

KNOWLEDGE MANAGEMENT PRACTICES AND SERVICE DELIVERY AT OXFAM INTERNATIONAL, KENYA

Daisy Chebet

Master of Business Administration (Strategic Management), Kenyatta University, Kenya

Dr. Reuben Njuguna

Department of Strategic Management, Kenyatta University, Kenya

©2020

International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374

Received: 20th August 2020

Published: 4th September 2020

Full Length Research

Available Online at: http://www.iajournals.org/articles/iajhrba_v3_i9_55_74.pdf

Citation: Chebet, D. & Njuguna, R. (2020). Knowledge management practices and service delivery at Oxfam International, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 55-74

ABSTRACT

For several organizations, periods of rapid technological changes are also periods of incessant struggles with maintain a high performance. Obviously, knowledge is slowly becoming the key factor in production after labor, land as well as capital. Knowledge management (KM) has been considered over and over by every organization. In a broad dimension, it has been recognized that knowledge is a significant component of strategic organization in ensuring that innovation is enhance and that organizational performance is consequently improved. The main objective of the study is to determine the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study variables include knowledge creation, knowledge sharing, knowledge application and knowledge storage. The study focused on the effect of knowledge management practices on service delivery at Oxfam international, Kenya. The study was anchored on 3 theories: The Resource-Based theory, the Adaptive Saturation theory as well as the organizational Conversion theory. The study used descriptive statistics method carrying out this research. This research design describes data and the features relating to a population under study and hence it was ideal in this study because it was easier to describe the influence of knowledge management on the organizational performance. The target population was therefore 65 staff of Oxfam international headquarters. The collected data was analyzed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. Managers of Oxfam farms and NGOS in

Kenya benefit widely from the study, as it helps them to assess the knowledge management and put the best measures in place so as to ensure that NGOS is enhanced and improved thus increasing on productivity and better services to clients. Government benefits widely from this study. It's important for growth in terms of revenue that government organizations remain profitable because this is where the government earns its revenue via taxes and through knowledge management this goal will be easily met. NGOs regulators such as NGOs regulation authority greatly benefit from the study because they are responsible in ensuring that the NGOs Kenya operate within the law and they offer quality service which are fair to all communities thus it benefits the regulator in the sense that they are able to manage knowledge in all aspect and ensure quality of service is offered. The study concluded that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya. The study concluded that the organization embraced knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. It was concluded that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff. It was further concluded that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation. The study recommends that

the management of the NGO should invest more in modern technology, knowledge application, storage and dissemination. The organization needs to improve the capacity of its human resource to enhance their ability to learn, share, apply, store and disseminate knowledge. The study recommends that the organization should

have an improved system for knowledge storage to avoid plagiarism and loss of copyright.

Key Words: *knowledge management practices, service delivery, Oxfam International, Kenya*

INTRODUCTION

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

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

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

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

RESEARCH PROBLEM

Knowledge management (KM) has been considered over and over by every organization. In a broad dimension, it has been recognized that knowledge is a significant component of strategic organization in ensuring that innovation is enhance and that organizational performance is consequently improved (Bloice & Burnett, 2016). According to Brooks et al (2016), regardless of the increased view on knowledge as a perceived strategic resource, there exists lack still no agreed way through which knowledge management is to be implemented. Since knowledge is not termed as a key factor of production as well as in creation knowledge in the society, research on this area contend that there is need to determine the proper use and management of knowledge in Oxfam in Kenya and NGOs firms in Sub-Saharan African countries to enable quality service delivery (Aluko, Adebayo, Adebisi, Ewegbemi, Abidoeye & Popoola, 2016). Although, technology enhances innovation among Oxfam the entrance of ICT have intensified the demand for product and service innovation among ICT world (Foxhall, 2018). On top of these, clients' expectations keep on changing as the literacy level rises and therefore to meet their demand Oxfam have to rethink through their processes. Knowledge management has been recognized as the most essential element in ensuring performance of any organization and the Oxfam is no exception. Various studies have been conducted on knowledge management in the NGOs as well as in other organization. Peberdy, Young, Massey and Kearney (2018) surveyed 300 European banks and insurers on knowledge management. Similarly, Figueiredo, Pais, Monteiro and Mónico (2016) researched on perceived knowledge management that is used by Human resource in Portugal. Karanja and Mwaura (2017) carried out a case study of BAT Kenya on Employee Perception of knowledge management Practices. Waithaka, Bula and Kimencu (2016) studied knowledge

