

**EFFECT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE MANAGEMENT
OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI**

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DECLARATION

I hereby certify that this research project is my original work and has not been presented for examination in any other institution of higher learning.



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

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DEDICATION

I would like to dedicate this research project to my family for their moral support during the time of study.

ACKNOWLEDGEMENTS

I acknowledge the Almighty God who has given me life, good health, strength and the grace to do this project. I also want to thank my supervisor, Dr. Wamalwa who has patiently guided me in my research project.

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|----------------|--|
| ANOVA: | Analysis of Variance |
| BRICs: | Brazil, Russia, India and China |
| KBV: | Knowledge Based View |
| KM: | Knowledge Management |
| NCNGOs: | National council of Non-Governmental Organisations |
| NGOs: | Non-Governmental Organisations |
| OC | Organisational Culture |
| OCAI: | Organizational Culture Assessment Instrument |
| OECD: | Organisation for Economic Co-operation and Development |
| RBV: | Resource based theory |
| SPSS: | Statistical Package for Social Science |
| UNDP: | United Nations Environmental Program |
| US: | United States |

DEFINITION OF TERMS

| | |
|-------------------------------|--|
| Control system | Control systems ensures that the resources at hand and the energies of the entire team are working towards ensuring that things are happening |
| Leadership style | This is the approach and manner of directing, plans implementation and inspiring people. These styles differ with the situational and personality needs and have an effect in creating and reforming the culture of an organization. |
| Organization structure | This is majorly a hierarchical notion of entities subordination which cooperate and work towards serving a shared aim. |
| Shared values | These are values of an organization which are normally developed by the leadership of the organization and then embraced by the rest of the organization's members. These values are shared and every member follow them when presenting the organization. |
| Knowledge Management | This alludes to the idea under where information is converted into actionable knowledge and is made available effortlessly in a usable form to individuals who can use it. |

ABSTRACT

The most strategic resource of a firm is the Knowledge of its people. The degree of performing well greatly relies on the manner in which the people in the organization can generate new knowledge, share knowledge within the organisation, and apply the knowledge to enhance performance. The purpose of this research was to examine the effect of organizational culture on knowledge management of nongovernmental organizations in Nairobi. The specific study objectives were to examine the effect of shared values on knowledge management of non-governmental organizations in Nairobi; to find out the effect of Organizational structure on knowledge management of NGOs in Nairobi; to establish the effect of leadership styles on knowledge management for NGOs and to examine the effect of control systems on knowledge management for non-governmental organizations in Nairobi. The study used a descriptive research design. The target population entailed 84 NGOs in Nairobi County. A questionnaire was employed in data collection from the NGOs. Inferences were drawn using correlation analysis, ANOVA and Multiple regression modelling techniques. Data was cleaned and coded, pretested after which it was analysed using SPSS version 25. Results show that shared values provide guidance for organizational decision-making and also provide a kind of ethical compass for organizational action. To strengthen organizational structure, non-governmental organizations in Nairobi had adopted various styles such as transactional, transformational and charismatic leadership styles. Nearly all the NGOs adopted preventive measures such as monitoring and evaluation measures and risk analyses. The study concludes that shared values, strong leadership styles, strong control systems and strong organizational structure have positive significant influence on knowledge management by non-governmental organizations in Kenya. Moving forward management of NGOs must come up with new policies and operating procedures that shape the organisational culture towards the desired direction again. NGO leaders should continually develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their organisation and its organizational culture. NGO need to have strong controlling systems in place, this will facilitate coordination among the departments and employees and consequently provide unity of direction. The NGOs control systems should allow executives to track how well the organization is performing, identify areas of concern, and then take action to address the concerns.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Culture comprises the values and behaviours that contribute to the uniqueness of an organization in relation to its social and psychological environment (Alvesson, 2012). This includes organizational expectations, experiences, philosophies and value that hold it together. Schein (2010) notes that culture includes; the image of the organization, internal structure, relations with its environment and the expectations for the future for the organisation. Organization culture therefore entails shared beliefs, perceptions as well as norms that are laid down either in writing or implied and for along time are considered lawful.

The elements that bringout organizational culture could also be crucial to organization's strategic positioning given the intertwined interactions (Keyton, 2011). Culture can be used as a symbol of oneness and sense of purpose and guidelines. The principle for the organisational culture on the other hand drives the required changes in the organisation and makes other introductions in the organisation to be more stable.

Robbins (2012) observes the culture of an organization as being a judgement that closely relates to the Organisation based on the identity separating an organization from another. The culture of an organization has a pervasive impact towards that organization since it describes who are the relevant customers, competitors, suppliers, employees and the manner of interacting with key players. The intensity and the strength of the culture as well as adaptiveness are constituents enabling organizations satisfy the external flexibility and internal consistency demands. Where workers are made knowledgeable of their firm's culture, they are going to appreciate the present and past operation system of that organization. This directs the manner in which they should conduct themselves later in future and may as well promote the culture of the organization through promotion of common feelings. Thus, any type of organization which has a culture that is properly stipulated mostly works to achieve the shared goals and may attain efficiency since employees share ideals that are oriented towards success.

With the current changes around the globe, the study of organizations and their norms have particularly received undivided attention and past literature on the culture adopted by organisations has been investigated in different industries and different jurisdictions. Around mid-70's, the idea of culture in the organisation had already been embraced in the United States by various researchers; Ansoff (1987); Schein (2010); Rieley and Clarkson (2012). They put forward the idea that Organisation culture was responsible for increased knowledge management and competitiveness that aided these organisations to face the stiff competitions around the globe. This was especially true in the US and UK. For the less developed continents such as Africa, Asia and South America, organisational culture was not considered very important until 1990s. (Marcoulides & Heck, 1993; Magee, 2002).

Organizations went through a transformative change in the way their internal systems and structures were designed in order to help fight for the same customer base and competition. They therefore created structures that would define how communication flows and line of command. Culture cannot stand without organization structure because it acts as a framework that defines how communication moves from one level to another as well as acting as a basis for delegation and the reporting procedures. Culture assumptions, values and norms influences top management frame of reference that shapes organization structure. A mismatch between structure and culture is a recipe for a major disaster. The structure also defines the leadership of a firm as every worker is a leader in different capacity. The leaders build weakness and strength of their leadership styles by directing their focus on the strategic goals of a firm. They own their roles of influencing the followers through helping in generating, creating and sharing knowledge. Kamugisha(2013) points out that organizations that have proper knowledge management are perceived to have effective and essential organizational culture. They have their goals aligned to the corporate mission.

Changing trends in non governmental organizations has led to adoption of various business strategies that seem to deviate from the norm of previous culture of their operations. According to Peterson,(2014), current cultural trends observed among non governmental organizations is move from confrontation to collaboration, a move that has seen NGOs develop an hybrid approach that promotes formation of more social networks and bring more voices to champion for NGO objectives. Some of the strategies involved putting in place control systems in terms of rules and policies that would guide behavior of workers hence maximising the profits. Rules and policies if followed can reduce wastage of resources and

reinventing the wheel, knowledge is hence generated. Futher Trocaive, (2011), observes that NGOs have become more selective around partnerships, with engagements more time bound, focussed on specific outcomes and exercising more scrutiny on the partnerships.

There is an increase of social ventures, particualry in India, China and Brazil, that has seen an increasing number of high networth individuals and social entreprepreneurs spurring innovative solutions that demonstrate a clear return on investment (Keyton, 2011). NGOs have increased their collaboration with other stakeholders, while others have developed clear goals and accountability. This includes similar regulations as well as other instruments. More NGO's are adopting social connections as a communication tool for mobilizing the public with online and convincing advertisements that give the story on the ground faster and in a more connected way. With this observation, performance in non governmental organization continue to be an issue of concern given the culture of this organizations.

According to UNDP (2010), culture of the organizations has partly been identified as reasons for failure or stalled operations. The UNDP 2010 report indicates that most of activities in these organizations are carried out with the mentality to invent the wheel, with little or limited capacity to link current activities with organizations way of doing things. Kadirgamar, (2013), report on challenges facing non-governmental organizations indicated that workers including staff often lack knowledge, commitment and skills. Moreover, employees are often recruited on short term contracts indicating that they lack an institutional memory and also time necessary to build solid relationships with different organizational stakeholders. They are also less interested in the success of organization mission and long-term strategic goals than their next career move. With this in mind, the place of organizational Knowledge management not only becomes an issue of concern, but also an issue threatened by the culture of this nature of organizations.

An Organization success increasingly depends on the knowledge of its people. Knowledge can be defined as a combination of the skills and experienced acquired through formal education or hands on, that improves a person's perception of situations, decision making and taking the necessary steps. (Schein, 2010).

Knowledge is believed to be a combination of past experiences and available information. As a result, the management of the knowledge is useful as it creates ability for people to use past

experiences and methods to address recurring problems as well as any unforeseen problems that may arise in the future. (Keyton, 2011). We can therefore put forward the argument that KM is an idea which makes use information and converts the same information into measurable actions which can then be accessed easily by the people who need it.

Knowledge resides in the community in the form of social capital. The firm's ability to be culturally innovative is related to how knowledgeable the leaders in the organization are. A leader must consistently act with the desired social values like shaping values, create planning and social problem-solving teams, create vision, and reward structure by defining reporting relationship and accountabilities. These structures are a biggest share of social capital and management of this knowledge is considered critical to organizational success. Some knowledge is embedded in business processes, activities and relationships that are created over time and which goes through continuous improvement. Knowledge management is considered more important compared to the knowledge since it gives clarification on how the information transformation will be carried out in order to come up with guidelines that transform individual as well as corporate experiences and ties them to individual and target group knowledge and skills. (Fakhar, 2014).

It is believed that an organisation culture stands in the way of achieving knowledge management since the culture forms part of employees' part of the beliefs and perceptions. These beliefs and perceptions tend to have an impact on the attitude and behaviour of employees in the workplace. (Chia & Shiu, 2014).

1.1.1 Non-Governmental Organisations

Fukushima (2017) defines a non-governmental organization (NGO) as any organisation that is not profit oriented, with voluntary membership and is structured either locally, nationally or internationally. These organisations are purpose driven usually formed by groups of people with common goals and interests. These organisations are entrusted with various tasks and services that focus on human welfare with an aim to bring citizen concerns to governments. NGOs normally follow up the relevant policies and also champion political inclusion by ensuring availability of information. Some non-governmental organizations are formed to carry very particular functions related to human welfare such as human rights, people's health and the environment in which they exist. They provide the relevant experience and act as preventive mechanisms for hazards and also help supervise and put into practice any internal agreements.

Various global trends are shaping activity among non-governmental organizations. According to Hailey, (2016) there has been rise of international nongovernmental organizations forming bridges between business, government and society. Baobab, (2015) notes that evolution of non-governmental organizations across the globe, has seen changing trends that calls for heightened focus on performance of these organizations. Buckley, (2015), posits that there has been declining influence in Northern America and Europe countries. Countries that offer aid to the NGOs have continuously faced challenges such as less growing economic status and loss of political strength. As a result, these countries have been forced to review their internal structures to address these issues; as a result, there is reduced ability to support nongovernmental organizations. This loss of support has seen some NGOs become more flexible to collaborating with business on sustainability solutions, leading to grass root support groups and increased networking that bring issues at hand and provide speedy solutions with minimum financial expenditure. Most NGOs are at risk of losing their legitimacy as resource rich emerging countries become obsessed with growth at all cost, curtailing NGO activity on the ground Hailey, (2016).

There is increasing rise of countries in the global south particularly China, that are gaining economic and political influence which is changing the land scape of all NGO types in different important ways. For instance, China is repressing NGO activity, particularly human rights, and Brazil, Russia, India and China (BRICs), which are all deemed to be at a similar stage of newly advanced economic development are not making up for funding deficit, left by the Organisation for Economic Co-operation and Development (OECD) countries. This change in geopolitical stage has led to an increase in the number of local NGOs in the South in order to organize people through use of bottom up ideologies. The result is emergence of social networks and improved technology as witnessed in the southern countries on the Globe. Examples of these social networks include IBASE in Brazil and AWAZ foundation in India. (Peterson, 2014).

