



NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
INNOVATION AND KNOWLEDGE MANAGEMENT PROGRAM

**THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES IN
ENHANCING NGO`S PERFORMANCE:
A CASE STUDY IN PALESTINE**

AMANI ALNATSHEH

MASTER'S THESIS

NICOSIA
2020

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MASTER`S THESIS

THESIS SUPERVISOR
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NICOSIA
2020

ACCEPTANCE/APPROVAL

We as the jury members certify the ‘THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES IN ENHANCING NGO’S PERFORMANCE: A CASE STUDY IN PALESTINE’ prepared by the AMANI ALNATSHEH defended on 07/01/2020 has been found satisfactory for the award of degree of Master

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DECLARATION

I **Amani Yaser ALNatsheh**, hereby declare that this dissertation entitled '***The role of knowledge management strategies in enhancing NGO`s performance: A case study in Palestine***' has been prepared myself under the guidance and supervision of '***Prof. Dr.Mustafa Sağsan***' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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ABSTRACT

THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES IN ENHANCING NGO`S PERFORMANCE: A CASE STUDY IN PALESTINE

In the new era business, knowledge is considered a core asset in any organization, and knowledge management indicates renewal and development for sustainability. Many organizations are adopting it in a way to improve their organizational performance and make this organization distinct from its competitors in the market. In recent years, there has been an expansion in the field of knowledge management strategies, the research gap is still vast.

The purpose of this study is to investigate the role of knowledge management strategies in enhancing NGO`s performance. In order to test the model, this study adopted descriptive categorize, and it followed a quantitative methodology, based on an electronic questionnaire survey to collect data. The research population consists of the active local and international NGOs throughout the Palestinian Territories operating in different areas and serving different sectors, totaling 1,200. 291 questionnaires were distributed to managers or their representatives of NGOs, 228 questionnaires were returned, and the study utilized a set of statistical analyses to evaluate the reliability and validity of data collected, and was usable for the study of statistics. The researcher used SPSS (Statistical Package for Social Science) version 25.00 in order to measure those hypotheses.

The research results, using correlation and regression analysis, demonstrated that both knowledge management strategies "codification strategy, personalization strategy" have significantly and positively affecting selected NGOs ' performance indicators in Palestine in terms of financial sustainability, organization process/function, program/project performance. In which, program/project performance with personalization strategy showed to play the most important role in NGO's performance, whereas the hypothesis of the

impact of the codification strategy on financial sustainability was dropped from the model due to non-significance.

The researcher recommends conducting more studies in knowledge management or knowledge management strategies as these topics are still a growing subject and thus require further research and investigations. And also recommends that future research should focus on validating the findings and conclusion of this study by undertaking replicative researches in other organizations in Palestine. In addition, conducting more researches for the same study in other countries & environments, especially in developed countries with great technological development to compare intellectual, cultural perspective, and differences between companies and other countries.

Keywords Knowledge management strategies, Codification strategy, Personalization strategy, Non-governmental organizations (NGOs), NGO's performance, Financial sustainability, Organization process/function, Program/project performance.

ÖZ

THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES IN ENHANCING NGO`S PERFORMANCE: A CASE STUDY IN PALESTINE

Yeni çağda, bilgi herhangi bir organizasyonda temel bir varlık olarak kabul edilir ve bilgi yönetimi sürdürülebilirlik için yenilenmeyi ve gelişmeyi gösterir. Birçok kuruluş, organizasyonel performanslarını geliştirecek ve bu organizasyonu piyasadaki rakiplerinden farklı kılacak şekilde benimsemektedir. Son yıllarda, bilgi yönetimi stratejileri alanında bir genişleme olmuştur, araştırma açığı hala büyüktür.

Bu çalışmanın amacı STK'ların performansını arttırmada bilgi yönetimi stratejilerinin rolünü araştırmaktır. Bu çalışma modeli test etmek için, tanımlayıcı kategorileştirmeyi benimsemiştir ve veri toplamak için elektronik bir ankete dayanan nicel bir metodoloji izlemiştir. Araştırma popülasyonu, Filistin toprakları genelinde farklı alanlarda faaliyet gösteren ve farklı sektörlere hizmet veren toplam 1.200 aktif yerel ve uluslararası STK'lardan oluşmaktadır. 291 anket yöneticilere veya STK'ların temsilcilerine dağıtılmış, 228 anket iade edilmiş ve çalışmada toplanan verilerin güvenilirliğini ve geçerliliğini değerlendirmek için bir dizi istatistiksel analiz kullanılmıştır. Araştırmacı bu hipotezleri ölçmek için SPSS (Sosyal Bilimler için İstatistik Paketi) 25.00 sürümünü kullanmıştır.

Korelasyon ve regresyon analizi kullanılarak yapılan araştırma sonuçları, hem bilgi yönetimi stratejilerinin "kodlama stratejisi, kişiselleştirme stratejisi" nin Filistin'deki seçilmiş STK'ların performans göstergelerini finansal sürdürülebilirlik, organizasyon süreci / işlevi, program / proje performansı açısından önemli ve olumlu etkilediğini göstermiştir. Kişiselleştirme stratejisi ile program / proje performansı STK'ların performansında en önemli rolü gösterirken, kodlama stratejisinin finansal sürdürülebilirlik üzerindeki etkisinin hipotezi anlamsızlık nedeniyle modelden çıkarılmıştır.

Araştırmacı, alanın hala grıştığından ve bu nedenle daha fazla araştırma ve inceleme gerektirdiğinden; bilgi yönetimi veya bilgi yönetimi stratejileri üzerinde daha fazla çalışma yapılmasını önermektedir. Ayrıca, gelecekteki araştırmaların Filistin'deki diğer kuruluşlarda tekrarlanan araştırmalar yaparak bu çalışmanın bulgularının ve sonucunun doğrulanmasına odaklanması gerektiğini önermektedir. Buna ek olarak, aynı çalışma için diğer ülkelerde ve çevrelerde, özellikle de entelektüel, kültürel perspektifi ve şirketler ile diğer ülkeler arasındaki farklılıkları karşılaştırmak için büyük teknolojik gelişime sahip gelişmiş ülkelerde daha fazla araştırma yapılması gerektiğini önermektedir.

Anahtar Kelimeler: Bilgi yönetimi stratejileri, Şifreleme stratejisi, Kişiselleştirme stratejisi, Sivil toplum kuruluşları (STK'lar), STK'ların performansı, Finansal sürdürülebilirlik, Organizasyon süreci / işlevi, Program / proje performansı.

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LIST OF ABBREVIATIONS

| | |
|-------------|---|
| KM | Knowledge Management |
| NGOs | Non-Governmental Organizations |
| PNGO | Palestinian NGO Network |
| AIDA | Association of International Development Agencies |
| ACF | Action Against Hunger |
| SMEs | Small and Medium-sized Enterprises |
| SPSS | Statistical Package for Social Science |
| NEU | Near East University |

INTRODUCTION

Background of the Study

In an era of globalization, technological advancement, increasing competition, and according to the influence of modern information and communication technologies, the “knowledge community” emerged. Based on what we know and better handling it is the secret to sustainable economic growth (Whyte, 2008).

According to the literature review in knowledge management, it is very well known that knowledge has become an engine of social, economic and cultural development in the status quo (Cavusoglu, 2016). Recently, knowledge management has become concept well known, and the skill to effectively create, use and disseminate knowledge has become of importance to the organization, but an actual process of knowledge acquisition itself does not provide a strategic benefit (Zack, 2002). Therefore, organizations must effectively manage this knowledge to take benefit of existing skills and experience, as well as to benefit from the tacit knowledge belonging to the employees. Once employees leave an organization, their ideas and accumulative experience leave with them whether there is no encourage collaboration, expedite the sharing process, and reward individuals for sharing this knowledge, and that may cause loss of valuable organizational assets and resources by taking their knowledge with them when they leave (Uriarte, 2008). So keeping knowledge in the minds of a key employee, and in filling drawers and databases, and not available supplied at the appropriate time for the relevant people, it is of little value (Gammelgaard & Ritter, 2005). Above all, the strongly want for effective implementation of knowledge management arises from the organizations’ need to accomplish objectives. So the business target and goals should be known to the directors or manager and choose the knowledge management strategy and objective in accordance with the business strategy and goals of the company. ‘Knowledge Strategy’ needs to be closely tied to the companies’ business plan of action (Davenport et

al.,(1998); Zack, 1999). And knowledge management strategy is part of knowledge management. According to the literature review regarding KM Strategies, identified two very different strategies: The codification strategy aims at collecting knowledge, preserving it in databases and fostering people-to-documents link (Hansen et al., 1999; Greiner et al., 2007; Ng et al., 2012; Liu et al., 2013; Venkitachalam & Willmott, 2017). In contrast, the personalization strategy is not to store knowledge but focuses on conversation people-to-people (Hansen et al., 1999; Greiner et al., 2007; Ng et al., 2012; Liu et al., 2013; Venkitachalam & Willmott, 2017).