management in public quoted firms in Kenya. Likewise, Odero and Mutula (2017) surveyed knowledge management structures between Internet Service Providers in Kenya, while a study Onyango (2016) on the link between the essential factors of success with relation to knowledge management existing in Olivado in Kenya (EPZ) Ltd. In Kenya, only a few studies (Murumba, 2016) have been done relating to knowledge management practices. Most of these studies focused on the public sector and while NGOs have received less consideration, hence the effect of knowledge management practices on service delivery among NGOs remains largely unexplored. With the importance attached to knowledge management as a successful factor in the current world, it ought to be well studied and adequately documented. It is against this background that this study sought to establish the effect of knowledge management practices on service delivery at Oxfam International, Kenya.

GENERAL OBJECTIVE

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

SPECIFIC OBJECTIVES

1. To establish the effect of knowledge creation on service delivery at Oxfam International, Kenya.
2. To establish the effect of knowledge sharing on service delivery at Oxfam International, Kenya.
3. To determine the effect of knowledge application on service delivery at Oxfam International, Kenya.
4. To establish the effect of knowledge storage on service delivery at Oxfam International, Kenya.

THEORETICAL FOUNDATION

The Resource Based Theory

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

Though this subsection of resources the firm acquires ability to attain high performance, another subsection leading to greater long-term performances. The resources as well as the capabilities valuable to a company should not be easily imitable, and should not be easy to acquire or replace especially by their competitors. Valuable and distinguishable resources enable the organization to

generate profits and sustain them for longer periods (Burvill, Jones-Evans & Rowlands, 2018). In a similar study, FNB & Nedbank's resources comprise of investment, equipment, capacities, knowledge, skills as well as expertise. In economies based on knowledge, knowledge is the key resources especially in Oxfam. Knowledge is used to determine how an industrial enterprise is performing (Kull, Mena & Korschun, 2016). Nevertheless, the Resource-Based Theory does not stipulate the process of knowledge acquisition and how to retain it in the firm. These shortcomings leave Kellermanns, Walter, Crook, Kemmerer and Narayanan (2016) theory on the creation of knowledge in the organization incomparable the most ideal basis of its management.

Adaptive Saturation Theory

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

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

Organizational Knowledge Conversion Theory

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

The SECI model by Nonaka & Takeuchi's (2005) deals with knowing how organizational knowledge can be created, shared, converted into various forms and how to manage it within the organization. Retention of knowledge is used to refer to the processes that allow for preservation of knowledge and the ability to keep it within the system (Thompson, 2018). Nonaka & Takeuchi's

(2005) suggests that interaction between tacit and unambiguous knowledge leads to the creation of four knowledge conversion modes which include socialization, externalization, combination and internalization.

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

EMPIRICAL LITERATURE REVIEW

Knowledge Creation and Service Delivery

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

Voorberg, Bekkers, Timeus, Tonurist and Tummers (2017) studied how KM helps in change management of an organization; they also sought to find influences business strategies to the firms' performance among other value adding activities that increases organizational performance. The study focused on knowledge creation and application. To effectively explain the of knowledge creation on application, the study focused on the study concentrated on the skills that the management acquire and how they use it to manage employees. The study used descriptive statistics and inferential statistics to provide the effectively give the effect of skills on organizational performance. The findings indicated that adequate management of skills and employees perception impacts institutional performance positively. The study concluded the employees and management are important for maintaining and controlling staff perception which has a positive impact to the productivity of the firm.