Social networks have suddenly become many in number as a way of providing funds to NGOs, especially with the dwindling support from the financial institutions. It is argued that competition on NGOs arises from weak groups that make use of social facilities such as twitter, Facebook, Instagram to reach to individuals. A familiar example is the Wiki Leaks that has adopted the native methods that were employed by NGOs. There are however other views from individuals who advocate social networks to be the best tools to be used by NGOs

in achieving deep connections with the public. The observers are of the view that social networks enable smaller groups to reach a bigger number of people and therefore able to mobilize resources. (Trocaive, 2011).

Non-governmental organizations are operating in the era in which high level honesty is required, equal access as well as requirement to adopt the ever changing reporting standards as a global reporting initiative. This has forced most NGO organization particularly the international ones to consult with business and public sector regarding the required standards on transparency. (World Economic Forum, 2013).

According to World Economic Forum report, there has been an observed increase in the number of organisations adopting hyper transparency and also increased reporting on survival issues and data arising from increased demand from the investors. These changes also pose competition on NGOs responsibility to act as the watchdogs that report on business operations. NGOs are also faced with resource constraints. Further, increased adverse climatic changes coupled with increased populations has led to problems such as food and water shortage, increased civil wars, concerns over land usage and increased gap between the rich and the poor. This is increasingly forcing NGOs to work together on systematic solutions. Because of these trends, the way NGOs operate, as defined by their culture may perhaps shape the performance of their organizations, hence the need to carry out this study that seeks to examine the effect of organizational culture on Knowledge Management.

1.2 Problem Statement

In many Organisations, much attention has been given to essential and non-essential systems of rewarding while ignoring the importance of traditional cultural activities. Denison (2015) argues that, one of the ways to achieve knowledge management is through possessing a solid culture. Such a culture creates an enabling environment for individuals who are considered average performers to become excellent performers while on the other hand, a fragile culture causes dissatisfaction among high performing employees causing them to give poor performance. (Anis, 2015). Knowledge has now been graded as one of the resources that rank highly similar to other resources such as economic resources. Knowledge should therefore be carefully preserved and planned for in a systematic manner similar to other economic resources.

Dynamic and changing environment of non-governmental organizations has generated new interest in the way things are done in the sector. New technologies emerge due to new ways of doing things. This can cause a drift in efficiency if not well managed. Manem (2014) puts forward the argument that an organisation would only achieve a successful knowledge management if the organisation deeply understands its own culture. The organisation can do this by carefully assessing its human capital, internal structures, norms and perceptions that provide guidelines on how things should be done within the organisation. This will not only promote organisation relevance but also will help identify factors that are essential in its culture that tend to be either good or bad for performance.

In the Kenyan NGOs, there is observed laxity in several areas including; the amount of knowledge that flows through the organisations every day, accounting for the knowledge that the NGOs require for present and future needs, how to acquire that knowledge, the kind of knowledge that individual employees in the NGO possess and how to share such knowledge with others (Njugi & Agusioma, 2014).The major cause of this laxity is associated with bereaucracies that hinder production,dispensation and sharing of information and knowledge.

There has been very scarce research on the topic of knowledge management and even with the little research done; there has been very weak evidence that knowledge management has a direct effect on organisation culture. Lok and Crawford (2014) study however established a significant positive influence of an organisation culture on performance of employees.Mahmudah (2012) also demonstrates that a relationship does exist between the culture of an organization and its delivery of service.

Locally, the available studies have focussed on the corporate world and only very few have focussed on NGOs. Kamaamia in 2017 assesed the impacts of the culture of the organization on how Kenya, school of Monetary studies performed. The findings indicated that there was statistically direct and positive relationship between the culture and performance of an organization. A further analysis of other researches on influence of organizational culture and performance reveal a mixture of results. This could be an indicator that every organization has specific dimension upon which culture and organizational performance can be related. Many of these reseach have been done in quite different environment from the current study. For non governmental organizations, limited research efforts have been done particulary to adress how culture affects knowledge management. It is therefore on this basis

that this study sought to examine the effect of organisational culture on knowledge management of nongovernmental organizations in Nairobi County.

1.3 Objective of the Study

The General Objective of this study was to find out the effect of organizational culture on knowledge management of non-governmental organizations in Nairobi County.

1.3.1. Specific Objectives

The specific objectives of the study were;

- i. To examine the effect of shared values on knowledge management of non-governmental organizations in Nairobi
- ii. To find out the effect of organizational structure on knowledge management of non-governmental organizations in Nairobi
- iii. To establish the effect of leadership styles on knowledge management of non-governmental organizations in Kenya
- iv. To examine the effect of Control systems on knowledge management of non-governmental organizations in Kenya

1.4 Research Questions

The study sought to answer the following research questions

- i. What is the effect of shared values on knowledge management of non-governmental organizations in Nairobi?
- ii. What is the effect of Organizational structure on knowledge management of non-governmental organizations in Nairobi?
- iii. What is the effect of leadership style on knowledge management of non-governmental organizations in Nairobi?
- iv. What is the effect of control systems on knowledge management of non-governmental organizations in Nairobi?

1.5 Significance of the Study

The complexity of organizations today is placing high demand on knowledge management, this is as a result of skyrocketing competition, and changing business environment that has been driven by technology and globalization. Culture aspect of an organization create non financial metrics upon which performance of organizations can be measured. Nevertheless, it

is noticeable that the aspect of organizational culture and knowledge management particularly within non governmental organizations has hardly been given research attention. This study will therefore be significant and expected to provide valuable contribution to;

Leadership of non governmental organizations, heads of NGOs are faced with the challenge of performance in the midst of increased competition for resources and increased demands from NGOs stakeholders, this study is therefore expected to provide valuable contribution to these leaders on how different cultural aspects affect the performance of their organization and how they can integrate these aspects and optimally utilize them for the benefits of their organizations.

Employees of NGOs organizations also stand to benefit from the current study. In most organizations, individual employees drive the overall organizational culture, their ways of doing things may catapult an organisation to the next level of performance or derail its progress. The study outcomes will aim at evaluating how much employees actions or inactions as part of their cultural practices affect performance of non governmental organizations, this will provide with them a window of awareness and an opportunity to improve on areas that they can improve on.

The research will also add knowledge to the existing literature on organization culture on performance of NGOs in Kenya and form basis for future research. It will also be significant to scholars who will find this study useful as it will provide information on the relationship between organization culture and performance of NGOs. This will provide a basis upon which further studies will be carried out on broad subjects.

1.6 Limitations of the Study

The study was likely to face various limitations in the course of execution, first the study expected to be limited to the extent to which culture has been used to measure knowledge management in the selected organizations. Since it is not possible to cover all non governmental organizations, the study limited itself to organizations within the county of Nairobi. Generalization of research findings was limited to organizations with similar operations and cultural environment.

A number of the targeted respondents may probably hesitate to give information with the fear of having themselves intimidated from the information collected or have an image of their organization printed for negative use. The researcher took care of the problem through carrying an introduction letter and guaranteeing confidentiality to the respondents concerning the information obtained from them and that the information is only going to be applied for academic reasons.

1.7 Basic Assumptions

The study were based on the assumptions below;

That respondents wre honestly provide the information reliable for information. That targetted organizations were faced by similar situations and hence the information gathered was generalized to similar organization. That the researcher used appropriate sampling procedures that provided reliable data and that the study participants willingly provided information and had no hidden motives.

1.8 Chapter organisation

This chapter provided a discussion on the background of the study on effect of organizational culture on performance for non-governmental organizations in Kenya. The chapter was sectioned into background information, knowledge management and organizational culture, general effect of culture on organizational knowledge management, problem statement, and objectives of the study, research questions, significance and scope of the study. Chapter Two handled, theoretical framework, related empirical literature as well as the conceptual framework. Chapter Three contained the following: research design, target population, sampling procedure, research instruments, validity and reliability of the instruments and data analysis. Chapter Four contained data analysis and presentation while Chapter Five contained the study summary conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Chapter two explored various studies related to organizational culture and its effects on knowledge management. This chapter also discussed the theory that is relevant to the study. Specifically, the chapter highlighted the dimensions of organizational culture and their relationship with knowledge management. The chapter also presented the theoretical review and conceptual framework to establish the relationship of the various variables in the study.

2.2 Theoretical Foundation

The section focused on the theories that are in line with this research. Several theories have been advanced to explain the inherent connection between organizational practices and knowledge management. Some theoretical models agree that organizational culture has a positive influence on overall knowledge management (French, 2007). For the purposes of this study, the theory that was relevant to the study and helped the researcher to describe, explain, predict and control the problem under investigation is the Competing Values Framework or theory, Resource based view and Knowledge based view.

2.2.1. Competing Values Framework

This theory was put forward by Cameron and Quinn (1999). It expounds on whether an organisation has a primary internal or external attention and whether it is aggressive to achieve its own identity, strength and control. Based on the extent of Control of internal and external tendencies of an organization, various values are created. These values enhance Knowledge management. From this, an organization is believed to work within a framework that gives different perspectives on culture which include; adhocracy, clan, hierarchy and market cultures. One of the instrument developed by these scholars to assess the culture of an organisation and its relationship with its values is called "Organizational Culture Assessment Instrument (OCAI)".It also makes an assessment of beliefs and assumptions that define an organisation. (Cameron & Quinn, 1999).

One of the critical elements in the culture of an organisation is the relationship between knowledge management and the organisation culture. Past scholars have in detail analysed these relationships and concluded that, organisations that concentrate on building their managerial aspects such as leadership, customer and employee satisfaction tend to realize better performance as opposed to those organisations that lack these characteristics in their culture. (Kotter, 2012).

The competing values theory can be used to design the culture of an organization. Through use of OCAI model, the culture of an organization can be designed to bring out the most consistent aspects of the culture. This means that the culture of an organization has various aspects as follows; clan culture which refers to a culture that pays much attention to internal processes, welfare of people as well as concern for customers. This type of culture leads to employee morale and efficiency. Hierarchy Culture; as a company or firm whose focus is internal maintenance with the aim of stability and control, people in this culture follow formal roles and procedures and managers expect efficiency and zero errors. Adhocracy Cultures; being entities whose focus is on external company placement while exercising a high level of flexibility and identity. Members in this culture are encouraged to take risks and implement new ideas, products and services. Market cultures which imply organizations whose interest is on external sustainability and a desire for control. (Cameron & Quinn, 1999). Members of this culture are focused on achieving the business goals, getting through barriers and they are normally high performing team.

Adoption of all or a combination of some dimensions is advocated for if a firm wishes to enhance its knowledge management. This theory was relevant for this study in the sense that the recognition of existence of different culture dimensions in non-governmental organizations would be an indication of some level of organizational knowledge management.

2.2.2 Resource Based View (RBV)

Resource based theory contends that possession of strategic resources within an organization gives it a golden opportunity to have a competitive advantage over its rivals. The competitive advantage can in turn give the organization improved profits. Strategic resources are assets that are valuable, rare and difficult to imitate by the rivals. The theory stresses that the whole is better than the parts. Internal resources of a firm comprising financial and nonfinancial resources provide a competitive edge to a company. Non- financial resources

like human capital, training and manager experiences are critical inimitable resources that if an organization has, it will enhance its knowledge management.

Organisational Resources can also be classified into tangible assets such as property and equipment, raw materials and also invisible assets not necessarily included in the financial statements such as culture, knowledge and reputation of an organisation. (Batti, 2014). This theory is relevant in this study because an understanding and possession of internal resources in a firm would enhance overall knowledge management.

2.2.3. Knowledge Based View (KBV)

Knowledge based theory is anchored on the premise that treatment of insights, understanding and practical know how of the business activities as an explicit concern of business reflected in strategy, policy and practice at all levels of the organization will translate to positive business results. The theory advocates for a corroboration and integrated approach to the creation, capture and use of organizational intellectual assets for the improved firm performance (Kimiz, 2012).