To ensure success, NGOs must begin implementing strategies appropriate output tracking and evaluation processes. This research intends for investigating if there is a real practice of the knowledge management strategies (codification strategy, personalization strategy) aspects that lead NGOs to identify where best practices and experts are located, be more innovative and able to overcome the hard obstacles and challenges that facing them. Where NGOs are characterized by their non-profit motivation, their aim objective would be to serve the society and focused on the purposes and development tasks. Recently, NGOs` performance and their effectiveness have taken on extra urgency because of increasing demands for accountability, transparency, and financial responsibility (Lecy et al., 2012). Thus, NGOs need to determine the indicators of performance through which can be measured and evaluate performance, taking into account the financial sustainability, the organization of process/function and the projects/program performance. This study discusses the feature of 'knowledge management' strategies improving the performance of selected NGOs working in Palestine.

Statement of the Problem and Research Questions

These days, although has been an expansion in the region of 'knowledge management' strategy, the investigation gap is still vast, as a knowledge management strategy is still a growing subject and thus requires further research and investigations. The present academic work strives to examine its influence through KM strategies toward NGO`s performance in Palestine. Although knowledge management literature discusses the importance of

knowledge management as a means of improving organizational performance, it does not sufficiently examine knowledge management strategies (codification strategy, personalization strategy), in addition, 'Palestinian Non-Governmental Organizations (PNGOs) play a significant role in the Palestinian Territories 'social and economic life', one of the primary reasons for this is Israeli occupation and the security measurements imposed by this occupation. In the last period, PNGOs faced some problems, particularly due to limited donor resources and their demands, such as increased financial accountability and clearer project documentation. Consequently, rational about to application of approaches or strategies to improve their performance has become very much needed. But *what's the role of knowledge management strategies in enhancing NGOs performance*. A question remains a challenge for organizations of all kinds & forms. This question is answered by answering the main research questions and subquestions the following:

RQ(1) How codification strategy has an impact on NGO`s performance?

RQ(1a) How codification strategy has an impact on financial sustainability?

RQ(1b) How codification strategy has an impact on organization process/function?

RQ(1c) How codification strategy has an impact on program/project performance?

QR(2) How personalization strategy has an impact on NGO`s performance?

RQ(2a) How personalization strategy has an impact on financial sustainability?

RQ(2b) How personalization strategy has an impact on organization process/function?

RQ(2c) How personalization strategy has an impact on program/project performance?

Aim of the Study

The main purpose of the whole study is to investigate the role of 'knowledge management' strategies within an impact on NGO's performance.

This includes the following sub-objectives:

- To investigate the extent to which a 'knowledge management' strategies (codification strategy, personalization strategy) is applied within the NGOs in Palestine.
- To investigate the role of codification strategy in impact on financial sustainability.
- To investigate the role of codification strategy in impact on organization process/function.
- To investigate the role of codification strategy in impact on program/project performance.
- To investigate the role of personalization strategy in impact on financial sustainability.
- To investigate the role of personalization strategy in impact on organization process/function.
- To investigate the role of personalization strategy in impact on program/project performance.

Research Model

The research model appears:

Independent Variable: A knowledge management strategy. The researcher represents KM strategies through the followings:

1. Codification Strategy
2. Personalization Strategy

Dependent Variable is NGO's performance measurement indicator adopted for this study. This indicator compromise three main items as follows:

1. Financial Sustainability.
2. Organization Process/Function.
3. Program/Project Performance.

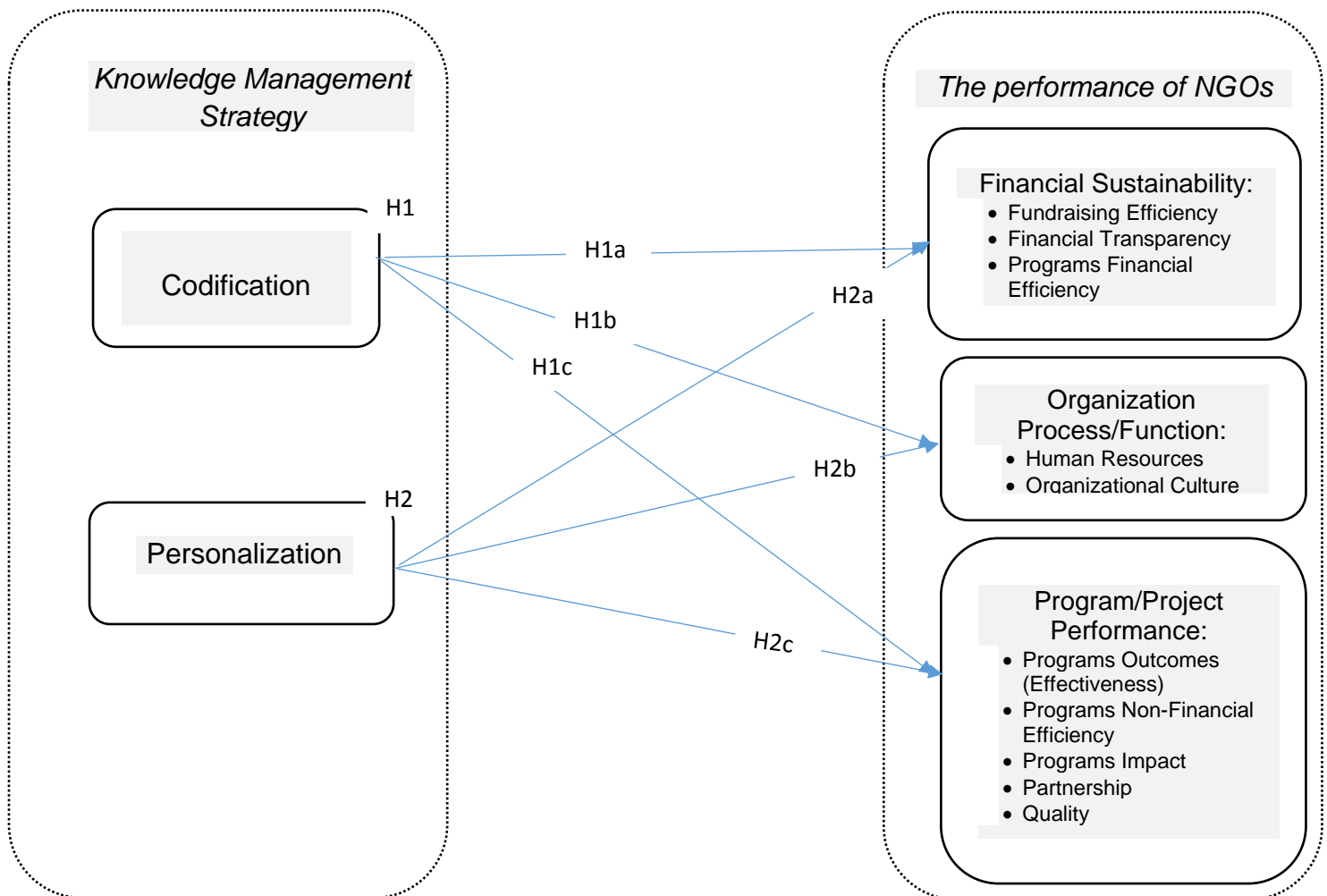


Figure 1. 1: Research Model

Research Hypotheses

In order to provide answers to the research questions, the following hypothesis is suggested:

H1: There is a positive relationship linking the codification strategy in KM and NGO`s performance.

H1a: The usage of a codification strategy in KM is positively correlated with financial sustainability.

H1b: The usage of a codification strategy in KM is positively correlated with the organization process/function.

H1c: The usage of a codification strategy in KM is positively correlated with program/project performance.

H2: There is a positive relationship linking the personalization strategy in KM and NGO`s performance.

H2a: The usage of a personalization strategy in KM is positively correlated with financial sustainability.

H2b: The usage of a personalization strategy in KM is positively correlated with the organization's process/function.

H2c: The usage of a personalization strategy in KM is positively correlated with program/project performance.

Significance of the Study

This study their importance lies in:

Knowledge management strategy is an emerging and modern concept.

Enrich and fill the gaps in the literature by studying the relationship between knowledge management strategies and performance in these organizations.

That is one of the important studies that examine the role of knowledge management strategies in an impact on NGOs` performance. And this thesis is expected to add significant value for trying to enhance NGO's performance through to generate awareness on the importance of having applied knowledge management strategies. In addition, it is expected to the implementation of these strategies (codification strategy, personalization strategy) will add important know-how into PNGOs.

Finally, the study's findings might be used for subsequent researchers or students who might be interested in conducting further research in this field.

CHAPTER 1

THEORETICAL BACKGROUND

This chapter is dedicated to cover the theoretical background of the study, by the history until the current date and the diverse writers and opinions. Therefore, it is divided into four main parts. The first part is dedicated to exploring some general notions and definitions related to knowledge management strategies. The second part provides definitions and frameworks of performance measurement and management in the NGOs sector and reviews what written about it in the literature. While the third part definitions NGOs and the history of NGOs in Palestine, the last part is linking KM strategies with NGO`s performance.

1.1 General notions & definitions related to knowledge management strategies

So here is the idea ‘knowledge management’ strategies and related subject knowledge frameworks will be incorporated.

1.1.1 Knowledge

There are many search publications on ‘knowledge management’ strategies and a fundamental issue is the concept of what knowledge is to recognize how it can be handled. Then selecting knowledge management strategies that are related to the company`s objectives and its strategies that help to decision making.