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

for the employees to air out current KM practices and ways to raise their performance. The study explained the KM strategy to support business strategy is one of the ways to enhance knowledge creation in organizations. Strategies can be adopted through innovation.

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

Knowledge Sharing and Service Delivery

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

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

Hurnonen, Ritala and Ellonen (2016) conducted a study on effect of knowledge-integration practices on the innovation of project services. The study concentrated on the impact that knowledge-integration practices (KIBS) have on the performance of the firm. The study used multiple case studies to determine the effect of KIBS on the service innovation performance at

different stages. The study variable consisted of directives, sequencing, decision-making, and group problem-solving and routine and how they influence service delivery the findings indicated that the practices are used at different states to increase productivity. The study also identified that and interaction, teamwork, sharing as well as coaching, handling faults, direction of the knowledge in existence as the cultural features, aligning social relations based on knowledge management. Teamwork is the level of actual support as well as help in the organization normally determined by the behavior of individuals involving the allocation and completion of activities regard to mutual sharing of goals that takes place in a given social or work environment.

Knowledge Application and Service Delivery

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

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

Iyamu and Mkhomazi (2018) using a 7-point Likert scale, correlation analysis and regression analysis concluded that knowledge application positively influences performance. The study conclusion cannot be generalized because of the low response rate of the thirty eight percent. (Al Abid and Karim (2017) using a 5-pint likert scales revealed that there was a statically significant positive link between perception of high adoption of the KM practices and perception of high organization performance. KM involves distinct but interdependent process of knowledge creation, knowledge storage and retrieval, knowledge transfer and knowledge application (Nayak, Behera, Mishra, & Das, 2017). Almeida, Vasconcelos and Pestana (2018) observed that organization archive breakthrough by applying KM concept to supply chain.

Knowledge Storage and Service Delivery

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

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

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

RESEARCH METHODOLOGY

Research Design

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

Target Population

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

Sample Size

Sample is selection of representative items to represent the whole population. The population is less than 200; the study therefore used census to determine the sample size. Mugenda and Mugenda (2003) advocates that a census is effective in determining the sample size of less than 200. The sample size of the study was therefore 65 management staff of Oxfam international headquarters in Nairobi. The study concentrated on the managers and head of the department to give information of knowledge management policies and operation staff to highlight the effect of those KM practices on their service delivery.

Data Collection Instruments

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

Data Collection Procedures

Before conducting field work, a research permit was obtained from National Commission for Science, Technology and Innovation (NACOSTI) to carry out research. This study collected primary data from the field using a structured questionnaire that contained both open and close

ended questions. Questionnaire was basically used because it is easily coded and interpreted. The questionnaire included demographic information of the respondents and Five Point Likert scale to explain the extent of agreement in each of the study variables.

Data Analysis

The data that was collected was examined, edited and analysed to establish its accuracy, completeness, consistency and usefulness. The process of analysing available data involved systematically searching, arranging, organizing and breaking the data into manageable units, synthesizing and looking for patterns among the variables for the purposes of interpretation and further content analysis. According to Weber (1990) content analysis for qualitative data involves breaking the language used in large texts into smaller units that make meaning without altering the intended original meaning. The collected data was analysed using descriptive statistics such as mean, standard deviation, frequency distribution as well as percentages. The influence of knowledge management practices on service delivery at Oxfam International, Kenya was established through regression analysis. The below model was adopted:

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

Where: Y = service delivery; X₁ = Knowledge creation; X₂= Knowledge sharing; X₃= Knowledge application; X₄= Knowledge storage; β₀ = Intercept; β₁ = Beta coefficient; ε = error term.