Knowledge is created and organized around the flow of information and anchored on the attitudes, beliefs and actions of the bearers. Knowledge determines the structure of human capital functions and the daily operations of the organization. Since knowledge increases in value, it gives a strategic advantage to the company compared to the traditional functions such as factors of production which tend to reduce in value. Culture sets an organization apart and sets a standard way in which things are done by use of beliefs, legends, rituals, language and norms. Culture also determines who communicates to who, what they share, whether it is valued or not valued and how information is shared among employees.

Nonaka (1997) emphasizes importance of open culture that allows knowledge sharing within an organization. Different Cultures have an effect on knowledge sharing practices within the organization which leads to goal alignment, employee motivation and the end results are cohesiveness, loyalty and organisational commitment. An organization with an innovative culture and market-oriented culture is likely to nature and harness knowledge management of an organization hence relevance of this theory in this study.

2.3 Empirical Literature

The section discusses literature done by scholars published from the international level to that of the region and lastly the domestic level.

2.3.1 Organisation Culture and Knowledge Management

Organization culture explains the beliefs and values that are essential to an individual in choosing what they want to see and adopt. It entails mutual insights of the reality concerning the way things happen to be, and the way they are supposed to happen. Culture defines the conditions and the willingness of sharing knowledge to the other members of the team in the company. Where there is negative culture, People re-invent the wheel, there is no teamwork, resources are wasted and people do not work towards realizing a common goal. Therefore, Knowledge sharing and knowledge cannot be separated from the culture of an organization since it involves interactions of human beings. Shakil (2012) did a study on the effect of the culture of an organization on the practices of management at Pakistan having a goal to expand testing and understanding of the link between constituents of knowledge management and the culture of the organization. By use of correlation analysis and regression, this study discovered that adaptability and consistency were part of attributes of culture that greatly influenced the culture of the organization. Dorai Zubair and Lorraine (2011) did a study on how the culture of an organization influenced knowledge management in the industry of insurance. The investigation targeted 5 variables that included fragmented, communal, perspective, mercenary and adaptive culture. This research developed a relationship between the management practices and the culture of the organization. Nevertheless, the research pointed out that various forms of cultures of an organization add different levels of acceptance of management performance.

In Nigeria, Aluko (2014) aimed at establishing the influence that culture had on the performance of textile firms' organizations. The research as well tried to identify the relationship nature, performance determinants and how culture related with the rest of the factors in the firms. By use of quantitative and qualitative approaches, the research discovered that regardless of their backgrounds on culture, employees seemed as having absorbed the culture of the industry. The research then went on to indicate that there was a strong linkage between staff attrition, commitment levels, cultural variables and a positive attitude for work. Though the variables of culture never translated to better management of organizational knowledge directly.

Based on another research, Agwu and Okechukwu (2013) examined the influence that the culture of an organization had on workers' knowledge management at the National Agency for Food and Drugs Administration and Control in Nigeria, it gave a report that there was found a significant association between the culture of the organization and improvement of productivity and worker's commitment. In Somalia- Mogadishu, Takow and Abdulkadir (2014) investigated the impact of the culture of the organization on management of Knowledge by the organization at Telecommunication companies. By use of correlation coefficient, this research discovered that academic success impacted positively on consensual, competitive and entrepreneurial culture.

Based on another research by Gulzar, Iqbal and Fakhar (2014) concerning the effect of the culture of the organization on performance of workers in Pakistan's Software Houses, innovation, customer service, system of communication, risk-taking, system of rewarding and participation were discovered as having a positive effect on knowledge management of the organization. Agusioma and Njugi (2014) did a research in Kenya over the impact of the culture of an organization on knowledge management of an organization on non-financial firms having a particular target at World Vision Kenya. By use of linear regression analysis for identifying the way the culture of the organization correlated to knowledge management of the organization, the research identified that the culture of an organization impacted significantly on performance through enhancement of work environment, philosophy, stability of the organization and targets o performance.

2.3.2 Shared Values on Knowledge Management of Non-Governmental Organizations

Shared values at work ensures that employees share common work attitudes and principles with other individuals. This create an environment where employees feel fully engaged and motivated. Many firms overlook this engagement driver; leading to culture that does not leverage on the vision and the strategic goals of a firm. Individuals form a section of the society and the manifestation of culture happens through those individuals, (Weast & Brette 2012). Knippenberg in 2013 stated that individuals possess varying expectations and goals concerning their job based on the surrounding culture. Hofstede in 2008 asserted that beliefs and values that a culture members' hold affect the level by which the individuals, institution and groups' behaviors happen to be enacted and the extent to which they are seen as effective, legitimate and acceptable. Every individual has a moral scope explained by the

values directing the way they behave themselves and treat the rest (Merrit, 2014). Values congruent with organisation strategies enhance performance and knowledge sharing and generation.

Soares in 2014, added that individuals lacking ethical or strong values might get involved in behaviours that are negative and this may make the organization suffer. Whereas a firm may not do something concerning the factors which model the behaviours and values of a person before they are hired, the firm may attempt to have an influence on the behaviours of an employee at the place of work (Lam, & Qian, 2014). Knippenberg (2013) stated, rewards and punishment system may assist in fostering the kind of values wanted to be seen by the firm in their workers, fundamentally sifting behaviours by conditioning. Where people realize that particular behaviours are given are a reward, then perhaps decide on altering their conduct and hence their values.

Barret (2015) identifies that an employee may handle a certain situation through 3 various approaches. They may apply their beliefs, their values or intuition to formulate a reply. Barrett goes ahead to say that in case one applies beliefs in decision making, the decisions are going to be a reflection of your history on handling alike circumstances. History mostly is based on context and is experienced, yet beliefs do not have the capacity to cater for arising circumstances that are complex which haven't previously been encountered. Beliefs happen to be embedded on people past habits, traditions and histories and therefore are inhibited by the experiences of an individual and they are not as much adaptable to the newest circumstances. Otherwise, in case you apply values in decision making, the decisions are going to be in line with the kind of future you wish to have an experience.

Knippenberg (2013) suggested that where a person identifies meaningful and genuine alignment amongst their individual values with the ones of their employers, there is establishment of a robust connection. The connection establishes many opportunities for the productivity of the company and the individual, revealed in a number of ways. In 2017, Ringov explained that where there is unity in an institution and the members of the team with common values, they facilitate flexibility, less bureaucracies, hierarchies and created a good capacity for joint action. Where workers also share a vision that is similar to all of them the company's performance is also boosted.

Triandis (2014) explained Individualism being an attribute of culture which defines loose-knitted social framework where individuals accentuate on taking care of their individual families and themselves personally. Where individualism is upheld in some cultures, individuals are anticipated to taking care of their own families and themselves and maintain emotional independence from that of the entire group, (Merritt 2014). Knippenberg (2013) went on to explain the concern that for them tasks are above relationships. Individualistic workers are most likely to oppose invention where they did not make any contribution as opposed to the collectivistic workers (Chrisman, 2012).

Li (2013) discusses that the individualistic workers suppose that its preferable to be having work that is exciting other than earning a lot of money thus their performance at work improves greatly where they are excited with their job. Merritt (2014) explains avoidance of uncertainty being an attribute of culture explain the level at which a certain society senses threat from ambiguous and uncertain situations and attempts to run away from them. Workers who happen to be risk-averse happen to be associated with higher scores in avoidance of uncertainty. They value security and certainty. Contrary to that, workers associated at scoring low are inspired by taking risks and looking for novel answers (Li, 2015).

Chrisman (2012) defines masculinity being the manner in which individuals are inspired towards various goal types, either related to recognition, money and life quality. Ringov & Zollo (2017) explained the femininity or masculinity dimension as being a mirror to the level of clear distinction of the social roles of every gender. For masculinity, males are supposed to aim at material achievement, tough and assertive while females are supposed to look at life quality and be tender (Li, 2015). Traditional goals of masculinity comprise of: assertiveness, earnings, money, recognition, value of having material possessions as well as advancement. Traditional goals of femininity goals comprise of: good relationships with the subordinates, peers and supervisors; good working and living conditions; as well as security on employment (Hofstede, 2008).

2.3.3 Organizational Structure on Knowledge Management of Non-Governmental Organizations

Structure alludes to the manner in which institutions organizes people and job in order for their work to be carried out as well as having goals satisfied (Lewis, 2013). The systems theory that was established in 1993 by Ludwig von Bertillon Littlejohn related to challenges

on inter-dependence, structures and relationships as compared to constant features of a certain object (Abok, 2013). This theory sees an institution as being a social system comprising of people cooperating around drawing resources, formal framework, drawing finances and people from their atmosphere and getting back to that atmosphere the services they dispense and goods they do produce (Brenes, Mena, & Molina, 2016).

Robison and Pearce (2014) during an economic research on 276 senior executives showed that the performance of an organization relies on the structure of the organization. This research discovered the organization is supposed to ensure that every necessary function of the organization is being developed so as to satisfy the new strategies needs for operating. This research advocated that there should be consistency of the organization's structure to the strategy under implementation. The organization's structure is supposed to match the strategy that is chosen and in the case of incongruence, modifications should be done. Symptoms indicating that the structure of an organization is not effective comprise of: numerous management levels, increased meetings which very many people attend, a lot of attention given to finding solutions on conflicts within the departments, many objectives that are unachieved and a big duration of control. This research indicated that modifying the structure of an organization may lead to increased performance levels in a big number of organisations as it keeps at bay reinventing the wheel.

Nelson and Quick, (2015) carried out a quantitative research over forty-seven sample cases of service departments around Welsh local governments. This research indicated that every department got goals that are split into roles as being grounds for work. Work is split into departments. An organization's departments comprise of finance, sales, marketing, manufacturing and advertising. In every department, more and more distinctions may be discovered amongst the job individuals can carry out. Departments happen to be aligned to the structure of the organization. This research made a recommendation that a structure of an organization that is effective gives the organization a form of fulfilling its roles in that environment. Structure explains the way organization parts combine, as obvious from the organizational chart (Griffin & Moorhead, 2014).

Yambwa in 2014 did an investigation on the causes of performing poorly by the Ministry of Regional and Local Government, Housing and Rural Development, Namibia. This research made a conclusion, the ministry is supposed to oversee and do monitoring of the process of

organizational design so as to attain great performance. This research advocated that the organisations are supposed to incorporate 4 elements of the structure of the organization: responsibilities and tasks assignment which describe the units and job of those individuals; clustering the positions of individuals to units and to departments and bigger units to come up with the hierarchy for the organization; the different mechanisms needed to enhance vertical management, like the number of people supposed to give reports to any kind of position in the management and the level of authority delegation, the different mechanisms needed in fostering horizontal management like the interdepartmental teams and task forces.

Bimani and Longfield-Smith (2012) targeted their research on the way the structure of an organization affects the way organizations based in Canada and USA performed and discovered that the operational processes were formal and structured. This research showed that inadequate or poor sharing of information, unclear accountability and responsibility and working in contrast to the power structure of the organization resulted to performing poorly. In this research, it recommended that strategy implementation through structure happens to be a task that is never ending, hard and challenging. Managers may not have a framework of organizational activities of value chain and think that it is going to keep on being effective and efficient over some time, like the way they cannot just choose a strategy and have the assumption that the chosen strategy is going to maintain effectiveness even in future in a competitive and changing environment (Hill & Jones, 2013). But a formal structure will dictate how work is done, by who and as well as delegation of duties to the staff.

Gupta in 2009, performed a survey of the Casino Industry and in his report, he indicated that organizational performance is reliant on the structure of the organization to some extent. The structure of an organization is a way of assisting those in management attain the set objectives. Because objectives happen to come from the overall strategy of an organization, logically, the two are supposed to be associated. Meaning that structure is supposed to follow the strategy.

Markiewicz's (2011) carried out a research in the health sector of Iran and mirrored the essence of structures and processes in the effective performance. He suggested that perception, innovation and creativity of an institution are key in strategies implementation. This study found out that structures that are effective provide a firm's stability need of effectively implementing their strategies and maintaining their existing competitive edges

whilst concurrently providing flexibility in developing advantages the organization will require later in future. The research recommends that an important constituent in management is designing the structure of an organization that aligns with the company's strategy on global performance.