Beginning, there is much is confused between the term knowledge and two other terms, data and information. Therefore, here will clarify the nature of the difference between the three terms. Where Alavi and Leidner (2001) argue that ‘knowledge is more than just data and information’. And there common views

about data is facts and figures unorganized (Thierauf, 1999), information is data with relevance and purpose (Bali et al. 2009), As for knowledge, there have been many views on the concept of this term, there are those who knew it as the existing knowledge in accordance with the context of individual and his principles and expertise (Nonaka and Takeuchi, 1995). While Darling (1996) define knowledge as an intangible asset of the organization and contain the wide experience, outstanding management style and culture of the organization. And see Davenport and Prusak (1998) knowledge is a mixture of values, contextual information, experiences and expert perspectives that provide a context for assessing and integrating new experiences and details. Others Sağsan et al. (2016) say knowledge is the asset in the organization which completes technology, strategy, process and structure as a whole. In Drucker's opinion, knowledge is a source of wealth. When employees contribute knowledge to familiar chore they increase productivity, while if workers use the knowledge on new tasks, this is called innovation (Drucker, 1985).

In light of previous concepts can be said that knowledge is intangible assets of the organization, and emerges from the processing of information and contextualization of a person. Therefore, organizations must effectively manage this knowledge and to benefit from the expertise, skills, and tacit knowledge belonging to the employees. And it is essential for the company manager to determine discrepancies between the three definitions in order to make clear decisions about how to use them. As can be noted here for the hierarchy of knowledge it represents the point represents the first one point of understanding the field of knowledge management fundamental models in the knowledge literature (Ackoff, 1989; Rowley, 2007). Suggests Sağsan et al. (2016) that knowledge constitutes one of the essential elements within an integrated series starts with physical processes; ending without data, and then with information, knowledge, and wisdom (the most valuable asset in the pyramid). Where it represents the transformation of information into knowledge is break-point. From the ontological perspective, this seems to cross an objective dimension; from the epistemological point of view, it reveals that it crosses a subjective aspect (see Fig. 2).

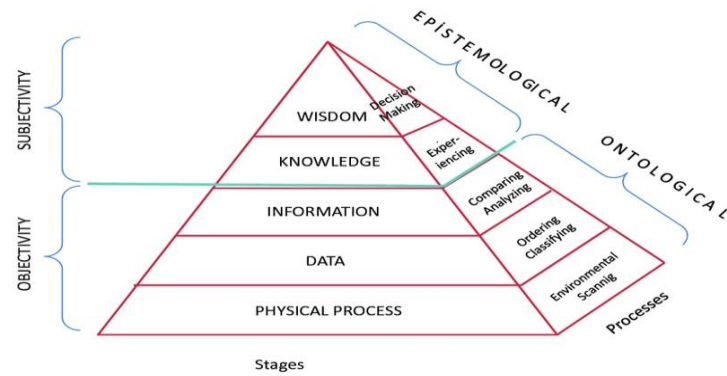


Figure 1. 2: Knowledge Hierarchy from the perspective of epistemological & ontological perspective
(Sağsan et al., 2016).

1.1.2 Types of Knowledge

Knowledge creation and advancement are vital in the provision of new or enhanced services or products and the development of strategies for able to be competitive. The ancient Greek philosopher's differentiated four kinds of knowledge, according to the researcher pointed (Prusak, 2000):

1. Cognitive knowledge: Related to the knowledge of the principles and general laws theory, basic rules of science and scientific laws and principles.
2. Technical knowledge: Technical skill, the ability to complete the work and things, manuals, and achieve uniformity and consistency in practice for workers who perform the same tasks (communities of practice).
3. Applied knowledge of practical wisdom, which appears in social practices.
4. Hybrids knowledge: The combination of trends and tendencies special abilities that are required in the field and lead to success and excellence.

Also Nonaka & Takeuchi (1995) suggested four patterns in which the basic assumption is the process of knowledge conversion; it allows the transition from explicit knowledge to tacit knowledge or vice versa, and what is called each case as follows:

1. Socialization (from tacit to tacit): This system preserves knowledge in its tacit form through the sharing and development of tacit knowledge through direct experience (Nonaka & Takeuchi, 1995; Moh'd Al-adaileh et al., 2012).
2. Externalization (from tacit to explicit): A method of articulating tacit knowledge through discourse and reflection through explicit concepts (Nonaka & Takeuchi, 1995; Moh'd Al-availed et al., 2012).
3. Combination (from explicit to explicit): Is the systemization and implementation process of explicit knowledge and information (Nonaka & Takeuchi, 1995; Moh'd Al-availed et al., 2012).
4. Internalization (from explicit to tacit): The mechanism of transforming explicit knowledge into tacit knowledge through learning by practice (Nonaka & Takeuchi, 1995; Moh'd Al-availed et al., 2012).

While seeing Polanyi (1966); Nonaka & Takeuchi (1995) that there are usually two different types of knowledge: tacit and explicit:

1. Tacit knowledge is the wisdom and experience that exists in people's minds and is not formally registered (Polanyi, 1966; Greiner et al., 2007). Thus, the entire knowledge of someone cannot be separated, stored and distributed (Polanyi, 1966; Davenport and Donald, 1999; Greiner et al. 2007).
2. Explicit knowledge: It is easy to capture, codify, store and share with others (Polanyi, 1966; Greiner et al. 2007)

In short, when selecting the KM strategy should be taken into account a type of knowledge to be shared (Tacit/ Explicit). According to Saint-Onge (1996), enhanced tacit knowledge helps corporate executives to make the organization's right place on the market and boost decision-making ability.

1.1.3 Knowledge Management

'Knowledge management' has deep roots. The investigation of 'knowledge' dates back to ancient Greece, and in 1959 Peter Drucker has first introduced the concept of information society and the term "knowledge worker" (Drucker, 1959). However, it was Karl Wiig whose expression was coined-knowledge management for the first time in 1986, after a discussion by the United Nations, a more in-depth 'knowledge management' practice was launched (Wiig, 1993). The concept of knowledge management within organizations was not highlighted until the 1990s as useful in providing competitiveness of organizations (Dutta, 1997). As for the studies on knowledge management as a discipline, Sagsan (2007) indicates that it should be assessed from interdisciplinary perspectives, based on business and administration sciences, library and information science, communication science, and technology science.

Today, many organizations, especially those that work in a competitive environment, realize the importance of KM practices. Knowledge management is not about knowledge management for the sake of knowledge, but the ultimate goal is to create value and maximize the knowledge assets of the company to achieve specific objectives that serve their goals and strategies through the synergy of people, processes, and technology. According to Liebowitz (2012), knowledge management is combined by these three components. The "people" side is about how to create a knowledge-sharing environment and culture in the company, and the "process" side is about managing the 'knowledge management' processes, while "Technology" is about creating a unified platform for the employees to communicate and share knowledge.

Throughout scientific literature and from various aspects, knowledge management has been defined throughout various ways. There is no precise

knowledge management description that can clarify the entire picture. In an attempt to define the concept a number of terminologies were used. (E.g. some scholars conceived KM as a discipline (Krubu & Krub, 2011); others view it as systematic management of tacit knowledge and explicit knowledge (Bhatti & Qureshi, 2007; Zack, 2002). Also, the interpretations of KM by different authors are below. Gupta et al. (2000) defined knowledge management as “a process that helps organizations to find, select, organize, and disseminate information and expertise within an organization”. “According to Emil Hajric (2018), knowledge management is the systematic management of an organization's knowledge assets to create value and meet the requirements, objectives, and strategy, and it involves of the processes, strategies that support and promote the storage, evaluation, exchange, refinement, and creation of knowledge. And refers Davenport & Prusak (2000) to that knowledge management shall manage the knowledge of the company through a systematic process for the acquisition, organization, storage, dissemination, implementation, and renewal of both tacit and explicit knowledge of the employee in order to enhance organizational performance and create value. When defining the theory of knowledge management, the process of knowledge in organizations should be taken into account. Sagsan (2007) argues that will be evaluated knowledge management process in hierarchical order in a new design called the "life cycle of knowledge management" and consisting of knowledge creation, sharing, structuring, utilization, and auditing.

Based on these definitions above, according to most academicians and professionals come to that KM can be defined as a process for controlling alike tacit and explicit knowledge in order to give organizations a high value (Wai el at., 2010; Ng el at., 2012). And as researcher opinion, it can be said 'knowledge management involves exploring and exploiting knowledge with a view to creating value through knowledge collection, processing, distribution and application activities'.

1.1.4 Knowledge Management Strategy

As mentioned codification strategy and personalization strategy are the independent variables in this analysis above. Both terms are dimensions of the

'knowledge management' strategy of a corporation. Such measurements will be identified in this paragraph. In the modern knowledge level, using knowledge strategically is often critical for competitive performance. In the beginning, to bring some accuracy to the terminology, the distinction will be clarified between knowledge strategy and knowledge management strategy.

1.1.4.1 Knowledge Strategy

Knowledge strategy indicates what the choice is or prefers an organization: exploitation existing knowledge or exploration of new knowledge of an organization (Mäki, 2017). As also indicates to the competitive strategy based on knowledge resources and their ability to balance intellectual needs (Zack, 2002).