RESEARCH RESULTS

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

Knowledge Creation and Service Delivery

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

creation as a knowledge management practice to a significant extent through capacity building of staff via both formal and informal sources, sharing knowledge internally and from internal sources.

Knowledge sharing and Service Delivery

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

Knowledge Application and Service Delivery

The study pointed out knowledge application positively influenced service delivery at Oxfam International. The study established that to a moderate extent Oxfam International leadership has pioneered and driven by knowledge management adoption and use, there is always a follow up to ensure that subordinates use and apply method gained during training courses, in the organization they convert personal knowledge into organizational knowledge and there is a knowledge management training program in the organization. The respondents agreed to a great extent that the NGO treats all information received from any source and benefit from it, employees don't face difficulty in applying work methods they have been trained on, in the organization IT software in knowledge management helps in improving service delivery, with IT facilities in the organization knowledge applications become easy and makes organization activities more productive, the NGO has IT infrastructure for effective application of knowledge, there is continuous improvement as a result of knowledge management application, there is a knowledge management strategy in the organization, KM has yielded efficient processes and IT used in KM has supported workers' needs. This indicates that knowledge application was significantly employed by the international organization through knowledge conversion, training, seamless use of available knowledge by staff, integration of modern IT, KM strategy use and support from staff.

Knowledge Storage and Service Delivery

The study established that knowledge storage significantly influenced service delivery at Oxfam International. The study established that The respondents agreed to moderate extent that in the organization, employees document lessons learned from projects, documenting lessons learned from projects if required in the organization, there exists a classification scheme for categorizing lessons learned by project type subject area etc, there is a structured format, such as templates/forms and to follow when documenting lessons learnt. The respondents agreed to a great

extent that they found it easy to use the classification scheme for documenting lessons learned, the structured format helps them capture the key points of lessons learned that they documented and that training/instruction on using the structured format for documenting lessons learned is available for them. The study therefore indicated that the organization employed knowledge storage to a great extent through documentation, record keeping, classifying information and training on use of structured format for documentation.

INFERENCE STATISTICS

The study used regression analysis to establish the relationship between the independent and dependent variables of the study. The findings of coefficient of correlation and coefficient of determination are as shown in Table 1.

Table 1: Model summary

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

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

The study shows that coefficient of correlation R of 0.811 an indication of strong of correlation between the variables. The adjusted R² was 0.851 which implies that 85.1% of the variation in service delivery was accounted for by the four independent variables which include: knowledge creation, knowledge sharing, knowledge application and knowledge storage. The residual of 14.9% can be explained by other variables not incorporated in the current study.

An ANOVA was conducted at 95% level of significance. The findings of F_{Calculated} and F_{Critical} are as shown in Table 2.

Table 2: ANOVA

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

a. Dependent variable: Service delivery

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

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

The study used a regression coefficient to establish the effect of individual variables of knowledge management practices on service delivery at Oxfam International. The findings are indicated in Table 3.

Table 3: Regression Coefficient

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

a. Dependent variable: Service Delivery

$$Y = 6.134 + 0.811X_1 + 0.840X_2 + 0.861X_3 + 0.801X_4$$

Where: Y = Service delivery at Oxfam International; X₁ = Knowledge creation; X₂ = Knowledge sharing; X₃ = Knowledge application; X₄ = Knowledge storage

Table 3 indicates that all variables held constant, service delivery would be at 6.134 this indicates that service delivery at the organization can still take place without the influence of the stated variables. The variable coefficients indicate that the relationship between knowledge management practices identified and service delivery was positive and significant. These findings are similar to those by Wolff, Kuhl & Satzger (2018) who on their study on effects of knowledge management practices on performance of IT companies in German established that knowledge creation, sharing, transfer, application and storage significantly influenced performance of an organization.