2.3.4 Leadership Style on Knowledge Management of Non-Governmental Organizations

Leadership refers to a process in which a person influences other individuals or a group to attain a shared goal (Achua & Lussier 2013). Leadership style refers to the overall outlook, manner, behaviour and attitude of the leader, specifically relating to the members of the team or colleagues (Northouse, 2012). Leadership may be articulated in different kind of ways, counting what is said by the leader, the manner in which it is said, the example that he sets, his body language and the overall character and conduct (Northouse, 2012). There include 3 collective themes in leadership theory process. Leadership involves influence which leads to developing individuals, it happens in the context of a group where teams are build and maintained as well as working towards goals while achieving the tasks (Northouse, 2012).

Three commonly researched leadership styles are the transformational, transactional, and laissez-faire types (Lussier & Achua, 2013). Transformational leadership not only focuses on completing the task but also helping all members of the group succeed by enhancing their skills and motivation (Lussier & Achua, 2013). James MacGregor Burns created the idea of transformational leadership in the year 1978. He asserted that both leaders and their followers rise together in higher levels of motivation and morality (Northouse, 2012). In 1985, Bernard Bass, a researcher, added onto Burns' theory through suggesting that the leaders achieve through gaining the followers' admiration, respect and trust (Allen, Smith & Silva, 2013).

Based on a study comprising of 172 Slovenian companies, Cannella & Hambrick (2013) suggested that an effective and strong pool of human capital and skills are very significant resources towards good performance and leadership that is poor is a key hindrance towards performing excellently. This research made a recommendation that the top management and the chief executive officer (CEO) in particular are supposed to stress the different interfaces in the organization. Thus, the essence for successful leadership overshadows other factors of any kind

Based on a research comprising firms in in Latin America, Kulchitsky & Larson (2010) talked about the leadership concern from a very different view. They stated that with ineffective leadership, priorities that are conflicting will end up to coordination that is poor since workers are going to assume that the top management values brings about embarrassing and threatening situations. The research advocated that adoption of successful leadership consists of improving communication in that organization. Vertical communication mostly

has a wicked effect towards the ability of a business to refine and implement its own strategy. Correspondingly; Sterling (2013) did a study on multinational personal healthcare company Kimberly-Clark's and discovered the fact that activities coordination, processes streamlining, alignment of the structure of the organization and maintaining motivation of employees and committing to implementation of the strategy are important leadership responsibilities. The board's role, is as well ensuring consistency amongst processes, allocation of resources and the desired strategy of the firm.

On a research comprising of state-owned businesses in Zimbabwe, Kasper (2012) discovered that comparatively low involvement of leadership in a certain organization resulted to performing poorly in that organization. Researchers as well have assessed the effects of hierarchical leadership towards the performance of an organization. Kasper (2012) made a conclusion that it was just where the effectiveness of leaders at various levels was regarded in total that reasonable improvement in performance happened.

Taylor (2013) carried out a survey on the Norwegian ferry-cruise firm and identified that so as to have all the employees achieving the appropriate understanding on the goals and visions of the company, offer commitment and aggressively participate in translation of the strategic goals to activities that are implementable having measurable outcomes, decisive and robust leadership is required for driving the operations. The research made a recommendation that a leader is supposed to manage fundamental change in order to attain increased improvements within the activities of the organization. Such kind of leaders do external and internal communication through open management approach, attempting to create a fresh culture where employees may feel that they are involved.

Awino (2011) suggests that for achievement of performance that is excellent; leadership that is committed must attain it. He then goes ahead to contend that, any agenda of the corporate is going to be an initiative that is successful where the commitment and analysis arises from the office of the corporate headed by the Chief Executive Officer (CEO) and members of the team that have an all-inclusive perspective of the company and the environment of that company. Consequently, the management team and the CEO that will model and have a vital responsibility towards attaining the corporate's ambition of the strategy. The management team members and the CEO are supposed to take a lot of time in understanding the effects of changes under the operation area and the overall environment, then advance an agenda for

successful implementation of the performance plan so as to match the different situation (Awino, 2011).

2.3.5 Control Systems on Knowledge Management of Non-Governmental Organizations

Control systems manages, commands, directs or regulates the behaviour of other systems using control loops. It maximises output of resources of a firm and defines the limit of errors. Adeleye, (2014) did an investigation in Ghana on the practice of assessment towards public service performance. The populations targeted in the study were senior officers on the respective departments in risk management. The first sample was collected through the use of a structured questionnaire. Self-administration of the questionnaires was done by drop and pick later approach. A hundred and fifty-four respondents participated in this research. The study outcomes showed that there existed a positive connection between the practice of fraud assessment and performance of the Ghana's government ministries. It was discovered that detective and preventive practices of fraud risk management had a positive and strong impact on the performance of government as weighed by delivery of services to the nationals. The research only focused on just the senior officers. Execution of frauds in a big number of organisations begins from junior workers. Information obtained from the junior workers can greatly assist in establishing reasonable conclusions as well as significant recommendations.

A research carried out by Adepoju (2014) aimed at establishing the strategies of responding to fraud cases by the domestic NGO based in Nigeria. Amongst those variables examined comprised of evaluation and monitoring, this research used a descriptive survey design since it focused on giving a perfect description over the strategies of responding to fraud by domestic NGO based in Nigeria. The population targeted for the study happened to be a hundred and forty-six domestic NGOs that are registered and operating in Lagos. The research gathered primary & secondary data by use of semi-structured questionnaire whereas secondary data happened to be gathered from report reviews from internal Fraud and Investigations Department as well as periodic reports reviews documented by the NGO. The research discovered that absence of proper policies of evaluation and monitoring hindered successful fight over fraud. The research advocated for adoption of periodic evaluation and monitoring processes and policies of whistle blowing. The study focused on just one part of the whole economy and thus did not give an analysis of the whole economy at large.

Based on a research over internal control function of the Kenya Polytechnic University College, Wainaina in 2011 indicated that being an alternative to its being there during the operations, the management should depend on detective techniques of control in decisions implementation and regulation of activities in which they would finally be accountable for. Application of successful detective Control Systems is termed as fundamental in resources management of a business. Consequently, any management of an organization designs procedures of control for allocating, controlling and ascertain efficient resources utilization so as to attain all the goals of that organization. It got discovered that the detective controls are a vital section in recognizing and avoiding extortion as well as secure the assets of the organization, both the intangible and physical. This can be attained by appropriate documentation and authorization controls. The research did not indicate the functions of low and middle management levels in detection of fraud. Much stress was placed on just the topmost cadre of management.

2.4 Knowledge Gap

Several studies have been done to investigate the influence of culture on knowledge management. Most studies concur that organization culture has received very little attention and yet culture is very important since it provides solutions related to business growth. However studies that focus on organization culture and the effect on knowledge management are scarce and the findings seem to vary with different scholars. In Kenya, the studies that have focused on NGOs have particularly shed very little light about the culture and knowledge management.

2.5 Conceptual framework

A conceptual framework in figure 2.1 has been developed from the relevant literature reviewed. It shows the relationship between various culture dimensions (Independent variable) and firm Knowledge Management (Dependent Variable).

Independent Variables

Dependent Variable

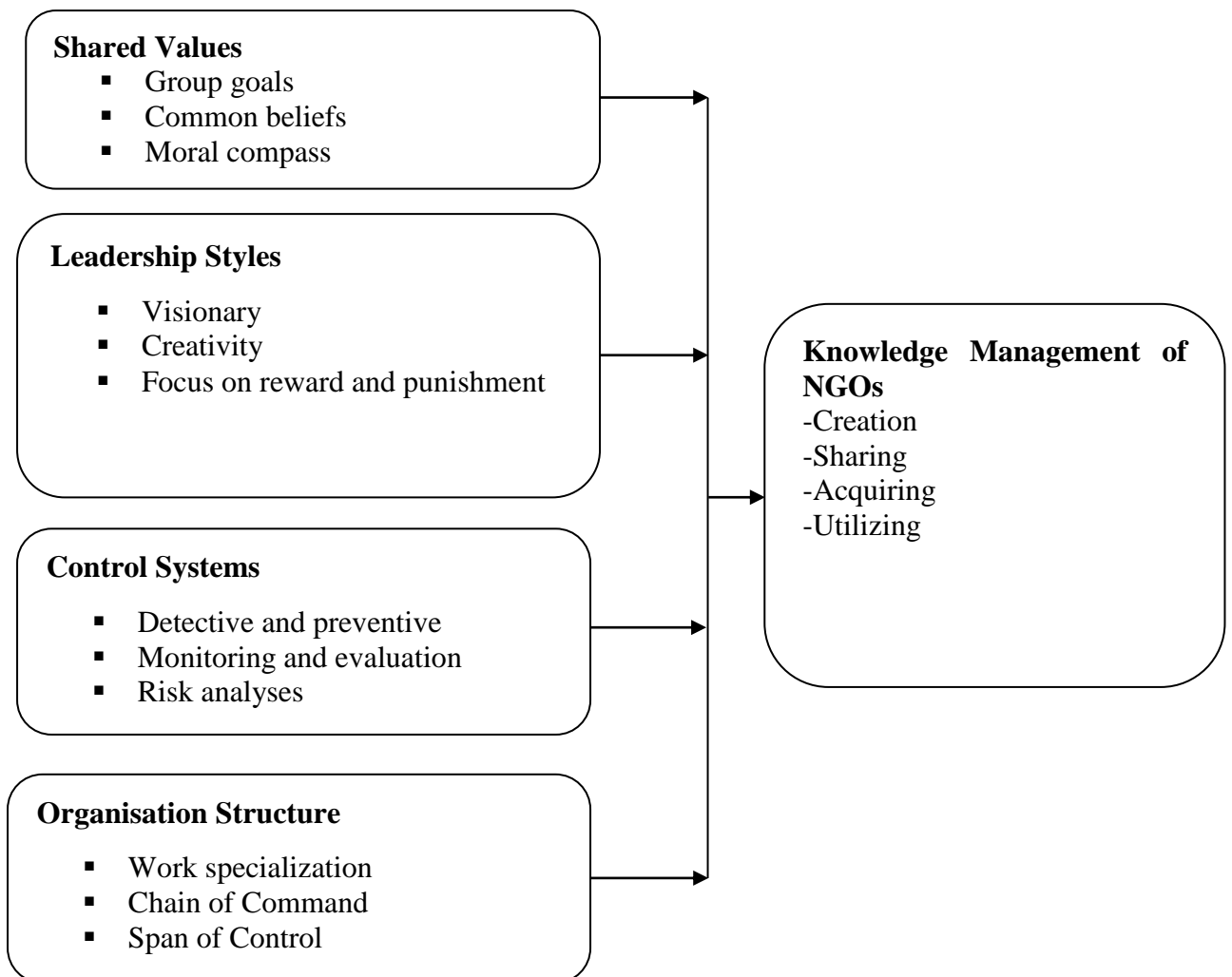


Figure 2.1: Conceptual Framework

Source, Author (2019)

2.6 Operationalization of Variables

| OBJECTIVE | VARIABLE | INDICATOR | MEASUREMENT | MEASUREMENT SCALE |
|---|--------------------------|---|--|-------------------|
| To examine the effect of shared values on knowledge management of non-governmental organizations in Nairobi | Shared values | -Group goals -Common beliefs -Moral compass | -Shared believes among employees -Moving towards common goals | Likert Scale |
| To find out the effect of organizational structure on knowledge management of non-governmental organizations in Nairobi | Organizational structure | -Work specialization -Chain of Command -Span of Control | -Effectiveness of the structure -Red tapes and beaurocracies | Likert Scale |
| To establish the effect of leadership styles on knowledge management of non-governmental organizations in | Leadership styles | -Visionary -Creativity Focus on reward and punishment - | -Leadership styles applied -Effects of styles applied | Likert Scale |
| To examine the effect of Control systems on knowledge management of non-governmental organizations | Control systems | -Detective and preventive -Monitoring and evaluation -Risk analyses | -Un-earthing frauds -monitoring and control of performance | Likert Scale |

| | | | | |
|------------|------------------------------|-------------------------------------|--|--------------|
| in Nairobi | | | | |
| | Knowledge Management of NGOs | -Creation -Sharing -Utilizing | -Shared vision -Acquisition of new ways of doing things | Likert Scale |

2.7 Research Hypothesis

H₀₁: Shared values have no statistical significance on knowledge management of non-governmental organizations in Nairobi

H₀₂: Organizational structure has no statistical significance on knowledge management of non-governmental organizations in Nairobi

H₀₃: Leadership styles has no statistical significance on knowledge management of non-governmental organizations in Kenya

H₀₄: Control systems has no statistical significance on knowledge management of non-governmental organizations in Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

A methodology is a mechanism for providing guidelines on the manner in which research is carried out in a particular paradigm context. The chapter gives a description of the methodology which was applied in the study. It lays down the design of the research, specifies the target population, and determines both the size of the sample as well as the procedures for sampling. It sets out which instruments will be used to collect data, how reliable the instruments are and their validity and finally explains how data is analysed.