1.1.4.2 Knowledge Management Strategy

Knowledge management strategy indicates to organizations means to achieve its knowledge strategy, and illustrates the (organizational and technological) tools, processes, and infrastructures, through which the knowledge can flow effectively in the organization (Zack, 2002). In accordance with literary researches regarding knowledge management strategies, there are several classifies, as Nonaka and Takeuchi (1995) introduced “the socialization, externalization, combination and internalization strategies”, Choi and Lee (2002) introduced system-oriented and human-oriented KM strategies that are tacitly and explicitly identified in the Hsin-Jung (2007) study, including Jordan and Jones (1997). Hansen et al. (1999) identified two different strategies for knowledge management, namely the strategy for codification and personalization.

1.1.4.2.1 Codification Strategy

A "people-to-document" approach to codification strategy (Hansen et al., 1999; Greiner et al., 2007; Ng et al., 2012; Liu et al., 2013; Venkitachalam & Willmott, 2017), “The codification strategy has the objective to collect knowledge, store it in databases, and provide the available knowledge in an explicit and codified form” (Hansen et al., 1999). As the codification strategy is presumed to be successful and effective for companies whose business strategy demands

utilizing and reusing existing knowledge (Hansen et al., 1999; Malhotra, 2004). In short, firms that adopt a codification strategy focus on capturing, storing knowledge in explicit forms that facilitate the retrieval of knowledge by an employee and use electronic devices to express their knowledge.

1.1.4.2.2 Personalization Strategy

The strategy for personalization is based on a "person-to-person" approach (Hansen et al., 1999; Greiner et al., 2007; Ng et al., 2012; Liu et al., 2013; Venkitachalam & Willmott, 2017), it has "the objective to transfer, communicate, and share tacit knowledge via knowledge network such as discussion forums, and IT is used to help people communicate their knowledge, not to store knowledge" (Hansen et al., 1999). The personalization strategy is claimed to be successful and effective for companies that focus on generating new or customer-specific solutions or product innovations (Hansen et al., 1999).

1.1.4.2.3 Codification vs. Personalization

See Zanjani et al. (2008) the codification strategy is appropriate for routine tasks in small and medium-sized enterprises. While the strategy of personalization is ideal for companies doing more innovation tasks. Indicates Hansen et al. (1999) that 80% of the knowledge sharing should follow one strategy, and use the second strategy to assist the first one (20 percent). Indeed, some literature has indeed currently emerged taken out to emphasize on the equivalence between codification and personalization in the context of strategic knowledge management because an exclusive emphasis codification or personalization, results in fragmented and uncoordinated efforts (binti Din et al., 2012; Venkitachalam & Willmott, 2017). But the equivalence ensures strategies efficacy and increases the organization's performance (Tseng, 2010).

Venkitachalam & Willmott (2017) suggested some applications for the codification strategy and personalization strategy enable the sharing between employees, customers, and suppliers of insights, opinions, and experiences.

Codification strategy's online information infrastructure such as intranets, corporate wikis, shared databases, document management systems, and enterprise information portals can be used to facilitate this. While it is possible to support a personalization strategy for more sophisticated applications such as corporate yellow pages, online forums, discussion groups, blogging, a community of practice, and even social networking (Face book, WhatsApp, Skype, Twitter, Instagram, etc.).

In light of previous concepts, this thesis describes a company's knowledge management strategy as the way companies handle their knowledge base. Therefore, both the codified and the tacit knowledge base must be established and expanded.

1.2 Definitions and framework of performance measurement in NGOs

In this part introduces some definitions and review of the existing literature for indicators and performance measurement in NGOs, and suggests the framework to assess NGOs` performance.

1.2.1 Organizational Performance

In general, performance is an important and substantially concept for the organization, however, no agreement has been reached a universal and precise definition of organizational performance (Raula et al., 2012; Ghalomi et al., 2012; Rukungu, 2015). This is because measurement and determination of organizational performance vary from one field to another. However, different scholars have defined the concept in various ways. Where it is important to classify what performance means because if performance cannot be defined then it can't be measured or managed (Carton and Hofer, 2006; Gathatwa, 2017). Organizational performance can be defined as the degree to which an organization meets its objectives and goals based on various administrative standards (Bray and Konsynski, 2015; Rukungu, 2015). As Penrose (1959); Onyango, (2016) referred to that performance is used to measures how effectively a firm has met its goals whether financial or non-financial. It can be also defined that it is a complex, multi-dimensional organizational factor comprising financial and non-financial indicators of an

organization's achievement of goals, and results obtained (Wentland, 2009; Rukungu 2015). As should indicate the responsibility of achieving performance within an organization falls squarely on the organization's leadership as it is required to make and execute decisions/strategies that will contribute to the achievement of the organization's objectives.

1.2.2 Performance measurement in NGOs

Non-government organizations are important organization players in non-formal interventions including health, education and primary care, etc. Today, the stakeholders, the agencies of the donor, and practitioners for relief and development are all asking: Do NGOs do what they preach? How are we going to know? How successful are the services and projects they have? (Lindenberg and Bryant, 2001; Aboramadan, 2018). These questions mean that NGOs became needs to measure and examine the efficiency and effectiveness of the limited financial and non-financial assets.

The importance of using performance measurement and management in organizational management structures, processes and strategies have been widely illustrated in the performance measurement and management literature of NGOs (Teelken, 2008; Ramadan and Borgonovi, 2015). Ramadan and Borgonovi (2015) indicate the importance of measuring and managing performance since these organizations concentrate on the use of performance information in decision-making is considered a requirement for strategic planners of NGOs to enhance their functions, in addition, it is closely linked to the budgetary process within NGOs as these organizations are fundraising-oriented, another explanation why performance evaluation and management in NGOs is required. According to opinion Ramadan and Borgonovi (2015) is the need for transparency, increasing demands for financial responsibility and accountability, this is because there is some kind of pressure on NGOs from stakeholders to reveal how they are doing their operations.

The definitions of measuring performance were offered by many authors in NGO literature. A performance measure, for example, is characterized as a measure to calculate how effective and efficient an action (Folan and Browne,

2005; Aboramadan, 2018). Effectiveness is the organization's strength to achieve the desired results through the management of limited resources and fixed performance, while efficiency can be assessed by measuring the organization's ability to serve as many people as possible with resources at the lowest cost and good service (Sharma, 2012). Furthermore, Miller (2007) saw performance measurement as a method of program evaluation that evaluates the effectiveness and impact of the program. While Carman (2007) specified that performance evaluation is a systematic assessment of the outputs, inputs, and impacts of a program. Also, Lindblad (2006) regarded performance measurement as the use of objectives, indicators but also information to evaluate interventions and services by NGOs. Inputs, outputs, outcomes, impact, efficiency, and effectiveness, are some ways to assess NGO's performance mentioned in the literature. Notably, understanding the suitable factors to be taken into account when measuring and evaluating the performance of NGOs (Herman and Renz, 1999; Gill et al., 2005; Ramadan and Borgonovi, 2015). Benjamin and Misra (2006) introduced the performance evaluation in NGOs should be based on inputs, sources, outputs, and effect. As Ammons (1996) used two more indicators that are productivity and workload. While Carman (2007) indicated that effectiveness, efficiency, fundraising, beneficiaries' satisfaction, costs, and audits, they are the most utilized performance indicators by NGOs.

NGOs will usually assess their performance by defining performance indicators and collecting information on these indicators. Since the literature includes many concepts and methods for performance assessment in NGOs, no agreement has been reached on the key performance metrics and measures to be used to determine the performance of NGOs, which should be closely linked to the goals and trends that the organization seeks to achieve.

1.2.3 The framework of performance measurement in NGOs

Several methods have seen in the literature to assess performance in NGOs. To name a few, Ritchie & Kolodinsky (2003) developed a framework for assessing the financial performance of NGOs, the framework includes fundraising efficiency, spending and cost efficiency, public support. As well as

inputs, outputs, activities, outcomes, and impacts such as (Buckmaster, 1999; Poole et al., 2000; Epstein and Buhovac, 2009; Poister, 2008; Tom and Frentzel, 2005) have been developed by several scholars. For example, Epstein and Buhovac (2009) proposed the input-impact framework, the key premise of this approach is that it recognizes the mission and vision of NGOs as a priority, this system for the assessment of inputs, activities, outputs (internally and externally), results and implications. Another method has been developed (Buckmaster 1999) that tests the outcomes of NGO programs. To assess the performance of NGOs, other writers went to develop multi-dimensional frameworks. For example, Kendall and Knapp (2000) suggested that the Adapted Welfare Production model identifies four performance criteria: economy (financial resources performance), efficiency (results), efficiency (connection of inputs-outputs) and equity. In addition, Kaplan (2001) tried to apply the balanced scorecard methodology to several NGOs. The central premise of this approach is that the mission statement, not benefit, consists of the following perspectives: financial perspective, consumer perspective, internal key process perspective, innovation and learning perspective. Neely et al. (1995) note that while many measuring methods have been developed, there is still no method that can be implemented at all times. Many performance assessment systems concentrate on the performance of programs and neglected performance of management (Ramadan and Borgonovi, 2015). Also, they indicated, measuring performance in NGOs needs to be financially based; this indicator involves eight dimensions to assess the financially of NGOs: efficacy of fundraising, funds growth, funds utilization, budgeting control, financial transparency, financial positioning, costs & expenses management, and accounting auditing. While the second indicator is an organizational process/function, and this includes strategic decisions, human resources, organizational culture, leadership, communication channels, information systems, monitoring systems, and rules & procedures. As well Ramadan and Borgonovi (2015) pointed out that and program/project performance is the third indicator, consist of project resource allocation, efficiency, effectiveness, impact, quality, and program/project partnership. And this could be done if NGOs are able to set clear goals, metrics, collect data and review, assess and take corrective action if

necessary. The measure of performance in this study will be guided by the comprehensive framework of performance measurement and management for non-governmental organizations by Ramadan and Borgonovi (2015), it is a recent study looking at measuring the performance of NGOs. This tool is useful as it will surpass common financial measures but include additional contexts such as organization process/function and program/project performance. So, this research will shed some light on management performance, while as mentioned before, most of the previous researches of the performance measurement frameworks focuses on project performance and ignored organizational process performance (Ramadan and Borgonovi, 2015). Hence, there is a strong need to reply on a framework that covers all the areas of NGOs.