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

CONCLUSION

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

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

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

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

RECOMMENDATIONS

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

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

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

REFERENCES

- Abebe, S., Bereket, D., Tesfaye, L., & Hoekstra, D. (2017). Agricultural service delivery: strengthening private crop protection service in Southern Ethiopia. In *The 1st All Africa Post Harvest Congress & Exhibition, Reducing food losses and waste: sustainable solutions for Africa, 28th-31st March 2017, Nairobi, Kenya. Conference Proceedings* (pp. 148-149). University of Nairobi.
- Al Abid, F. B., & Karim, A. R. (2017, October). Cross-platform development for an online food delivery application. In *2017 International Conference on Computing Networking and Informatics (ICCNi)* (pp. 1-4). IEEE.
- Almeida, T., de Vasconcelos, J. B., & Pestana, G. (2018, June). A knowledge management architecture for information technology services delivery. In *2018 13th Iberian Conference on Information Systems and Technologies (CISTI)* (pp. 1-4). IEEE.
- Almeida, T., de Vasconcelos, J. B., & Pestana, G. (2018, June). A knowledge management architecture for information technology services delivery. In *2018 13th Iberian Conference on Information Systems and Technologies (CISTI)* (pp. 1-4). IEEE.
- Aluko, O. O., Adebayo, A. E., Adebisi, T. F., Ewegbemi, M. K., Abidoeye, A. T., & Popoola, B. F. (2016). Knowledge, attitudes and perceptions of occupational hazards and safety practices in Nigerian healthcare workers. *BMC research notes*, 9(1), 71..
- Anholon, R., Novaski, O., Pinto, J. S., & Porto, G. S. (2016). Knowledge management in incubated companies: proposal of a model to enhance managerial skills. *International Journal of Knowledge Management Studies*, 7(1-2), 63-86.
- Ashok, M., Narula, R., & Martinez-Noya, A. (2016). How do collaboration and investments in knowledge management affect process innovation in services?. *Journal of Knowledge Management*, 20(5), 1004-1024.
- Baba, S. S. (2018). *Effectiveness of Knowledge Management Approaches on Agricultural Extension Services Delivery In Selected Districts Of Northern Region* (Doctoral Dissertation). Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

- Balco, P., & Drahoová, M. (2016, August). Knowledge management as a service (KMaaS). In *2016 IEEE 4th International Conference on Future Internet of Things and Cloud Workshops (FiCloudW)* (pp. 57-62). IEEE.
- Barley, W. C., Treem, J. W., & Kuhn, T. (2018). Valuing multiple trajectories of knowledge: A critical review and agenda for knowledge management research. *Academy of Management Annals*, *12*(1), 278-317.
- Bennett, J. M., Chekaluk, E., & Batchelor, J. (2016). Cognitive tests and determining fitness to drive in dementia: a systematic review. *Journal of the American Geriatrics Society*, *64*(9), 1904-1917.
- Bloice, L., & Burnett, S. (2016). Barriers to knowledge sharing in third sector social care: a case study. *Journal of Knowledge Management*, *20*(1), 125-145.
- Bloice, L., & Burnett, S. (2016). Barriers to knowledge sharing in third sector social care: a case study. *Journal of Knowledge Management*, *20*(1), 125-145.
- Bromiley, P., & Rau, D. (2016). Operations management and the resource based view: Another view. *Journal of Operations Management*, *41*, 95-106.
- Brooks, J., Ravishankar, M. N., & Oshri, I. (2016). Knowledge overlap in nearshore service delivery.
- Brooks, J., Ravishankar, M. N., & Oshri, I. (2016). Knowledge overlap in nearshore service delivery.
- Burvill, S. M., Jones-Evans, D., & Rowlands, H. (2018). Reconceptualising the principles of Penrose's (1959) theory and the resource based view of the firm: The generation of a new conceptual framework. *Journal of Small Business and Enterprise Development*, *25*(6), 930-959.
- Cresw Kaushal, A., & Singh, S. K. (2017). Critical analysis of adsorption data statistically. *Applied Water Science*, *7*(6), 3191-3196.
- ell, J. (2018). W.(2012). Research Design Qualitative & Quantitative Approaches.
- Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.
- Destler, K. N., & Page, S. B. (2018). Moving toward mixed service delivery: The growth in schools run by non-governmental providers in ten cities. *International Public Management Journal*, *21*(5), 760-794.
- Downes, T., & Marchant, T. (2016). The extent and effectiveness of knowledge management in Australian community service organisations. *Journal of Knowledge Management*, *20*(1), 49-68.
- Duffield, S. M., & Whitty, S. J. (2016). Application of the systemic lessons learned knowledge model for organisational learning through projects. *International journal of project management*, *34*(7), 1280-1293.
- Duffield, S. M., & Whitty, S. J. (2016). Application of the systemic lessons learned knowledge model for organisational learning through projects. *International journal of project management*, *34*(7), 1280-1293.
- Feldman, P., Frazelle, A. E., & Swinney, R. (2018). Service Delivery Platforms: Pricing and Revenue Implications. Available at SSRN 3258739
- Figueiredo, E., Pais, L., Monteiro, S., & Mónico, L. (2016). Human resource management impact on knowledge management: Evidence from the Portuguese banking sector. *Journal of Service Theory and Practice*, *26*(4), 497-528.
- Fischer, M. D., Dopson, S., Fitzgerald, L., Bennett, C., Ferlie, E., Ledger, J., & McGivern, G. (2016). Knowledge leadership: Mobilizing management research by becoming the knowledge object. *Human Relations*, *69*(7), 1563-1585.
- Foxhall, L. E. (2018). Improving service delivery to cancer survivors in primary care settings project.

