within organization lack sharing of knowledge from one to the other this brings the existence of duplication of work in different department because of lack of integration of the system this result in wastage of resource, in the future it is good to investigate the integration view of the knowledge management system in development sector and other organizations too. Therefore, similar studies in other government offices may be recommended to investigate knowledge management practice by focusing knowledge management practice particularly sharing and utilization practices.

In the future if the development sector fully implemented the knowledge management practices it also possible to check the role or contribution of knowledge management utilization and sharing for the performance of the organization. There are also good to take some knowledge management factor like trust to share knowledge management need detail investigation in the future.

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Appendix

Dear respondent

The questionnaire prepared for a study entitled the knowledge management practices: Comparative study of local and international non -government organization.

The aim of the study is to investigate the knowledge management practice of selected local NGO's and international NGO and to make comparative analysis. The findings of the study are expected to be significant not only for the organization but also helpful for other humanitarian and development sectors

Your response will be used only for Academic purpose, surely, results will be recorded anonymously and strict confidentiality will be maintained.

Please read each statement and give genuine answers.

Thank you for your cooperation and timely response!

Hirut Timerga (hirutsist@yahoo.com 0911-143186)

Part I: General Information

Please circle the number that correspond with your answer.

1. Gender:

1. Male 2. Female

2. Educational Background

1. Bachelor Degree 2. Master Degree 3. Diploma
4. Certificate

3. Year of Experience

1. 1-5 Years 2. 5-10 Years 3. 10-15 years 4. More than 15 years

4. Department

1. Support (Enabler) (Finance, Supply chain, Admin, IT, Safety and Security)
2. Program (child safeguarding, MEAL, PDQ,

5. Position in your organization

1. Director 2. Manager 3. Coordinator 4. Officer

6. Are you working in local or international organization

1. International non-government organization 2. Local NGO

7. The name of NGO

1. Save the Children international
2. Organization for Social Development
3. Marry Joy Development Association
4. Hiwot Ethiopia

Part II: Existing status of Knowledge Management and its challenges

8. Do you know about knowledge management?

1. Yes
2. No

9. What is your opinion about knowledge management? (if you have multiple option please circle the options that apply)

1. It is the strategic part of your organization
2. Something that could be beneficial for the organization
3. it is a big asset of the organization
4. something that management full fill in the form of formality
5. Never heard it
6. If any other, please specify -----

10. Do you think your organization as a knowledge base firm?

1. Yes
2. No
3. Don't know

11. Does your organization recognize knowledge as a part of their asset base?

1. Yes
2. No
3. Don't know

12. What is the current status of Knowledge management practice in your organization?

1. Very good
2. Good
3. Adequate
4. Poor
5. Very poor

13. Do you have any challenge in the knowledge management practice of the organization?

1. Yes
2. No

14. If your answer for the question number 13 is yes, what kind of challenge do you have in your organization? If you have more than one alternative, you may circle more than one answer.

1. Lack of organization culture for knowledge management creation and sharing (build trust amount employees, allocate time for Knowledge management, knowledge management transfer)
2. Lack of structure, procedure and process to implement Knowledge management
3. Lack the adoption of well formulated knowledge management strategies and implementation plan
4. Lack of knowledge manager or team to implement knowledge management strategy
5. Lack of awareness of the importance of knowledge management organization
6. Lack of training and support
7. Lack of technology and technique KM capture and sharing
8. Lack of leadership support
9. Lack of resource budget, staff and infrastructure
10. Employee resistance to share knowledge
11. Lack of post-projects review and project documentation

15. If you don't practice knowledge management why? If you have more than one alternative, you may circle more than one answer

1. Lack of time
2. Lack of financial resource
3. Does not have support senior management team
5. Never heard it
6. Does not

understand 7. It is not relevant wasting time on KM benefit of KM

8. not sure of the potential

Part III: Awareness and Utilization of Knowledge management in the organization

16. Awareness towards in Knowledge management

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|---|----------------|-------|---------|----------|-------------------|
| 1 | The organization believes that KM is a key asset | | | | | |
| 2 | There is a strategic plan for the application of knowledge management in the organization | | | | | |
| 3 | The organization gives priority to KM | | | | | |
| 4 | The use of previous experiences as basis for future work | | | | | |

17. Degree of Knowledge Utilization – use of knowledge

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|---|----------------|-------|---------|----------|-------------------|
| 1 | The organization encourages employees to make sure that knowledge exist before start any project | | | | | |
| 2 | The organization encourages employees to take benefit of the store of knowledge it has | | | | | |
| 3 | The organization encourages workers to develop and use up to date knowledge | | | | | |
| 4 | The organization holds workshop, training that are related to knowledge management | | | | | |
| 5 | The organization invites experts to participate in workshop.... relevant to knowledge | | | | | |
| 6 | The organization uses knowledge management to identify the surrounding competition with other NGOs. | | | | | |
| 7 | The organization manages personnel assessment appropriately | | | | | |
| 8 | The organization control activities that occur within each support operation | | | | | |