In this search, a framework for measuring and assessing NGO's performance was suggested, and the main performance indicators following are proposed to be used: The first indicator is financial sustainability, while this study determined the organizational process/function as the second indicator for assessing NGO's performance, and the final indicator is program/project performance. "Financial sustainability" ought to be a significant part of NGOs that craving to execute their strategies in the correct way. Sustainability is the ability of an organization to use its available resources and consistently looking for different resources without full reliance on one source of financing (Cannon, 1999). Financial statement analysis offers the stakeholders with insights into the financial situation of the organization (e.g., Where has the money come from? For what purpose has it been received? How has it been spent? What are the outcomes of the operation?) And that facilitates better planning and monitoring of activities (Lewis, 2009; Sharma, 2012). This indicator involves three dimensions for the evaluation of the financial performance of NGOs: Fundraising efficiency, financial transparency, and program financial efficiency. In the literature of NGOs have been mentioned and highlighted on fundraising efficiency. And it is the most effective way to assess the financial performance of NGOs. Efficiency in fundraising is described as a mechanism for obtaining NGO survival funding (Andreasen and Kotler, 2008; Ramadan and Borgonovi, 2015). As Epstein and McFarlan (2011) indicated using

donors' dependency ratio when is measured fundraising efficiency. In addition to fundraising efficiency, it should be taken into account financial transparency. Financial transparency is NGOs must provide information on their financial activities by preparing reports and making them accessible to stakeholders (Ramadan and Borgonovi, 2015). And therefore, transparency can be achieved only by maintaining complete records and disclosing them. The last dimension is program financial efficiency that means the best use of the financial resources acquired in order to achieve the desired results and services (Barman, 2007; Kendall & Knapp, 2000).

For the second indicator is organization process/ function, in this indicator, the measures following this should be taken into account when assessing the performance of NGOs in this paper: human resources, organizational culture.

Finally, when considering the program/project performance of NGOs, which is the last indicator in this framework, should look at program/project efficiency, program/project effectiveness, program/project impact, program/project quality, and program/project partnership. Measuring and monitoring the performance of NGOs, indicated that produces efficiency usually from the relationship between input utilized and output achieved. Fine and Snyder (1999) defined efficiency as the relationship between measurements of inputs and measurements of outputs, while effectiveness is seen as a metric used to determine the extent to which an entity achieves its goals and objectives in addition, other researchers depended on the outcomes to refer to effectiveness. Morley et al. (2001) suggested the outcomes as a consequence of an organization's program or project. Impact performance recognizes the long-term accomplishment of goals or addresses the degree to which the overall goal of a program is accomplished. While the partnership is measured by the number of partners and the degree to which they are communicated and their satisfaction. Ultimately, quality is measured by donors' satisfaction and the quality of services provided by an NGO (Ramadan and Borgonovi, 2015).

1.3 Definitions NGOs and the history of NGOs in Palestine

This part first, the different definitions of the NGO jargon are relevant, then the history of NGOs in Palestine to align and increase understandings about the topic which mainly revolves around linking knowledge management strategies namely (codification strategy, personalization strategy) with NGO`s performance which include (financial sustainability, organization process/function, program/project performance).

1.3.1 NGOs Definitions

NGOs have gained growing publicity in various communities and for various reasons year after year and era after era. That's why researchers are searching for more knowledge about NGOs. Authors differ in the assessment of criteria to be included in the definition of NGOs. Morris (2000) identified the third sector as an alternative to what the government is responsible for in order to reduce costs. While Musyula (2014) pointed out that NGOs are a voluntary organization or group of individuals or independent organizations and also referred to as not-for-profit. The Norwegian bilateral aid agency Norwegian Agency for Development Cooperation describes these development-oriented organizations as organizations working to improve social, economic and productive conditions, and are found both as small community-based organizations at the village, large national or state-run professional development agencies (Tarekegn, 2017). Aboramadan (2018) explains that there are three advantages that produce different sector concepts, individually or collectively. The first concerns the quality of the organization's inputs, the second concerns the outputs, the nature of the goods and services they offer, and the third concerns how organizations distribute their surplus revenue. Some also take into consideration the effectiveness and efficacy of the services offered by these organizations (Billis & Glennerster, 1998; Aboramadan, 2018). Salamon & Anheier (1992, 1996) see this sector as organized, independent, self-governing, non-profit and voluntary distribution. To be clear, it is important here to emphasize the fact that the position of a third party is played by non-governmental organizations, which means that their services lie between market rules and state intervention. On the other hand, the work of NGOs is concerned with culture and recreation, education

and research, health, social services and relief, environment, housing and development, legislation, advocacy, and civic groups (Salamon and Anheer, 1996; Aboramadan, 2018). Other types of research are listed under the category of philanthropic intermediaries and promotion of voluntarism, international cooperation, religious group, professional associations, and unions (Salamon and Anheier, 1996; Aboramadan, 2018).

In general, NGOs have been primarily focused on philanthropy and charitable work in the past and today.

1.3.2 The History of NGOs in Palestine

Historically, Palestinian NGOs (PNGOs) played a significant role in the Palestinian Community (Sanders 1999; Hilal 2010; Mundail 1999). Far more so than in neighboring states and similarly developed countries. The long-term occupation of the Palestinian people is one of the main reasons for this, according to the Central Statistical Bureau of Palestinian NGOs (2017) there are almost 3,688 NGOs are registered in the West Bank and Gaza, 64.1% of these were based in the West Bank with 35.9% operating in the Gaza Strip, and about 1,200 of these are active (according to Palestinian Non-Governmental Organizations Network, 2019). In addition, the total number of employees in those organizations is 42,474 (Palestinian Central Bureau of Statistics, 2017). According to NGO Development Center on Palestinian NGOs and the Private sector, the word NGO is often used in Palestine to include non-governmental development agencies, welfare societies, community-based organizations (CBOs) and other non-profit organizations that serve the public interest.

Palestine had been under British rule since 1922, while other areas of Palestine were invaded in 1948 and 1967 'West Bank' and 'Gaza' Israel seized the strip and in addition to East Jerusalem, the occupation continued until 1993 when the Oslo accords were signed that is the Israeli-Palestinian Liberation Organization Agreement (Analoui & Samour, 2012). After the 1948 disaster, the devastation has resulted in refugees, and evictions, welfare organizations began to emerge, wherein 1949 the Resolution 302 of the United Nations

General Assembly established the United Nations Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA) to introduce relief and direct work programs for Palestinian refugees (Samour, 2010). During that period of time, NGOs categorized predominantly by charities and relief organizations, rather than by developmental or political associations (Samour, 2010). Then during the 1967 Israeli occupation, the focus shifted from welfare to political activism and resistance to occupation. Popular organizations were formed in the early 1970s in the form of civil societies, such as women's groups, students and labor unions (Payes 2005), Samour, 2010). Shubair (2003) stresses that Palestinian NGOs started their work early in the 20th century, their work was linked to resistance against the British Mandate and the Zionist project, they continued their position under Egyptian management in Gaza Strip and Jordanian management in West Bank (1948-1967) and then under Israeli occupation in 1967, which continued until 1994 when the Palestinian Authority was formed.

NGOs had a much larger presence and crucial role since the second intifada of 2000, also known as the AL-Aqsa Intifada -in particular, with regard to the emergency and relief work carried out by them, thanks to their ability to work in difficult circumstances and to provide essential services to the Palestinian people living under the strict siege of the Israeli allied forces. In addition, since then, the number of NGOs has increased dramatically, as well as expansion in providing services and offering projects that contribute to promoting community development. Samour (2010) indicated that in January 2006, Palestinian parliamentary elections won by Hamas movement took place, the situation more has been achieved in the West Bank and Gaza Strip difficult due to the controversy between the Hamas party and the Fatih movement and the reluctance of the American and Israeli governments to accept the election results. The circumstance has got worse, most of the time the borders are closed. Employees do not obtain their salaries. Goods, medications, and food are absent. In addition to many other issues-well-being, social, political, security and economic-there is a big problem in the provision of electricity and sanitation. In the year 2007, Hamas took control of the Palestinian security forces. Since that date, the Gaza Strip has been placed under siege.