- Gakuo, E. W., & Rotich, G. (2017). Effect of strategic knowledge management on performance of commercial banks in Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(3), 19-45.
- Gakuo, E. W., & Rotich, G. (2017). Effect of strategic knowledge management on performance of commercial banks in Kenya. *International academic journal of human resource and business administration*, 2(3), 19-45.
- Groop, J., Ketokivi, M., Gupta, M., & Holmström, J. (2017). Improving home care: Knowledge creation through engagement and design. *Journal of operations management*, 53, 9-22.
- Hair Jr, J. F., & Lukas, B. (2014). *Marketing research* (Vol. 1). McGraw-Hill Education Australia.
- He, W., Dong, Y., & Sun, C. (2016). Adaptive neural impedance control of a robotic manipulator with input saturation. *IEEE Transactions on Systems, Man, and Cybernetics: Systems*, 46(3), 334-344.
- Hislop, D., Bosua, R., & Helms, R. (2018). *Knowledge management in organizations: A critical introduction*. Oxford University Press.
- Hislop, D., Bosua, R., & Helms, R. (2018). *Knowledge management in organizations: A critical introduction*. Oxford University Press.
- Hoskisson, R. E., Gambeta, E., Green, C. D., & Li, T. X. (2018). Is my firm-specific investment protected? Overcoming the stakeholder investment dilemma in the resource-based view. *Academy of Management Review*, 43(2), 284-306.
- <http://www.oxfam.org.uk/what-wedo/about-us/history-of-oxfam>
- Hurnonen, S., Ritala, P., & Ellonen, H. K. (2016). The role of knowledge-integration practices in service innovation projects. *International journal of innovation management*, 20(01), 1650007.
- Hussain, K., Konar, R., & Ali, F. (2016). Measuring service innovation performance through team culture and knowledge sharing behaviour in hotel services: a PLS approach. *Procedia-Social and Behavioral Sciences*, 224, 35-43.
- Inkinen, H. (2016). Review of empirical research on knowledge management practices and firm performance. *Journal of knowledge management*, 20(2), 230-257.
- Iyamu, T., & Mkhomazi, S. S. (2018). Managing knowledge towards enabling healthcare service delivery. In *Health Care Delivery and Clinical Science: Concepts, Methodologies, Tools, and Applications* (pp. 142-153). IGI Global.
- Jones, M. (2016). Supervision, learning and transformative practices. In *Social work, critical reflection and the learning organization* (pp. 21-32). Routledge.
- Kamalahmadi, M., & Parast, M. M. (2016). A review of the literature on the principles of enterprise and supply chain resilience: Major findings and directions for future research. *International Journal of Production Economics*, 171, 116-133.
- Karanja, P. M., & Mwaura, P. (2017). Influence of knowledge management enablers on KenGen performance: A case study of geothermal development, Naivasha. *International Academic Journal of Human Resource and Business Administration*, 2(3), 702-733.
- Kellermanns, F., Walter, J., Crook, T. R., Kemmerer, B., & Narayanan, V. (2016). The resource-based view in entrepreneurship: A content-analytical comparison of researchers' and entrepreneurs' views. *Journal of Small Business Management*, 54(1), 26-48.
- Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621-636.
- King, G., Shepherd, T. A., Servais, M., Willoughby, C., Bolack, L., Strachan, D., ... & Savage, D. (2016). Developing authentic clinical simulations for effective listening and communication in pediatric rehabilitation service delivery. *Developmental neurorehabilitation*, 19(5), 284-294.