3.2. Research Design

This study used a descriptive research design. This design is generally meant to generate a description of what is happening with respect to a specific phenomenon within a given population. The choice of the design is applicable to the current study because the researcher wishes to describe organisational culture dimensions within the nongovernmental organisational in order to determine the relationship between organisational culture and knowledge management. Thus, the dependent variable was Organizational Knowledge Management and the independent variables the culture dimensions.

The descriptive survey design mostly leads to providing solutions towards the problems identified from data collection, analysis and data interpretation. This design is also considered the best since it allows the researcher to formulate the best knowledge principles. This study used quantitative approach and depends on the primary data.

3.3. Location of the Study

Nairobi County is amongst the forty-seven Kenyan counties. It is small but very popular amongst all the counties. It happens to be the capital city and Kenya's largest city. Nairobi County got founded in the year 2013 within the same boundaries like Nairobi Province, after the 8 provinces of Kenya were split to forty-seven counties. Nairobi so far has encountered a lot of growth as compared to the rest urban towns. This may not possibly decline soon since Kenya's population keeps on increasing by approximately an average of 3 per cent. This research is going to focus on all the NGOs operating in Nairobi.

3.4. Target Population

Cooper and Schindler (2011) define population as the total collection of objects that the researcher wants to draw conclusions from. It refers to the whole composition of objects having characteristics that are similar under scrutiny. It is a collection of objects conforming to a particular study situation (Mugenda & Mugenda, 2008). This study targeted eighty-four non-governmental organisations that are operating in Nairobi region as listed in the National council of non-governmental organisations of Kenya membership list from its website (See a separate appendix). Due to homogeneity and having a central regulating body, these eight four organisations deemed a better representation for the purposes of this study.

3.5. Sampling Procedure and Sample Size

Sekaran and Bougie (2010) refer to the sampling frame being a set representing all elements in the population from where the sample is gotten from. For this research purposes, with the permission from the National council for nongovernmental organisations (NCNGOs) in Kenya the list of all members of council was drawn from their website. A census procedure was used where all the organisations in Nairobi region was investigated through a questionnaire.

3.6. Sample Size

With regard to Cooper and Schindler (2008) a sample that is representative is the one that covers 10% and above of the given population. Census survey was employed, that implies all eighty-four non-governmental organisations who are operating in Nairobi region as listed in the National council of non-governmental organisations of Kenya membership is going to be the study's respondent. The research was appropriate since the overall population happens to be simply accessible and small. A big advantage in census survey is the fact that every worker possesses an equal chance of participating. A census survey happens to promote the sense of security towards the results accuracy. At last, census survey happens to be easy in administering since it involves all individuals.

3.7. Research Instrument

Schindler (2012) recommended the application of questionnaires during descriptive studies since self-administered surveys basically are less costly as compared to face to face interviews and accessibility of the sample is easy. In addition, a big number of researchers have used a questionnaire previously. The researcher contacted players who were not accessible, careful consideration in the case where participants may need additional time for

collecting facts, talking to others or considering responses deeply as compared to those that can be attained during the survey and lastly anonymity whereby surveys are basically thought as being impersonal, giving anonymity as compared to other modes of communication (Thorn hill, 2009)

In regard to the culture of the organization and the performance of NGOs, the research used a questionnaire in primary data collection from the sample size. The designed questionnaire for the research entailed two parts. The first one involved operational and demographic characteristics that are designed for determining basic concerns counting the respondents' demographic characteristics. The second was committed to knowledge management analysis and performance of NGOs.

The questionnaire comprised questions that were structured and unstructured. The structured ones are applied for purposes of conserving money and time and facilitating simpler analysis just like they happened to be in direct usable state; whereas the unstructured ones are applied for encouraging respondents in giving deeper and felt replies without holding back any kind of information.

3.8. Validity and Reliability

3.8.1 Validity of Research Instrument

Content validity refers to the degree of representativeness of the data collected using a particular instrument relating to a particular concept or domain. Mugenda & Mugenda (2008) looks at it as a procedure of assessing content validity is the employment of experts and professionals in a certain field. The supervisor of the research did comparison of the ten responses of the questionnaire, make comments concerning representativeness, ethical suitability and questions appropriateness in accordance with the objectives of the research and suggest on the necessary corrections on the structure of the instrument of research. This assisted the researcher in detecting any kind of bias in the research or the participant impact arising from the objects and eliminating ambiguity, thus being sure of the instrument's validity.

3.8.2 Reliability of Research Instruments

Reliability alludes to measurement consistency. The questionnaires were termed reliable in case they give results that are consistent. Nevertheless, reliability necessarily does not imply the instrument's validity but generally contributes to the instrument's validity (Kothari, 2013). So as to examine reliability, responses of the questionnaire from the pilot test were entered in SPSS (version 23) whereby after that, the Cronbach's alpha was established. Cronbach's alpha lies from 0-1. Scores ranging from 0-0.6 are an indication of low reliability of the instrument whereas scores from 0.7 and beyond are an indication of high degrees of reliability as well as internal consistency. All the variables had scores above 0.7 therefore deemed suitable for the study.

3.9. Data Collection Methods and Procedures

The research gathered primary data through employment of questionnaire. This is termed an appropriate tool for collecting data because a questionnaire mostly removes subjectivity that is very common with the rest of the tools for collecting data like the interviews. Kothari (2012) states that the application of a questionnaire gives the respondent enough time of thinking and reflecting before giving a response. The study's questionnaire entailed items that are structured that gave the researcher room to do data analysis and tabulations easily.

Part assessed for the demographic characteristics of the respondent. Part 2 collected data from senior officials on the culture of the organization whereas part 3 gathered information concerning information management from those senior officials still. These questions entailed Likert-type scale statements.

3.10. Proposed Data Analysis Techniques and Procedures

After collection of data, it was cleaned, coded and analysed in order to be sure of its completeness, consistency and accuracy. The analysis of this data was done by use of quantitative methods of data analysis. Data gotten from the given questionnaires were coded and then entered to the computer by use of Statistical Package for Social Science version 25.0. This assisted the researcher in running descriptive analyses that are going to be presented by use of pie charts and the frequency Tables. Both inferential and descriptive statistics were used in analysing data. With regard to Mugenda and Mugenda (2008) descriptive statistics enhances relevant results description. It as well gives the researcher room to categorize and summarize the findings of the research decisively. This assists in describing the data through condensation of the outcomes into a state that is understandable. Descriptive statistics consists the application of measures of central tendency like

percentages, mean and standard deviation. Regression analysis and Pearson correlation analysis were applied in determining in case the correlation amongst the study variables. Pearson correlation analysis was applied in testing relationship's strength at the 95% level of confidence ($\alpha = 0.05$). Analysis of qualitative data was done by use of narrative statements according to appropriate thematic fields and the outcomes provided in prose form.

Quantitative data was analyzed using Multiple Linear Regression Model. The general form of the Multiple Linear Regression Model is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where,

Y: the independent variable (knowledge management) expressed as a linear combination of independent variables X_1 , X_2 , X_3 and X_4

β_0 : The regression constant i.e. $Y = \beta_0$ when $X_1, X_2, X_3, X_4, \dots, X_k = 0$

β_1 : Coefficient of Shared values (independent variable X_1)

β_2 : Coefficient of Organizational structure (independent variable X_2)

β_3 : Coefficient of Leadership styles (independent variable X_3)

β_4 : Coefficient of Control systems (independent variable X_4)

e: Error term

Linear regression analysis was used to estimate the coefficients of a linear equation and the Independent variables that best predict the value of the dependent variable. From this model, test of significance at 5% significant level was conducted on the various variables of this study using coefficient of determination (R^2), correlation coefficient (R), F-test and ANOVA table in order to check the significant of the data analyzed. A correlation analyses was carried to establish the relationship between the dependent and the independent variables.

3.11. Ethical Consideration

Ethics eludes the norms of behavior which defines the accepted and unaccepted behavior. The researcher is going to observe this procedure for ethical concerns: The researcher gave an indication that collection of data is going to be done by use of questionnaires and only was

applied for purposes of research. The researcher ensured honesty in data reporting, results, procedures and the methods. There were assurance of confidentiality for personal information and the staff.

The researcher ensured truthfulness and transparency in the course of the research and every information gathered was kept in private. The researcher looked for the participants' informed consent before carrying out collection of data and the interviews.

The researcher stayed objective in the course of collecting data, analyzing and interpreting data in order to prevent or reduce self-deception and biasness. Respecting intellectual property was ensured through giving appropriate credit or acknowledgement to every contribution made towards the study and there was no plagiarism at all.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

The chapter discusses the analysis of the data, interpretations and presentation. The quantitative data was analysed using descriptive and inferential statistics while qualitative data was analysed using content analysis. Data was presented in frequency distributions, percentages and frequency tables for ease of understanding and interpreting of the findings. The study had a sample population of 84 respondents; of the sample population 74 respondents completed the questionnaires making a response rate of 88.1%. The response rate is considered sufficient based on the Mugenda & Mugenda (2012) who indicated that a response rate of 50% is inadequate for analysis and reporting, a response rate of 60% is good while that of 70% and above is excellent.

4.2 Background Information

The study results on background information are aligned as per the study objectives questions in the subsequent.

4.2.1 Distribution of Respondents by Gender

Participants were required to indicate their gender category. This was sought in view of ensuring fair involvement of male and female respondents', Results are presented in Table 4.1

Table 4.1: Gender Category

| Respondents Gender | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Male | 43 | 58.1 |
| Female | 31 | 41.9 |
| Total | 74 | 100.0 |

Source: Research data, (2019)

Results gathered show that majority (58.1%) of the respondents were males whereas 41.9% females. Drawing from the above findings it's evident that both genders were fairly involved in this study which implies that the findings of this study did not suffer from gender biasness.

4.2.2 Distribution of Respondents' by Age

Individuals of various age categories are perceived to hold different opinions on different subjects. Based on this assumption respondents were required to indicate their age group; results are presented in table 4.2

Table 4.2: Distribution of Respondents' by Age

| Respondents Age | Frequency | Percentage |
|------------------------|------------------|-------------------|
| Under 30 | 9 | 12.2 |
| 31-40 | 31 | 41.9 |
| 41-50 | 25 | 33.8 |
| Beyond 50 | 9 | 12.2 |
| Total | 74 | 100.0 |

Source: Research data, (2019)

From the study findings, it was revealed that the respondents aged between 31 to 40 years had a percentage of (41.9%) of the 33.8% of the respondents were aged between 41 to 50 years whereas 12.2% of the respondents were either aged below 30 years or above 50 years. This implies that respondents of various age categories were fairly involved in this study.

4.2.4 Highest Educational Level Attainment

Educational qualifications are closely linked with individual understanding ability and interpretation of subjects. In order to gauge participant's ability to respond to research questions, all the respondents were required to indicate their highest educational qualifications.