Statistics and reports indicate the size of funding provided by state donors to NGOs in Palestine, this was due to the Lack of national governmental bodies capable of providing the community with basic services, even after the Palestinian Authority was formed and a new form of central administration emerged, it did not eliminate or even reduce the need for services provided by NGOs (DeVoor & Tartir, 2009). The area of work of Palestinian NGOs is divided into four major groups (Shubair, 2003; Samour, 2010):

1. Organizations providing relief and social care: Such organizations offer support to individuals and groups, as well as care services for special needs populations such as people with disabilities and orphans.
2. Development Agencies: Academic institutions, educational organizations, training organizations, agricultural organizations, health organizations, ecological organizations, irrigation organizations.
3. Cultural & Research agencies: Their purpose is to influence actions and policies such as human rights organizations, women's issues, research centers, society and government, cultural and arts organizations.
4. Youth programs and sports clubs: Clubs and youth and sports ministry.

Palestinian NGOs have played a vital role in delivering economic and social services to the poor and oppressed of the Palestinian people, as well as in establishing democratic institutions in the Palestinian community (Sullivan, 2000, 2001) ; (Samour, 2010). Because of the occupation and what stemmed from it, for example, the disabled, orphans, a shortage of services in the main fields (health and education), and destruction everywhere. Many initiatives are needed in order to address these urgent needs. This was probably the main impetus for many relief NGOs and advocacy NGOs to start (Shubair, 2003; Samour, 2010; Analoui & Samour, 2012). As well, the NGO Development Center on Palestinian NGOs and the Private Sector added that NGOs play an important role in affecting and shaping the Palestinian National Authority's

(PNA) laws and public policies. It also plays a role in promoting cooperation, coordination, and networking between various NGOs, organizations, the private sector, sponsors and institutions of the United Nations to ensure a true and effective process of development.

All above events illustrate the importance of NGOs and their development role, especially during these challenging times. And the need in order to accommodate more donors, and also, communicate with their beneficiaries. NGOs need strategies and systems for managing knowledge creation, access and sharing: within NGOs themselves, between various NGOs working together and, eventually, between NGOs and the whole society. Simply put, NGOs are organizations in need of knowledge management strategies and to assess and enhance their performance. This is the topic of this paper, and selecting NGOs in Palestine has been the case in this search.

1.4 Linking KM strategies with NGO`s performance

According to the discussions of the previous studies mentioned for this paper, researchers have implicated that it have convergent results which show that KM and KM strategy influences the performance of the studied organizations (Maroofi et al., 2013; Gholami et al., 2013; Muliro, 2017; Tarekegn, 2017; Jaber & Caglar, 2017; Gakuo & Rotich, 2017; Abuaddous et al., 2018). Some studies mention that the performance influence of each KM strategy (codification and customization) may vary. Storey & Kahn (2010) indicated that personalization strategy may be more valuable in improving competitiveness than the codification strategy. Nonetheless, other researchers find that the impact of a clear-cut KM strategy is greater than the tacit direction on firm performance (Keskin, 2005; Maroofi et al., 2013).

During this study argue that it is expected that knowledge management strategies namely (codification strategy, personalization strategy) affect NGO`s performance dimensions which include (financial sustainability, organization process/function, program/project performance) with all the dimensions in a positive way. Olimpia (2014) argued the motivations to use of knowledge management strategies in NGOs as following: the beginning, in

addition to mentioned above regarding knowledge, Brauner & Becker (2006) indicated that knowledge is perceived to be rooted within individuals and can only be obtained by direct experience or generated by thought, otherwise, it will remain as data or information. Regarding the motives, NGOs are facing a high rate of volatility; in particular, the employees are a move or retire from the organization taking the essential organizational experience with them, which means re-learning a potential employee, as NGOs members are dedicated to providing part of their experience and time to relearn them. Moreover, the loss of tacit knowledge to these employees. From this perspective, knowledge can be seen as an activity important and NGOs must encourage them to enable sharing this knowledge that this tacit knowledge must be translated to explicit knowledge to make sure valuable knowledge is not lost by retirement or turnover, this process is one of the core functions of a knowledge management strategy. A further a motivation, Olimpia (2014) indicates that NGO donors and stakeholder's requirements include advanced electronic systems to demonstrate how they perform their operations and to track and update on the progress of projects, operations and expenditures financed. Moreover, there are always new threats and opportunities due to changes in government legislation and regulatory practices. Also, the beneficiaries of non-governmental organizations are demanding services that meet their needs and of high quality, thus forcing organizations to communicate quickly and with personalized interaction with their beneficiaries online.

Neagu (2013) mentions that knowledge management in NGOs main features is: allowing members of the organization to enter different groups in order to share existing knowledge and create new knowledge, activities that mirrored this: communities of practice, learning, and technology groups. As well as from the features is the connection to a knowledge base by all members, thus, workers connect with the system and applications by knowledge networking. In addition to collaboration and communication with their beneficiaries. Regarding human resources management, research indicates that the practices that develop individuals' abilities increase the organization's performance, to promote the creation and flow of knowledge that can generate innovation (Pandey and Dutta, 2013; Collins & Clark, 2003; Olimpia, 2014).

According to the mention above, the nature of the workplace environment of NGOs drives these organizations to review and improve their performance and strategies. And to address challenges, organizations have to develop management methods, and convert information into knowledge and then requires adequate methods to manage organizational knowledge then selecting knowledge management strategies that are related to the company's objectives and its strategies that help to decision making.

CHAPTER 2

REVIEW PREVIOUS STUDIES RELATED TO KM & KM STRATEGIES WITH NGO`s PERFORMANCE

In this chapter, most relevant studies are reviewed on the role of knowledge management strategies in an impact on NGO`s performance. It covers all available sources, such as academic papers, dissertations, and websites. Those studies were arranged chronologically from older to newer:

Saeed et al. (2008) aimed a study to examine how knowledge management technology can contribute to developing collaboration among NGOs and donor organizations. The results demonstrate that they proposed “organization recommender” is a web-based search engine, to support collaboration among NGOs and donor organizations to create mutual awareness of each other’s competencies. In order to assess its practical use, and it recommends more empirical studies and feedback from stakeholders for improvement.

Smith & Lumba (2008) focused on the results of a report analyzing knowledge management practices and problems in an international network of NGOs. This study was conducted utilizing Holsapple and Joshi’s (2004) knowledge management framework as its conceptual model. And this framework provided guiding principles to describe factors affecting organizational knowledge management, knowledge resources, and knowledge processes. The study used both quantitative and qualitative data collected using questionnaires and interview schedules. The findings revealed that there are a variety of factors influence knowledge management behaviors (managerial influences, resource influences, and environmental influences). This study suggested some recommendations that could further strengthen the knowledge management practice include strengthened operational and support services at the

internationally, capacity-enhancing programs & skills-building, awareness-raising of knowledge management, decentralization of knowledge management processes, the introduction of network-level knowledge management strategy and enhancement of center relationships.

Gholami et al. (2013) examined empirically the influence of knowledge management practices which includes that knowledge acquisition, storage, creation, sharing and implementation on organizational performance consisting of efficiency, financial performance, staff performance, creativity, working relationships and customer satisfaction in small and medium-sized enterprises (SMEs) using Structural Equation Modeling (SEM). The results show that 'KM' practices have affected organizational performance positively and substantially.

Maroofi et al. (2013) focused on the influence of "knowledge management" strategies (codification and personalization) on organizational performance & innovation. Is checked by an approach to the survey, the sample was 195 Iranian organizations, using structural equation modeling. The performance was measured using these indicators: financial performance, procedure performance, and internal performance. The study results revealed that both 'KM (codification and personalization)' approaches have a positive impact on creativity and "organizational performance" directly and indirectly. Innovation is a mediator in the relationship between KM strategy and organizational performance. And it noted that codification and personalization may have a greater impact on financial performance, accompanied by the performance of the procedure and internal performance.

Corfield et al. (2013) introduced three cases a study conducted in the NGO based on 'KM' that were tracked for up to eight years. The purpose was this article answering some questions, the first one is would the management of knowledge work in NGOs? In what way would we learn if knowledge management (KM) was working? If it works, how would it contribute? To what degree and at where cost? What are the pitfalls? The study showed the outcome of each case, and there were some common characteristics. First,

the use of intranets and the development of "knowledge bases" were essential to the programs in all three cases. Second, the workers initially found it difficult to understand KM language and ideas. Third, it ignored a number of key activities within the KM. None had tried to recognize an intellectual property nor performed assessments of knowledge, review of discrepancies or mappings that could quantify their intellectual capital.

Olimpia (2014) aimed to provide an overview of some conceptualizations related to knowledge management systems in NGOs. The study was based on the theoretical concepts of knowledge management and the experience of the author in Romania's civil sector over the last 20 years. The finding showed about exposed the motivation for the application of knowledge management and key features of knowledge management in NGOs, means that the use of knowledge management in NGOs is motivated by internal and external demand, related to managing knowledge flows in order to provide their beneficiaries with a higher quality service and meet their needs? It also shows is the environmental components of knowledge management influence the flow of knowledge. While the features are as follows voluntary programs aimed at improving their organizational culture, effective human resources practices and organizational learning processes that support the knowledge management process.

Garcia (2014) aimed at answering some research questions, so as to assess the level of influence of the degree of organization in Non-Governmental Organizations (NGOs) performance: How do NGOs define performance? To what extent does the organizational internal structure influence the degree of an organization? What degree of organization is optimal for NGO performance? The study used descriptive research design by the use of a survey approach. The study concluded a number of results: NGOs don't consider internal structure when determining performance. It focuses more on the external results since they enable targets to be met. There is a dual impact of the internal structure in the degree of an organization. Also, the study found regarding performance with the degree of an organization had a significant influence but low correlation. And using questionnaires were collected data.