- Kull, A. J., Mena, J. A., & Korschun, D. (2016). A resource-based view of stakeholder marketing. *Journal of Business Research*, 69(12), 5553-5560.
- Kull, A. J., Mena, J. A., & Korschun, D. (2016). A resource-based view of stakeholder marketing. *Journal of Business Research*, 69(12), 5553-5560.
- Liebowitz, J., & Frank, M. (Eds.). (2016). *Knowledge management and e-learning*. CRC press.
- Lohikoski, P., Kujala, J., Haapasalo, H., Aaltonen, K., & Ala-Mursula, L. (2016). Impact of trust on communication in global virtual teams. *International Journal of Knowledge-Based Organizations (IJKBO)*, 6(1), 1-19.
- McAdam, R., & McCreedy, S. (1999). A critical review of knowledge management models. *The learning organization*, 6(3), 91-101.
- Mugenda, O. & Mugenda A. (2003). Research methods.
- Murumba, W. (2016). Knowledge Management Strategy And The Performance Of Small And Medium Enterprises In Nairobi Central Business District, Kenya.
- Na, N. (2016). *Knowledge creation: A source of value*. Springer.
- Nayak, N., Behera, A., Mishra, A., & Das, H. (2017). Measuring the performance of service delivery Systems: with application to software industry and banking in India. *Management Science Letters*, 7(7), 359-372.
- Nicholas, J. M., & Steyn, H. (2017). *Project management for engineering, business and technology*. Routledge.
- Nonaka, I., & Toyama, R. (2005). The theory of the knowledge-creating firm: subjectivity, objectivity and synthesis. *Industrial and corporate change*, 14(3), 419-436.
- North, K., & Kumta, G. (2018). *Knowledge management: Value creation through organizational learning*. Springer.
- Obeidat, B. Y., Tarhini, A., Masa'deh, R. E., & Aqqad, N. O. (2017). The impact of intellectual capital on innovation via the mediating role of knowledge management: a structural equation modelling approach. *International Journal of Knowledge Management Studies*, 8(3-4), 273-298.
- Odero, D. J., & Mutula, S. M. (2017). Internet access in Kenyan university libraries since 1990s. *Malaysian Journal of Library & Information Science*, 12(1), 65-81.
- Onyango, D. A. (2016). *Knowledge Management Capabilities And Performance Of International Humanitarian Organizations In Kenya* (Doctoral Dissertation, University Of Nairobi).
- Peberdy, L., Young, J., Massey, D. L., & Kearney, L. (2018). Parents' knowledge, awareness and attitudes of cord blood donation and banking options: an integrative review. *BMC pregnancy and childbirth*, 18(1), 395.
- Peydayesh, A., Arefi, M. M., & Modares, H. (2018). Distributed neuro-adaptive control protocols for non-strict feedback non-linear MASs with input saturation. *IET Control Theory & Applications*, 12(11), 1611-1620.
- Rasul, I., & Rogger, D. (2018). Management of bureaucrats and public service delivery: Evidence from the nigerian civil service. *The Economic Journal*, 128(608), 413-446.
- Santoro, G., Vrontis, D., Thrassou, A., & Dezi, L. (2018). The Internet of Things: Building a knowledge management system for open innovation and knowledge management capacity. *Technological Forecasting and Social Change*, 136, 347-354.
- Sawe, E. J. (2017). Influence Of Knowledge Management On Service Delivery: Case Of The Anti-Counterfeit Agency. *Strategic Journal of Business & Change Management*, 4(2).
- Sein-Echalupe, M. L., Fidalgo-Blanco, Á., & García-Peñalvo, F. J. (2017, July). Adaptive and cooperative model of knowledge management in MOOCs. In *International Conference on Learning and Collaboration Technologies* (pp. 273-284). Springer, Cham.