Table 4.3: Highest Educational Level Attainment

| Highest education level | Frequency | Percentage |
|--------------------------------|------------------|-------------------|
| Diploma | 22 | 29.7 |
| Bachelor's | 35 | 47.3 |
| Master's | 17 | 23.0 |
| Total | 74 | 100.0 |

Source: Research data, (2019)

Results presented in table 4.3 show that most of the respondents (47.3%) held bachelor's degree, 29.7% of the respondents held diploma whereas 23.0% of the respondents held master's degree. This implies that all the respondents were well educated which means that they could respond to the research question effortlessly.

4.2.3 Period of Service

Participants in this survey were required to indicate the period they worked in Non-Governmental Organizations. Results are presented in table 4.3

Table 4.3: Period of Service

| Period of Service | Frequency | Percentage |
|-------------------|-----------|--------------|
| 1-5 | 7 | 9.5 |
| 6-10 | 28 | 37.8 |
| 11-15 | 27 | 36.5 |
| Over 15 | 12 | 16.2 |
| Total | 74 | 100.0 |

Source: Research data, (2019)

Results show that 37.8% of the respondents had served for a period of 6-10 years, 36.5% of the respondents had served for a period of 11 to 15 years, 16.2% of the respondents had served for a more than 15 years while 9.5% of the respondents had served for a period of 1-5 years. From the findings, it's evident that most of the participants had served from a considerable period time which implies that they were in a position to give credible information relating to this study

4.3 Relationship between Organizational Culture and Knowledge Management by NGOs

4.3.1 Shared Value

Respondents were required to indicate their level of agreement with the following statements role of shared values on knowledge management by Non-Governmental organisations in Nairobi.

Table 4.4: Role of Shared Values on Knowledge Management Process

| Role of Shared Values | N | Min | Max | Mean | Std Dev |
|---|----|------|------|------|---------|
| The organization I work for is guided by consistency adaptability values as well as effective system of communication | 74 | 2.00 | 5.00 | 3.97 | 0.83 |
| The organization I work for has a culture which defines the way knowledge is shared | 74 | 3.00 | 5.00 | 4.09 | 0.74 |
| All the workers in the organization I work for are highly valued and they value the information shared | 74 | 3.00 | 5.00 | 4.09 | 0.76 |
| The organization I work for has a set of principles who are their suppliers, customers and employees and the way they interact amongst themselves | 74 | 3.00 | 5.00 | 3.97 | 0.78 |

Source: Research data, (2019)

From the research findings, majority of the respondents agreed that most of the non-governmental organizations in Nairobi have a culture which defines the way knowledge is shared and that all the NGOs highly value the information shared (M = 4.09 SD=0.74). These findings support the study findings by Agwu and Okechukwu (2013) shared values provide guidance for organizational decision-making and also provide a kind of ethical compass for organizational action.

Further the study revealed that all the non-governmental organizations in Nairobi are guided by consistency adaptability values as well as effective system of communication and that NGOs have a set of principles who are their suppliers, customers and employees and the way they interact amongst themselves (M = 3.97). These findings concur with the study findings by Takow and Abdulkadir (2014) Successful corporate knowledge management process starts with a healthy business culture that promotes and models the same value system from the top down

4.3.2 Leadership Styles

Respondents were required to indicate their level of agreement with the following statements relating to the influence of leadership styles on knowledge management of Non-Governmental organisations in Nairobi.

Table 4.5: Influence of Leadership Styles on Knowledge Management

| Statements on Leadership | N | Min | Max | Mean | Std Dev |
|--|----------|------------|------------|-------------|----------------|
| Leadership acts as the catalyst that makes all other organs at NGO to work together | 74 | 3.00 | 5.00 | 4.00 | 0.79 |
| Leaders at NGOs in Kenya assist in formulation and communication of fresh strategic directions and new knowledge | 74 | 4.00 | 5.00 | 4.49 | 0.50 |
| Leaders at the NGOs inspire employees in increasing dedication towards the goals of the organization and new knowledge | 74 | 3.00 | 5.00 | 4.00 | 0.70 |
| Proper style of leadership entails planning, organizing, staffing, directing, and controlling for purposes of attaining a set goal | 74 | 3.00 | 5.00 | 3.99 | 0.77 |
| Effective styles of leadership promote knowledge management of NGOs in Kenya | 74 | 3.00 | 5.00 | 4.12 | 0.68 |
| Kenyas NGOs have Visionary leaders who promote conducive surroundings for excellent knowledge management | 74 | 3.00 | 5.00 | 3.96 | 0.78 |
| Team leaders participate in shaping collective norms as well as coordinating collective action within the organisation | 74 | 3.00 | 5.00 | 4.20 | 0.64 |

Source: Research data, (2019)

From the research findings, majority of the respondents agreed that leaders at NGOs in Nairobi assist in formulation and communication of fresh strategic directions and new knowledge (M= 4.49 SD=0.50). Team leaders participate in shaping collective norms as well as coordinating collective action within the organisation (M = 4.20 SD=0.64) and that effective styles of leadership promote knowledge management of NGOs in Kenya (M= 4.12 SD=0.68). These findings support the study findings by Achua & Lussier (2013) NGO leaders should continually develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their organisation and its organizational culture

Further, the study revealed that leadership acts as the catalyst that makes all other organs at NGO to work together, leaders at the NGOs inspire employees in increasing dedication toward the goals of the organization and new knowledge (M = 4.00 SD = 0.79) also the study revealed that proper style of leadership entails planning, organizing, staffing, directing, and controlling for purposes of attaining a set goal (M= 3.99 SD=0.77) and that Kenyan NGOs have visionary leaders who promote conducive surroundings for excellent knowledge management (M= 3.96 SD=0.78). These findings concur with the study findings by Cannella & Hambrick (2013) which suggested that leaders should primarily focus on performance, this can be attained by setting high standards and holding team members accountable for hitting their goals.

4.3.3 Control Systems

Respondents were required to indicate their level of agreement with the following statements assessing on the role of control systems on knowledge management of Non-Governmental organisations in Nairobi.

Table 4.6: Role of Control Systems on Knowledge Management Process

| Role of Control Systems | N | Min | Max | Mean | Std Dev |
|---|----------|------------|------------|-------------|----------------|
| Progressive reports have assisted in assessment of quality of knowledge management of the NGO for some time | 74 | 4.00 | 5.00 | 4.45 | 0.50 |
| Staffs happen to be provided with updated internal control manuals for knowledge management for purposes of reference | 74 | 3.00 | 5.00 | 3.73 | 0.73 |

| | | | | | |
|---|----|------|------|------|------|
| Staff are aware of the penalties for breaking knowledge internal control procedures | 74 | 3.00 | 5.00 | 4.35 | 0.56 |
|---|----|------|------|------|------|

Source: Research data, (2019)

From the research findings, majority of the respondents agreed that progressive reports have assisted in assessment of quality of knowledge management of the NGO for some time (M= 4.45 SD=0.50) staff are aware of the penalties for breaking knowledge internal control procedures (M= 4.35 SD=0.56) and that staffs happen to be provided with updated internal control manuals for knowledge management for purposes of reference (M=3.73 SD=0.73) these findings support the study findings by Adepoju (2014) noted that a good control system facilitates coordination among the departments and employees.

4.3.4 Organization Structure

Respondents were required to indicate their level of agreement with the following statements assessing on the role of organisational structure on knowledge management of Non-Governmental organisations in Nairobi.

Table 4.7: Role of Organisational Structure on Knowledge Management

| Role of Organisation Structure Statements | N | Min | Max | Mean | Std Dev |
|---|----|------|------|------|---------|
| The structure of Nairobi NGOs has assisted the organisations satisfy strategic objectives on knowledge management | 74 | 3.00 | 5.00 | 4.03 | 0.62 |
| The NGOs structure plays a role in coordination and supervision of knowledge management | 74 | 3.00 | 5.00 | 4.12 | 0.74 |
| The structure assists NGOs in managing change | 74 | 3.00 | 5.00 | 4.08 | 0.68 |
| The structure of NGOs gives leaders a room to do a better evaluation of the work by subordinates | 74 | 3.00 | 5.00 | 3.99 | 0.75 |

Source: Research data, (2019)

From the research findings, majority of the respondents agreed that the NGOs structure plays a role in coordination and supervision of knowledge management (M= 4.12 SD=0.74) and that strong structure assists NGOs in managing change (M= 4.08 SD=0.68). These findings support the study findings by Abok, (2013) Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management.

Further, the study revealed that the structure of Nairobi NGOs has assisted the organisations satisfy strategic objectives on knowledge management (M=4.03 SD=0.62) and that structure of NGOs gives leaders a room to do a better evaluation of the work by subordinates (M=3.99

SD=0.75). These findings concur with the study findings by Brenes, Mena, & Molina, (2016) the organization’s structure is supposed to match the strategy that is chosen and in the case of incongruence, modifications should be done.

4.3.5 Knowledge Management

Participants were required to indicate their level of agreement with the following statements assessing on knowledge management of Non-Governmental organisations in Kenya.

Table 4.8: Statements Concerning Knowledge Management Process by NGOs

| Statements on Knowledge Management | N | Min | Max | Mean | Std Dev |
|--|----------|------------|------------|-------------|----------------|
| In our NGO workers understand the connection of knowledge with our success | 74 | 3.00 | 5.00 | 3.96 | 0.75 |
| In our NGO high contribution levels are expected for recording, using and transferring knowledge | 74 | 3.00 | 5.00 | 4.01 | 0.79 |
| In our NGO continuous training and learning is encouraged and valued | 74 | 3.00 | 5.00 | 4.28 | 0.54 |
| In our NGO the organization vision is clearly understood | 74 | 3.00 | 5.00 | 3.81 | 0.84 |
| In our NGO organizational objectives are clearly understood | 74 | 4.00 | 5.00 | 4.38 | 0.49 |
| In our NGO the leadership has emphasized the impact of knowledge in success | 74 | 3.00 | 5.00 | 3.81 | 0.84 |

Source: Research data, (2019)

From the research findings, majority of the respondents agreed that NGO organizational objectives are clearly understood by all the employees (M = 4.38 SD=0.49), continuous training and learning is encouraged and valued by the NGO (M= 4.28 SD=0.54) and that contribution levels are expected for recording, using and transferring knowledge (M = 4.01 SD=0.79) These findings support the study findings by Griffin & Moorhead, (2014). Organization structure specifies individual employees’ responsibilities and also monitors the interaction with each other and the rate of frequency of interaction with each other. These relationships help in the flow of information and data. The type of groups responsible for decision making affect how knowledge is created and shared.

Further the study revealed that workers understand the connection of knowledge with the success (M= 3.96 SD=0.75), the organizations vision is clearly understood by all, NGO leadership has emphasized the impact of knowledge in success (M= 3.81 SD=0.84). These findings concur with the study findings by Nelson and Quick, (2015) that organizational structure determines the manner and extent to which roles, power and responsibilities are

delegated, controlled, coordinated and also defines information flows between levels of management.

4.4 Correlation Results

In order to determine the relationship between the variables under study, the study used Karl Pearson's product moment correlation analysis. The findings were as shown in the table 4.9 below:

Table 4.9: Correlation Results

| | | Knowledge Management of NGOs (Y) | Shared Values (X ₁) | Leadership Styles (X ₂) | Control Systems (X ₃) | Organisation Structure (X ₄) |
|--|---------------------|----------------------------------|---------------------------------|-------------------------------------|-----------------------------------|--|
| Knowledge Management of NGOs (Y) | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 74 | | | | |
| Shared Values (X ₁) | Pearson Correlation | .695** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 74 | 74 | | | |
| Leadership Styles (X ₂) | Pearson Correlation | .666** | .280* | 1 | | |
| | Sig. (2-tailed) | .000 | .016 | | | |
| | N | 74 | 74 | 74 | | |
| Control Systems (X ₃) | Pearson Correlation | .606** | .258* | .376** | 1 | |
| | Sig. (2-tailed) | .000 | .026 | .001 | | |
| | N | 74 | 74 | 74 | 74 | |
| Organisation Structure (X ₄) | Pearson Correlation | .630** | .017 | .135 | .283* | 1 |
| | Sig. (2-tailed) | .004 | .884 | .250 | .015 | |
| | N | 74 | 74 | 74 | 74 | 74 |

Source: Research data, (2019)

From the finding in the table above, the study found that there was strong positive correlation between shared values and knowledge management of NGOs as shown by correlation factor of 0.695, this strong relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.005. The study also found strong positive correlation between leadership styles and knowledge management of NGOs as shown by correlation coefficient of 0.666, this too found to be significant at 0.00 level of confidence.