This thesis recommended that NGOs should consider their organizational internal structure when defining performance and not just the final product of their services. NGOs should be encouraging more training and development activities. This study also suggested further research, to substitute the concept of performance another one focused on the inside of the organization.

Vozniuk et al. (2015) present three primary criteria that have been established for an effective knowledge management system designed specifically for NGOs such as MSF. 1) Source - Agnostic knowledge aggregation. 2) Flat knowledge organization. 3) Online and offline knowledge access. A total of 145 hours of in-depth interviews were conducted. The results showed that a web platform named Graspeo was developed and built from A to Z based on previous requirements.

Ramadan & Borgonovi (2016) purposed it is to investigate the impact on the financial and non-financial results of NGOs by each of the strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring). A survey methodology is used to check it, the sample constituted of 237 questionnaires were distributed in international NGOs in Palestine. The results show that strategic management practices affected financial performance and non-financial performance in NGOs positively and significantly.

Holzer et al. (2016) aimed at answering the main question: what incentives fostering knowledge sharing in NGOs. They suggested increasing understanding participants' motivations, how it can be triggered in a digital system, and how to transfer this motivation from the digital system to reality. At the end of this study showed that this paper is just a roadmap for this subject. And the scientific literature until now lacking to understand how to motivate users to share knowledge. So they recommended that further research address this topic.

Kaya & Dey (2016) was aimed it identifies the knowledge enablers that are key to managing knowledge produced in NGOs, by conducting highlight similarities

and differences between the NGOs in North Cyprus and India. Then to use it as a benchmark study to enable networks for innovation in managing knowledge. The results showed that there are similarities in their low hierarchical structure, social media use, the availability to participate in R&D activities, and the desire to use mobile applications. And differences in their reward where NGOs in India are aware of the importance of rewarding the increased transfer of tacit knowledge whereas NGOs in Cyprus are not. And this study suggested some recommendations include: It is important having an international portal for knowledge transfer among NGOs. Hierarchical levels need to be maintained as a minimum. Update and increase use in mobile applications for NGOs will improve knowledge accessibility. Also, update and modify in NGO websites to increase ease of use. NGOs can reach students effectively if they increase their existence on social media.

Muliro (2017) conducted a study at AAR Insurance, aimed at answering the main question: What is the effect of the main performance factors of strategic 'knowledge management' on organizational performance? Specifically examined how culture, people and structure related factors regarding strategic knowledge management influenced organizational performance. This study made use of questionnaires as the primary instruments of data collection. The findings indicate that culture, people and structure related factors in strategic knowledge management were critical areas in regards to organizational performance and productivity. And study recommended that culturally related factors that affect employees should be taken into consideration. And also recommends that the organizations consider individuals as valuable assets to the organization. Lastly, recommends that the organizational structure be adapted to their strategies.

Tarekegn (2017) conducted a study at selected international NGOs working in Addis Ababa City in Ethiopia on the relationship between KM components (organizational knowledge practices, organizational culture and IT) and organizational performance. This was a case study in which data were obtained by means of a questionnaire. The findings revealed that the KM elements had a major impact on the performance of the company. In order to

improve organizational efficiency across their internal and external stakeholders, the study suggested that approaches be sought on how to enhance these processes.

Jaber & Caglar (2017) aimed to identify 'knowledge management' interaction, organizational learning and organizational performance in banks listed on the stock exchange of Palestine using structural equation modeling. Survey questionnaires were adopted as the research design. Finally, findings reveal a positive effect on knowledge management, organizational knowing and how to coordinate performance. Organizational learning is a mediator in the relationship between knowledge management and organizational performance. Also, this result indicates that 'knowledge management' is indirectly linked to the performance of the company. Where knowledge management was calculated through the acquisition of knowledge, knowledge conversion, and application of knowledge. On the other hand, every organizational performance variable was measured through financial, marketing and partnership advancements within the banks. Either in measuring the organizational learning dimensions include Management participation, program perspective, knowledge transfer and development, openness and experimentation.

Gakuo & Rotich (2017) aimed to identify the impact of knowledge acquisition, transfer, protection, and application on the performance of commercial banks in Kenya. The dissertation would use the concept of descriptive research. Finally, the results revealed that knowledge protection had the greatest effect on performance, followed by the acquisition of knowledge, then the transfer of knowledge, while the application of knowledge had the least effect on commercial banks ' performance in Kenya. The dissertation suggested some recommendations include: business banks should base their success on the development of knowledge. Managers of the company will continue to regularly review knowledge for errors. The study also suggests that Kenya's business bank managers should build a structured knowledge-sharing reward system.

Abuaddous et al. (2018) focused on knowledge management's impact on organizational performance and found that KM, including knowledge process and infrastructure capabilities, has a positive impact on dimensions of organizational results (financial performance, new product success, customer satisfaction, market share) directly or indirectly. Indirectly through financial performance. And the study recommended that the need to support top management to create knowledge management and disseminate knowledge sharing culture. Additionally, the CEOs of companies need to be continually trained and updated on the value of KM through group work and training programs.

After having reviewed the previous studies, according to the opinion of the researcher, the most important characteristic of this study can be summarized as follows:

1. There are numerous studies have been carried out on KM and KM strategies and organizational performance. However, only a few of these studies have been carried out in developing countries especially on NGOs ' performance. The studies reviewed have convergent results which show that KM and KM strategy influences the performance of the studied organizations (Maroofi et al., 2013; Gholami et al., 2013; Muliro,2017; Tarekegn, 2017; Jaber & Caglar, 2017; Gakuo & Rotich, 2017; Abuaddous et al., 2018). This research is supposed to reproduce new results demonstrating whether NGO`s performance in Palestine is affected or not by two strategies knowledge management "codification and personalization strategy".
2. The research is limited to NGOs in Palestine. Therefore, the findings of the previous studies cannot be generalized in this study, due to the situation in Palestine is not independent as a result of the occupation of the Palestinian territories.
3. The findings of previous researches cannot be generalized to the NGO`s performance in Palestine. Due to the disparities in society, and religious and customary..etc tradition in Palestine.

CHAPTER 3

METHODOLOGY

This chapter presents the methodology used to examine the research model proposed in chapter one is about the requirements of investigating the role of ‘knowledge management’ strategies, on enhancing NGO’s performance in Palestine. It specifically comprises the research design, sampling and implementation, questionnaire design & operationalization, the goodness of data, and statistic tools. Briefly, this chapter sets the basis for the analysis of data tools that will be used. As illustrated in figure 3.1:

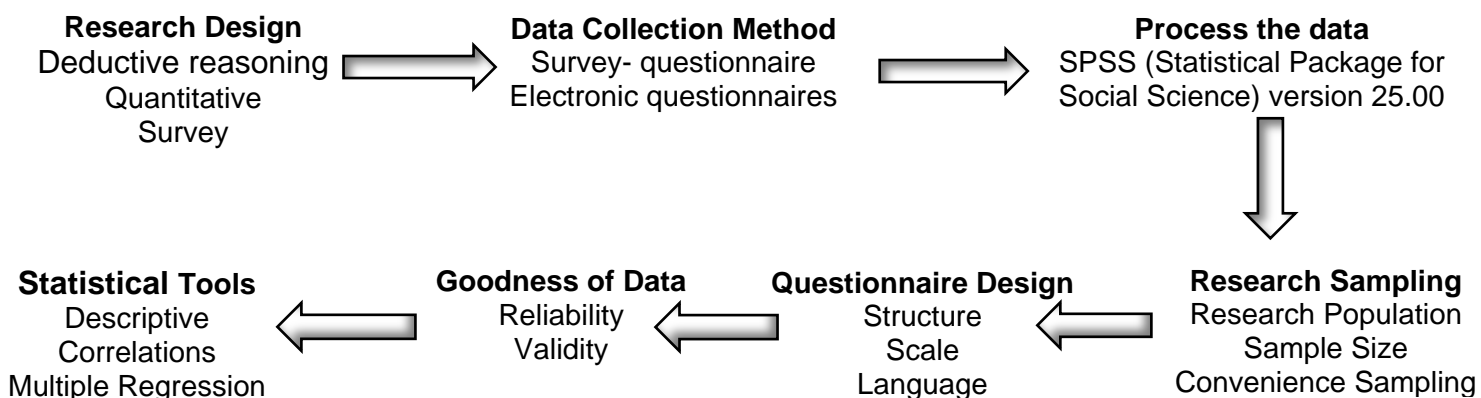


Figure 3. 1: Research Methodology Framework

3.1 Research Design

When conducting research, we need to ask: given the research question formulated, what kind of evidence is needed to answer the question in a convincing way, with measure checking for reliability and validity?

Sekaran & Bougie (2016) mentioned the scientific method uses deductive reasoning to test a theory about a particular topic. (A theory is a set of

assumptions that generates testable predictions). Punch (2013) indicated that the methods used to conduct the research ought to be in accordance with the research questions or hypotheses. The quantitative approach deductively starts from existing theories that are developed prior to the collection of data, and are used to test the hypothesis and to answer the issue of the study. The empirical data is collected on the basis of the hypothesis and the study question formulated to a comparison is made on the theories and the empirical data so as to arrive at a conclusion analytically (Bryman, Bell & Harley 2018). Thus, in this study, a quantitative approach is incorporated for testing objective theories by examining the correlation among variables. Based on a survey questionnaire, this is the main data collection tool. And will be used Likert scales to investigate the role of knowledge management strategies in an impact on NGO's performance in Palestine. The survey strategy is a standout amongst the most essential area of measurement applied in business research, it allows mixed research between quantitative and qualitative (Sekaran & Bougie, 2016). As well, a survey is a convenient way to measure the motives, attitudes, and behaviors of large populations.