- Serenko, A., Bontis, N., & Hull, E. (2016). An application of the knowledge management maturity model: the case of credit unions. *Knowledge Management Research & Practice*, 14(3), 338-352.
- Sharma, R. R., Chadee, D., & Roxas, B. (2016). Effects of knowledge management on client-vendor relationship quality: the mediating role of global mindset. *Journal of Knowledge Management*, 20(6), 1268-1281.
- Singh, A., & Prasher, A. (2019). Measuring healthcare service quality from patients' perspective: using Fuzzy AHP application. *Total Quality Management & Business Excellence*, 30(3-4), 284-300
- Sok, P., Sok, K. M., Danaher, T. S., & Danaher, P. J. (2018). The Complementarity of Frontline Service Employee Creativity and Attention to Detail in Service Delivery. *Journal of Service Research*, 21(3), 365-378.
- Thompson, N. A. (2018). Imagination and creativity in organizations. *Organization Studies*, 39(2-3), 229-250.
- Tran, J. M. (2016). Consumers' Role in Value Co-creation Through Participation and Knowledge: A Healthcare Perspective. In *Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era* (pp. 451-451). Springer, Cham.
- Tseng, S. M. (2016). Knowledge management capability, customer relationship management, and service quality. *Journal of enterprise information management*, 29(2), 202-221.
- Tseng, S. M. (2016). Knowledge management capability, customer relationship management, and service quality. *Journal of enterprise information management*, 29(2), 202-221.
- Voorberg, W., Bekkers, V., Timeus, K., Tonurist, P., & Tummers, L. (2017). Changing public service delivery: learning in co-creation. *Policy and Society*, 36(2), 178-194.
- Waithaka, P., Bula, H., & Kimencu, L. (2016). Effect Of Technology Oriented Competitive Intelligence Practice On The Performance Of Firms Listed On The Nairobi Securities Exchange, Kenya. *International Journal Of Education And Research*, 4(2), 473-478.
- Webb, S. P. (2017). *Knowledge management: Linchpin of change*. Routledge.
- Wolff, C., Kühl, N., & Satzger, G. (2018). System-Oriented Service Delivery: The Application of Service System Engineering to Service Delivery. In *Proceedings of the 26th European Conference on Information Systems*.
- Wu, Y. W., Lin, Y. A., Wen, M. H., Perng, Y. H., & Hsu, I. T. (2016). Design, analysis and user acceptance of architectural design education in learning system based on knowledge management theory. *Eurasia Journal of Mathematics, Science & Technology Education*, 12(11).
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.
- Yuan, D., Lin, Z., & Zhuo, R. (2016). What drives consumer knowledge sharing in online travel communities?: Personal attributes or e-service factors?. *Computers in Human Behavior*, 63, 68-74.