The study further found strong positive correlation between control systems and knowledge management of NGOs as shown by correlation coefficient of 0.606 at 0.000 levels of confidence. Finally, the study found strong positive correlation between organisation structure and knowledge management of NGOs as shown by correlation coefficient of 0.630 at 0.004 levels of confidence. The findings are in line with the research by Ambrosini, (2003) who found a strong positive correlation control systems and organisational knowledge management process.

4.5 Regression Test

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The model summary is presented in the Table 4.10 below.

Table 4.10: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .767 ^a | .688 | .664 | .44894 |

Source: Research data, (2019)

The study used coefficient of determination to evaluate the model fit. The adjusted R^2 , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R^2) of 0.664 and which implied that 66.4% variations on knowledge management by NGOs are explained by the independent variables understudy (shared values, leadership styles, control systems organisation structure).

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in table 4.11below.

Table 4.11: Summary of One-Way ANOVA results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----------|-------------|--------|-------------------|
| Regression | 19.861 | 4 | 4.965 | 24.636 | .000 ^b |
| 1 Residual | 13.907 | 69 | .202 | | |
| Total | 33.767 | 73 | | | |

Source: Research data, (2019)

Critical value =2.50

From the ANOVA statics, the study established the regression model had a significance level of 0.00% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($24.636 > 2.50$) an indication that shared values, leadership styles, control systems organisation structure all have a significant effects knowledge management by NGOs. The significance value was less than 0.05 indicating that the model was significant.

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table 4.12 below.

Table 4.12: Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.287 | .473 | | 2.720 | .008 |
| Shared Values (X1) | .360 | .144 | .205 | 2.491 | .015 |
| Leadership Styles (X2) | .961 | .163 | .504 | 5.904 | .000 |
| Control Systems (X3) | .354 | .152 | .205 | 2.334 | .022 |
| Organisation Structure (X4) | .380 | .149 | .207 | 2.552 | .013 |

Source: Research data, (2019)

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 1.287 + 0.360X_1 + 0.961X_2 + 0.354X_3 + 0.380X_4$$

From the regression model obtained above, a unit change in shared values the other factors constant would positively change knowledge management by NGOs by a factor of 0.360. A unit change in leadership styles while holding the other factors constant would positively change knowledge management by NGOs by a factor of 0.961. Further enhancement on control systems while holding the other factors constant would positively change knowledge management by NGOs a factor of 0.354 while a unit change in organisation structure while holding the other factors constant would positively change knowledge management by NGOs by a factor of 0.380. The findings further agree with Ayodele (2011) that control systems were key in knowledge management process.

The results were reported at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha=0.05$. If the probability value was less than α , then the predictor variable was significant otherwise it wasn't. All the predictor variables were significant in the model as their probability values were less than $\alpha=0.05$.

4.6 Discussion of the Findings

The study found that a strong positive correlation between shared values and knowledge management of NGOs (correlation factor = 0.695 significant value = 0.000) test regression model predict that a unit change in shared values the other factors constant would positively change knowledge management by NGOs by a factor of 0.360. descriptive results show that non-governmental organizations in Nairobi have a culture which defines the way knowledge is shared and that all the NGOs highly valued the information shared (M = 4.09 SD=0.74). These findings support the study findings by Agwu and Okechukwu (2013) shared values provide guidance for organizational decision-making and also provide a kind of ethical compass for organizational action.

Further the study revealed that all the non-governmental organizations in Nairobi are guided by consistency adaptability values as well as effective system of communication and that NGOs have a set of principles who are their suppliers, customers and employees and the way they interact amongst themselves (M = 3.97). These findings concur with the study findings by Takow and Abdulkadir (2014) Successful corporate knowledge management process starts with a healthy business culture that promotes and models the same value system from the top down.

The study found a strong positive correlation between leadership styles and knowledge management of NGOs (correlation coefficient of 0.666 significant value = 0.00) test regression results show that a unit change in leadership styles while holding the other factors constant would positively change knowledge management by NGOs by a factor of 0.961. Descriptive results also show that leaders at NGOs in Nairobi assist in formulation and communication of fresh strategic directions and new knowledge(M= 4.49 SD=0.50) team leaders participate in shaping collective norms as well as coordinating collective action within the organisation (M = 4.20 SD=0.64) and that effective styles of leadership promote

knowledge management of NGOs in Nairobi (M= 4.12 SD=0.68) These findings support the study findings by Achua & Lussier (2013) NGO leaders should continually develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their organisation and its organizational culture

Further the study revealed that leadership acts as the catalyst that makes all other organs at NGO to work together, leaders at the NGOs inspire employees in increasing dedication toward the goals of the organization and new knowledge (M = 4.00 SD = 0.79) also the study revealed that proper style of leadership entails planning, organizing, staffing, directing, and controlling for purposes of attaining a set goal(M= 3.99 SD=0.77) and that Kenyan NGOs have visionary leaders who promote conducive surroundings for excellent knowledge management (M= 3.96 SD=0.78).These findings concurs with the study findings by Cannella & Hambrick (2013) suggested that leaders should primarily focus on performance, this can be attained by setting high standards and holding team members accountable for hitting their goals.

The study further found strong positive correlation between control systems and knowledge management of NGOs (correlation coefficient = 0.606 P- Value = 0.000), Regression results show that further enhancement on control systems while holding the other factors constant would positively change knowledge management by NGOs a factor of 0.354. descriptive results affirms that progressive reports have assisted in assessment of quality of knowledge management of the NGO for some time (M = 4.45 SD = 0.50) staff are aware of the penalties for breaking knowledge internal control procedures (M = 4.35 SD = 0.56) and that staffs happen to be provided with updated internal control manuals for knowledge management for purposes of reference (M=3.73 SD=0.73) these findings support the study findings by Adepoju (2014) noted that a good control system facilitates coordination among the departments and employees.

The study further found positive correlation between organization's structure and knowledge management of NGOs (correlation coefficient = 0.630 P- Value = 0.004), regression results show that further enhancement on organization's structure while holding the other factors constant would positively change knowledge management by NGOs a factor of 0.380. results also show that the NGOs structure plays a role in coordination and supervision of knowledge management (M= 4.12 SD=0.74) and that strong structure assists NGOs in managing change

(M= 4.08 SD=0.68). These findings support the study findings by Abok, (2013) Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management.

Further the study revealed that the structure of Nairobi NGOs has assisted the organisations satisfy strategic objectives on knowledge management (M=4.03 SD=0.62) and that structure of NGOs gives leaders a room to do a better evaluation of the work by subordinates (M=3.99 SD=0.75). These findings concurs with the study findings by Brenes, Mena, & Molina, (2016) the organization's structure is supposed to match the strategy that is chosen and in the case of incongruence, modifications should be done.

From the research findings, majority of the respondents agreed that NGO organizational objectives are clearly understood by all the employees (M = 4.38 SD=0.49), continuous training and learning is encouraged and valued by the NGO (M= 4.28 SD=0.54) and that contribution levels are expected for recording, using and transferring knowledge (M = 4.01 SD=0.79) These findings support the study findings by Griffin & Moorhead, (2014) Organization structure specifies individual employees' responsibilities and also monitors the interaction with each other and the rate of frequency of interaction with each other. These relationships help in the flow of information and data. The type of groups responsible for decision making affect how knowledge is created and shared.

Further the study revealed that workers understand the connection of knowledge with the success. (M= 3.96 SD=0.75), the organizations vision is clearly understood by all, NGO leadership has emphasized the impact of knowledge in success (M= 3.81 SD=0.84). These findings concur with the study findings by Nelson and Quick, (2015) that organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management.

CHAPTER FIVE

SUMMARY OF STUDY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the objectives of the study. This study sought to examine the effect of shared values on knowledge management of non-governmental organizations in Nairobi, to find out the effect of organizational structure on knowledge management of non-governmental organizations in Nairobi, to establish the effect of leadership styles on knowledge management of non-governmental organizations in Kenya and to examine the effect of Control systems on knowledge management of non-governmental organizations in Kenya.

5.2 Summary of Study

5.2.1 Influence of Shared Value on Knowledge Management

In line with the first objective, the study found a strong positive correlation between shared values and knowledge management of Non-Governmental organisations in Kenya. These findings in support of the study findings by Agwu and Okechukwu (2013), shared values give guidance necessary for making decisions and also provide a kind of ethical direction for organizational action.

Descriptive statistics showed that most of the NGO were guided by consistency, adaptability values as well as effective system of communication, nearly all the NGO have a set of principles that define the suppliers, customers and employees and the way they interact amongst themselves. These findings concur with study findings by Aluko (2014) Takow and Abdulkadir (2014) Successful corporate knowledge management process starts with a healthy business culture that promotes and models the same value system from the top down

Further the study also revealed that all the workers in the organization are highly valued and they value the information shared and that all the-governmental organizations in Nairobi have a culture which defines the way knowledge is shared. Animation culture depicts the behaviours and beliefs of the members of the organisation. Culture is a critical determinant of knowledge management. An organisation culture that creates an enabling environment is characterized by support of knowledge management, knowledge management understanding,

and rewarding incentives towards knowledge management. And encouragement of interaction for the creation and sharing of knowledge. These findings are in agreement with the study findings by Fakhar (2014) NGO values shared should be followed by all members when acting on behalf of the organization.

5.2.2 Influence of Leadership Styles on Knowledge Management

The study found a strong positive correlation between leadership styles and knowledge management of Non-Governmental organisations in Nairobi. Test regression also statics predict that further instillation of strong leadership styles would positively enhance quality in knowledge management process by Non-Governmental organisations in Nairobi. These findings in support of the study findings by Awino (2011) leaders are supposed to manage fundamental change in order to attain increased improvements within the activities of the organization.

Descriptive results show that Leaders in the NGOs sector inspire employees in increasing dedication towards the goals of the organization and new knowledge, they assist in formulation and communication of fresh strategic directions and new knowledge and that Effective styles of leadership promote knowledge management. These findings concur with the study findings by Shakil (2012) Achua & Lussier (2013) NGO are expected to have unique forms of leadership based on past experience as well as personality and pay attention to what the specific needs of the organization are that are defined by organisation culture.

Further the study revealed that Kenyan NGOs have visionary leaders who promote conducive surroundings for excellent knowledge management, leadership acts as the catalyst that makes all other organs at NGO to work together. Team leaders participate in shaping collective norms as well as coordinating collective action within the organisation and the proper style of leadership entails planning, organizing, staffing, directing, and controlling for purposes of attaining a set goal.

5.2.3 Influence of Control Systems on Knowledge Management

In line with the third objective, the study established a strong positive correlation between control systems and knowledge management of Non-Governmental organisations in Nairobi. Test regression also statics predicts that further instillation of strong control systems would positively enhance quality in knowledge management process by Non-Governmental organisations in Kenya. These findings in support of the study findings by Adepoju (2014)

noted that a good control system facilitates coordination among the departments and employees.

Further the study revealed that staffs are aware of the penalties for breaking knowledge as internal control procedures. Progressive reports have assisted in assessment of quality of knowledge management of the NGO for some time and that Staffs happen to be provided with updated internal control manuals for knowledge management for purposes of reference. These findings concur with the study findings by Adeleye, (2014) that application of strong detective control systems is fundamental in management of organizational resources

5.2.4 Influence of Organization Structure on on Knowledge Management

In line with the fourth objective, the study established a strong positive correlation between organisational structure and knowledge management of Non-Governmental organisations in Nairobi. Test regression also statics predict that further instillation of strong organisational structure would positively enhance quality in knowledge management process by Non-Governmental organisations in Nairobi. These findings in support of the study findings by Gupta in (2009) found that organizational performance is reliant on the structure of the organization to some extent.