18. Utilization in light of importance

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | The organization own an official system that permit the employee give his/her own knowledge issues | | | | | |
| 2 | The organization possess appropriate budget to support knowledge management | | | | | |
| 3 | The organization has a formal system that document policies and procedure to implement of knowledge management | | | | | |
| 4 | The organization has formal system that encourages employees to motivate the best practice of other NGO's | | | | | |
| 5 | The organization has a formal system that encourages effective participation of employees in decision making | | | | | |

Part IV: Knowledge management component Practices

19. Knowledge generation practice of the organization

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | New knowledge acquired by training, workshop fill the gap of knowing in your organization | | | | | |
| 2 | Participate on training provided by the training institution or other NGO's create new knowledge | | | | | |
| 3 | I have the practice of capturing, organizing keeping new knowledge obtained from different sources like share point, intranet video conference for use | | | | | |

20. Knowledge codification practices

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|---|----------------|-------|---------|----------|-------------------|
| 1 | I hold the new knowledge gained from different means presenting in the form easily accessible by using database | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| 2 | I Document tacit (knowledge in the mind of individual) in the form of explicit (knowledge in the form of document) | | | | | |
| 3 | I protect my organization from disaster or loss by backup documented knowledge through outlook/ other IT tool | | | | | |
| 4 | I store new and existing knowledge in knowledge database | | | | | |
| 5 | I have the ability to classify Knowledge in my department and provide the knowledge upon request | | | | | |

21. Knowledge Sharing practices

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | I share proposal/s, program related materials through e-mail and other IT resources to my colleagues | | | | | |
| 2 | I share basic knowledge getting form workshop, seminar on job training ... | | | | | |
| 3 | I share the experience of managing knowledge to my coworker | | | | | |
| 4 | I have trust to share knowledge to my colleagues | | | | | |

22. Knowledge Utilization Practices

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | I access the knowledge stored in department through information technology solution | | | | | |
| 2 | I record like minutes, report in department level are accessible to you through IT solution | | | | | |
| 3 | Knowledge accessed from Knowledge base of the organization over the intranet contributes the quality of proposal writing and the service provision of the organization | | | | | |
| 4 | All developmental related information in the organization is freely available to everyone in the organization networks | | | | | |
| 5 | My proposal writing/ policy review, preparation is highly improved because of the availability of | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| | knowledge openly accessed by the organization | | | | | |
| 6 | Knowledge management protect the loss of key knowledge in the organization by reusing among the staff in the organization | | | | | |

23. Relationship between Decision making and knowledge management (based on knowledge generation practice)

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | My decision making ability acquired by different trainings brings quality | | | | | |
| 2 | My participation in different training create new knowledge to increase the quality of decision making | | | | | |
| 3 | Making discussion with the department staff helps to capture new knowledge brings the quality of decision making | | | | | |
| 4 | Improved decision making style through knowledge generate by written documents increases decision making quality | | | | | |

24. Decision making based on the codification practices

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1 | In my organization staff improve provide evidence based decision making by using additional knowledge from Knowledge base | | | | | |
| 2 | Documenting tacit knowledge (mind of individual) into explicit (knowledge in a form of document) increase the quality of decision making | | | | | |
| 3 | Holding new knowledge gained through trainings and workshops in database helps the quality of decision making | | | | | |
| 4 | Storing new and existing knowledge in repositories by department database increase the quality of decision making | | | | | |

25. Decision making based on the knowledge sharing practices

| No | Items | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|-------|----------------|-------|---------|----------|-------------------|
|----|-------|----------------|-------|---------|----------|-------------------|

| | | | | | | |
|----|------------------------|--|--|--|--|--|
| 4 | E-mail | | | | | |
| 5 | Video conferencing | | | | | |
| 6 | Knowledge portals | | | | | |
| 7 | E-learning | | | | | |
| 8 | Groupware | | | | | |
| 9 | Data management system | | | | | |
| 10 | Story telling | | | | | |
| 11 | On job training | | | | | |
| 12 | Mentoring | | | | | |
| 13 | Lessons learned | | | | | |

Semi Structured Interview Question

Respondents information

Name of the organization _____

Are you in support or program staff 1 Support wing 2. Program staff

Interview question for the investigation of knowledge management practice in international and Local NGO's.

1. Do you think that the staff of the organization both program and support staff use KM practices (generation, codification, sharing and utilization) for the production of producing quality proposal, decision making?

If the staff use knowledge how would you improve the practice if not how can it be implemented in the organization.

2. How is your attitude towards knowledge management (KM)?
3. How would you generally describe KM practice contribute to decision making?
4. How do the organization program and support staff improve decision making through knowledge management practice among the staff of your respective department?
5. Based on the view point of you how strong is the relationship between knowledge management practices and decision making in the organization?
6. Did your department facilitate any training, workshop in the area of knowledge management? If yes, how many times in a year?