The structure of NGOs gives leaders a room to do a better evaluation of the work by subordinates, structure assists NGOs in managing change, organisational structure of Nairobi in NGOs have assisted the organisations satisfy strategic objectives on knowledge management and that the NGOs structure plays a role in coordination and supervision of knowledge management. These findings concur with the study contention by Markiewicz's (2011) that an important constituent in management is designing the structure of an organization that aligns with the company's strategy on global performance.

5.3 Conclusions

Based on the study findings this study concludes that;

Shared values had positive significant influence on knowledge management of non-governmental organizations in Nairobi. To enhance shared values, most of NGO had adopted various initiatives that promote group goals, common beliefs and Moral compass and that NGO values were shared and followed by all members when acting on behalf of the organization.

The study concludes that strong leadership styles have a significant influence on knowledge management of non-governmental organizations in Kenya. NGO adopted measures such as Detective and preventive measures, Monitoring and evaluation measures and risk analyses.

The study concludes that strong control systems have a positive significant influence on knowledge management of non-governmental organizations in Kenya. Good control system facilitates coordination among the departments and employees and that that application of strong detective control systems is fundamental in management of organizational resources

The study concludes that strong organizational structure had positive significant influence on knowledge management of non-governmental organizations in Nairobi. To strengthen organizational structure, non-governmental organizations in Nairobi had adopted various styles such as transactional, transformational and charismatic leadership styles.

5.4 Recommendations

To promote shared values NGOs must come up with new policies and operating procedures that shape the organisational culture towards the desired direction again all the NGO leaders of the must provide strong guidance to their juniors (direction, motivation, behaviours, conducts) towards the vision, mission and strategic objectives.

NGO leaders should continually develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their organisation and its organizational culture. Such dynamic leadership should not be limited to critical elements linked with coaching leadership, visionary leadership, servant leadership, laissez-faire or hands-off leadership, pacesetter leadership, transformational leadership.

NGO need to have strong controlling systems in place, this will facilitate coordination among the departments and employees and consequently provide unity of direction.

The NGOs control systems should allow executives to track how well the organization is performing, identify areas of concern, and then take action to address the concerns.

5.5 Recommendations for Further Research

The study sought to examine the effect of organizational culture on knowledge management of non-governmental organizations in Nairobi County. Future research should explore on factors influencing NGOs performance in Kenya.

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APPENDICES

Appendix 1. Questionnaire

This questionnaire aims at seeking information concerning the influence of organizational culture on knowledge management of Non-Governmental organisations in Kenya. You are kindly requested to complete this questionnaire by filling in the blanks with a tick [] against the most appropriate answer. The information therein will be used strictly for the purposes of this study only.

Section One: Demographic Data

1. Gender: Male [] Female []
2. Your age in years? Under 30 [] 31-40 [] 41-50 [] Beyond 50 []
3. Education level: O' level [] Diploma [] Bachelor's [] Master's [] Others []
4. Years served? Below 1 [] 1-5 [] 6-10 [] 11-15 [] over 15 []

Section Two: Organizational Culture

5. How much are you in agreement with the statements below concerning the culture of your organization.

Where; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

| No | Statement | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| | Shared value | | | | | |
| | The organization I work for is guided by consistency adaptability values as well as effective system of communication | | | | | |
| | The organization I work for has a culture which defines the way knowledge is shared | | | | | |
| | All the workers in the organization I work for are highly valued and they value the information shared | | | | | |
| | The organization I work for has a set of principles who are their suppliers, customers and employees and the way they interact amongst themselves | | | | | |
| | Leadership styles | | | | | |
| | Leadership acts as the catalyst that makes all other organs at | | | | | |

| | | | | | | |
|--|--|--|--|--|--|--|
| | NGO to work together | | | | | |
| | Leaders at NGOs in Kenya assist in formulation and communication of fresh strategic directions and new knowledge | | | | | |
| | Leaders at the NGOs inspire employees in increasing dedication towards the goals of the organization and new knowledge | | | | | |
| | Proper style of leadership entails planning, organizing, staffing, directing, and controlling for purposes of attaining a set goal | | | | | |
| | Effective styles of leadership promote knowledge management of NGOs in Kenya | | | | | |
| | Kenyas NGOs have Visionary leaders who promote conducive surroundings for excellent knowledge management | | | | | |
| | Team leaders participate in shaping collective norms as well as coordinating collective action within the organisation | | | | | |
| | Control systems | | | | | |
| | Progressive reports have assisted in assessment of quality of knowledge management of the NGO for some time | | | | | |
| | Staffs happen to be provided with updated internal control manuals for knowledge management for purposes of reference | | | | | |
| | Staff are aware of the penalties for breaking knowledge internal control procedures | | | | | |
| | Organization structure | | | | | |
| | The structure of Nairobi NGOs has assisted the organisations satisfy strategic objectives on knowledge management | | | | | |
| | The NGOs structure plays a role in coordination and supervision of knowledge management | | | | | |
| | The structure assists NGOs in managing change | | | | | |

| | | | | | | |
|--|--|--|--|--|--|--|
| | The structure of NGOs gives leaders a room to do a better evaluation of the work by subordinates | | | | | |
|--|--|--|--|--|--|--|

SECTION THREE: KNOWLEDGE MANAGEMENT

6. Kindly rank the statements below concerning knowledge management in your organization on a Likert Scale. Whereby; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

| No | Statement | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| | In our NGO workers understand the connection of knowledge with our success | | | | | |
| | In our NGO high contribution levels are expected for recording, using and transferring knowledge | | | | | |
| | In our NGO continuous training and learning is encouraged and valued | | | | | |
| | In our NGO the organization vision is clearly understood | | | | | |
| | In our NGO organizational objectives are clearly understood | | | | | |
| | In our NGO the leadership has emphasized the impact of knowledge in success | | | | | |

THANK YOU.

Appendix ii. List of NGOs operating in Nairobi

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|--|
| 1. IB AFRICA |
| 2. UNITED NATIONS ENVIRONMENTAL PROGRAMME (UNEP) |
| 3. COMMUNITY RELIEF FOR HOPE AND DEVELOPMENT |
| 4. COMMUNITY RESEARCH AND DEVELOPMENT NETWORK |
| 5. COMMUNITY RESEARCH AND EMPOWERMENT NETWORK |
| 6. COMMUNITY RESEARCH IN ENVIRONMENT AND DEVELOPMENT INITIATIVES |
| 7. COMMUNITY RESOLVE AGAINST HUNGER |
| 8. COMMUNITY RESOURCE CAPACITY TRANSFORMATION FOR DEVELOPMENT |
| 9. COMMUNITY RESOURCE DEVELOPMENT AGENCY |
| 10. COMMUNITY RESOURCE DEVELOPMENT FOUNDATION |
| 11. NELGA; Land Data Repository |
| 12. COMMUNITY RESOURCE LINK |
| 13. GMES & AFRICA |
| 14. SERVIR EASTERN AFRICA |
| 15. EGALITARIAN ORGANISATION FOR POVERTY ALLEVIATION-KENYA |

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|---|
| 16. ILRI |
| 17. EKANI COMMUNITY DEVELOPMENT PROGRAMME |
| 18. FAO, SWALIM |
| 19. FAO, AFRICOVER |
| 20. EKONGO DEVELOPMENT ORGANIZATION |
| 21. ELDO - CHILD WELFARE DEVELOPMENT AND RESEARCH CENTRE |
| 22. IGAD EAST AFRICA |
| 23. IUCN |
| 24. ELDORET INITIATIVES ON CONFLICT RESOLUTION |
| 25. ELECTIONS INTERNATIONAL |
| 26. GIZ KENYA |
| 27. ELECTORAL INSTITUTE FOR THE SUSTAINABILITY OF DEMOCRACY IN AFRICA |
| 28. ELEWANA EDUCATION PROJECT |
| 29. ASSOCIATION OF PEOPLE WITH AIDS |
| 30. GIFT OF SIGHT INITIATIVE |
| 31. GIKUNI MULTIPURPOSE DEVELOPMENT CENTRE |
| 32. GILTAMANY SAMBURU NOMAD |
| 33. GIRL STUDY (The Organization for Education of Young Females) |

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|--|
| 34. UNHABITAT |
| 35. ICIPE |
| 36. AFRIGEOS |
| 37. REGIONAL CENTRE FOR MAPPING OF RESOURCES FOR DEVELOPMENT (RCMRD) |
| 38. NIRAS EASTERN AFRICA |
| 39. GIRLS EMPOWERMENT FOUNDATION |
| 40. GIRLS FIGHTING ILLITERACY IN KENYA |
| 41. GIRLS LEADING OUR WORLD INITIATIVE |
| 42. GITHAGE COMMUNITY DEVELOPMENT ORGANIZATION |
| 43. GITHAI WATER PROJECT |
| 44. GITITHIA RURAL AGRO- FINANCE COMMUNITY CARE |
| 45. GIVE A CHILD LIFE KENYA |
| 46. AFRICAN UNION FOR THE BLIND |
| 47. GIVE US WINGS |
| 48. THE AFRICAN ACADEMY OF SCIENCES(AAS) |
| 49. THE AFRICAN CENTRE FOR EMPOWERMENT GENDER AND ADVOCACY |
| 50. THE AFRICAN CONSERVATION FOUNDATION - KENYA |

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| 51. THE AFRICAN COUNCIL FOR DISTANCE EDUCATION |
| 52. THE AFRICAN COUNCIL FOR TRADITIONAL WISDOM |
| 53. THE AFRICAN FOREST FORUM |
| 54. THE ALBINO CHILDREN SUPPORT PROGRAMME |
| 55. THE ARK OF ORPHANS DEVELOPMENT PROGRAMME |
| 56. THE ARMS OF JESUS CHRISTIANS MISSION INC. |
| 57. YOUTH VIGOUR IN AGRICULTURE, EDUCATION, HEALTH AND ENVIRONMENT |
| 58. YOUTH VOCATIONAL TRAINING AND EMPOWERMENT CENTRE |
| 59. YOUTH VOLUNTEER FOR CHANGE |
| 60. YOUTH VOLUNTEERS FOR COMMUNITY DEVELOPMENT |
| 61. YOUTH, GOVERNANCE AND ENVIRONMENTAL PROGRAMME |
| 62. YUNASI CHILDRENS CENTRE |
| 63. YVONNE KHAMATI FOUNDATION |
| 64. ZABIBU COMMUNITY CENTRE |
| 65. ZAKAYO ACHACH FOUNDATION |
| 66. ZAMZAM FOUNDATION |

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|---|
| 67. ZAWADI FOUNDATION |
| 68. ZEITZ FOUNDATION |
| 69. ZINDUKA AFRIKA |
| 70. YOUTH FEDERATION FOR WORLD PEACE |
| 71. YOUTH FILMMAKERS AFRICA |
| 71. YOUTH FINANCING FOUNDATION |
| 72. YOUTH FOCUS AGAINST ADDICTION INITIATIVE |
| 74. YOUTH FOR CONSERVATION |
| 75. YOUTH FOR EDUCATION IN SUDAN |
| 76. YOUTH FOR HUMANITY ORGANIZATION |
| 77. YOUTH FOR LEADERSHIP EDUCATION AND DEVELOPMENT AFRICA |
| 78. YOUTH FOR ROAD SAFETY KENYA |
| 79. YOUTH FOR SCIENCE ORGANISATION |
| 80. YOUTH FOR SOCIAL DEVELOPMENT AND RELIEF PROGRAMME |
| 81. YOUTH FOR SOCIAL |

| |
|---|
| TRANSFORMATION |
| 82. YOUTH FORUM IN DEMOCRACY |
| 83. YOUTH HEALTH SERVICES INITIATIVE |
| 84. YOUTH HOPE AND DEVELOPMENT INITIATIVE |

Source: National Council of NGOs