As a method of a survey for this research, we will use a web-based questionnaire using the drive. Google.com since it is the most suitable. Since the research population consists of the active local and international NGOs working in different areas and representing different sectors in the Palestinian territories.

Sekaran & Bougie (2016) as mentioned that the electronic questionnaire survey is best suited because the sample is geographically dispersed, it is one of the features of the electronic questionnaires, as a wide geographical area can be covered in the survey. As and not possible to conduct telephone interviews without much expense. And also it is difficult or not possible to conduct personally administered questionnaires because of the occupation and not allowing entering all areas, and this is a great advantage of online survey research as it provides access to groups and individuals who would be difficult, or impossible to reach them through other channels. In addition, the researcher checked the possibility to conduct interviews and a number of

difficulties were encountered because the majority of the contacted persons refused to conduct an interview due to the sensitivity and confidentiality of NGOs, workload, and as previously mentioned due to the occupation and not allowing entering all the areas. So, tools for data gathering that will be used for investigation are electronic questionnaires. This way is easy to administer and quick to deliver, and respondents can answer at their convenience. In this way also, the questionnaire can be shared via a link and the answers will be automatically collected and recorded into a personal google drive database. Therefore, this automatic processing of the survey saves further costs, time, and energy. Thus, the researcher plans to use SPSS (Statistical Package for Social Science) version 25.00 to process the data to be collected. Despite all these advantages, there are also disadvantages to online questionnaires, such as computer literacy is a must. Sekaran & Bougie (2016) indicated that those responding to the survey may not at all represent the population they are supposed to. And they showed the return rates of such questionnaires are typically low because people find invitations via email rude and offensive; emails are deleted or people complain, or for some reason, the questionnaire is not seen. A final disadvantage of electronic questionnaires is that any doubts the respondents might have cannot be clarified.

Therefore the researcher tried to avoid these defects by doing the following: an official letter from the university was presented to the targeted respondents in NGOs' to show the credibility and importance of the topic. Cooperation has been made with some of the NGOs. According to as recommended Sekaran & Bougie (2016) to improve response rates, collaborate with a famous research organization. It was cooperated with AIDA organization, which includes 80 members, distributed the questionnaire to its members. As well as Palestinian NGO Network and (PASSIA) provided the researcher with the names of the active NGOs, the phone numbers of managers, and thier e-mail. Thus, it was confirmed that respondents represented the target population. Follow-up emails have been sent, and responses to any inquiries, in addition to calling by phone to verify the arrival of the questionnaire.

Both the primary and secondary areas were used for research purposes. Secondary data was extracted from existing published books and online journals. Some collective search engines for collecting scientific literature were used such as 'Emerald Insight', 'Science Direct', 'Taylor & Francis Group', 'IEEE Explorer' and finally 'Google Scholar'.

We leave checking for reliability and validity in detail to chapter 4

3.2 Sampling and implementation

The research population consists of the active local and international NGOs in the Palestinian territories working in different areas and serving different sectors, totaling 1,200. It must be indicated here that total registered NGOs 3,688 civil society, local and international NGOs according to the Palestinian Central Bureau of Statistics. But my target populations in this research just the local and international NGOs in Palestine which totals 1,200. The active local NGOs are 1,080 according to Palestinian Non-Governmental Organizations Network PNGO, while international NGOs are 120 according to the Palestinian Academic Society for the Study of International Affairs (PASSIA). Therefore, the population of the study is 1,200.

The questionnaire was distributed in the summer of 2019 for 3 months (July-September) using a survey link. The number of questionnaires that were distributed (291) questionnaires which are the sample size based on a convenience sampling technique. The sample size for the research project was calculated using a table that provides a generalized scientific guideline for sample size decisions. This table provided by Krejcie and Morgan (1970). And it shows that if the number of the research population 1200 should be sample size is 291. There are 228 members who completed the survey in which questions were obligatory and a participant cannot send the questionnaire before he answered all questions. Thus, all the surveys had no missing data. And it was the percentage of valid questionnaires recovered for analysis is (78%) which is representing a response rate. And the target respondents of the research are the managers of NGOs or their representatives. More precisely, the questionnaire was answered at a limit of one employee per firm.

They were chosen purposively since their opinions sound to be reliable because they believably tend to understand and know more about NGOs than other workers of providing credible information relating to performance in general, and also the research variables which includes knowledge management strategies namely (codification strategy, personalization strategy), and NGO's performance which includes (financial sustainability, organization process, program performance).

3.3 Questionnaire Design and Operationalization the Constructs

The primary data collection was conducted through structured questionnaires to study the theoretical literature on the subject for the purposes of the research knowledge management strategies and its impact on NGOs' performance, and then my supervisor evaluated the preliminary version of the questionnaire and approved it. Participants were clarified the confidentiality and anonymity of the data and distributed to active local and international NGOs in Palestine in person and via e-mail.

The questionnaire was designed (see Appendix A and B) included three sections as illustrated in a table (3.1).

Section A of the questionnaire: It was designed to focus on respondents' demographic information, including gender, age, educational level, job title, and experience.

Section B & Section C: It was devoted to evaluating the effect of knowledge management strategies on the NGO's performance.

Knowledge Management Strategies in Section B is examined using two parts namely the codification strategy and personalization strategy that are adapted from (Ajith Kumar & Ganesh, 2011). Each part consists of 5 items, these items ask about the extent of their applied within the NGOs in Palestine. From where gather knowledge, store it in databases, provide knowledge in an explicit and codified form and share tacit knowledge among individuals.

While NGO`s performance in section C was divided into three parts. These parts assess the level of performance at NGOs in Palestine according to:

Financial Sustainability, which is part 1, (measured by fundraising efficiency, financial transparency and program financial efficiency). It is examined using 10 items that are adapted from (Aboramadan & Borgonovi, 2016).

Organization Process/Function, which is part 2, (measured by human resources and organizational culture). It is examined using 10 items that are adapted from (Onyango, 2016).

Program/Project Performance, which is part 3, (measured by program outcomes, program non-financial efficiency, program impact, partnership, and quality). It is examined using 20 items that are adapted from (Aboramadan & Borgonovi, 2016).

All the knowledge management strategies questions in section B use 5-point Likert scale ranging from (1 = never), (2= rarely), (3= sometimes), (4= often) to (5 = very often). Similarly, in section C, the NGO's performance relies also on a 5-points Likert scale ranging from (1= strongly disagree), (2= disagree), (3= neutral), (4=agree) to (5= strongly agree).

As for the wording and language used in this questionnaire. Since the research relies on NGOs operating in Palestinian Territories, after the original questionnaire (English version) was developed, it was translated into Arabic by an accredited translator who was fluent in both languages in order to avoid erroneous translation from English to Arabic and any confusion or misunderstanding. According to recommended by Sekaran& Bougie (2016), the questions asked, the language used, and the wording should be appropriate in a way that can be understood by the respondent to tap their attitudes, perceptions.

Table 3. 1: Items representing the hypotheses & questionnaire components

| Hypo. No. | Hypothesis | Section/part | Section | Questionnaire Components | | No. Item |
|-----------|--|---|-----------|--|--|-----------|
| | | | Section A | Demographic Profile | Organization profile | 3 |
| | | | | | Participant profile | 5 |
| H1a | The usage of a codification strategy in KM is positively correlated with financial sustainability. | Section B Part1 + Section C Part1 | Section B | 'Knowledge Management Strategies' | Part 1 'Codification Strategy' | 5 |
| | | | | | Part 2 'Personalization Strategy' | 5 |
| H1b | The usage of a codification strategy in KM is positively correlated with the organization process/function. | Section B Part1 + Section C Part2 | Section C | NGOs Performance | Part 1 Financial Sustainability | 10 |
| | | | | | • Fundraising Efficiency | 4 |
| | | | | | • Financial Transparency | 4 |
| | | | | | • Programs Financial Efficiency | 2 |
| H1c | The usage of a codification strategy in KM is positively correlated with program/project performance. | Section B Part1 + Section C Part3 | | | Part 2 Organization Process /Function | 10 |
| | | | | | • Human Resources | 5 |
| | | | | | • Organizational Culture | 5 |
| H2a | The usage of a personalization strategy in KM is positively correlated with financial sustainability. | Section B Part2 + Section C Part1 | | | Part 3 Program /Project Performance | 20 |
| | | | | | • Programs Outcomes | 4 |
| | | | | | • Programs Non-Financial Efficiency | 4 |
| | | | | | • Programs Impact | 4 |
| | | | | | • Partnership | 4 |
| | | | | | • Quality | 4 |
| H2b | The usage of a personalization strategy in KM is positively correlated with the organization process/function. | Section B Part2 + Section C Part2 | | Total No. of Question | | 58 |
| H2c | The usage of a personalization strategy in KM is positively correlated with program/project performance. | Section B Part2 + Section C Part3 | | | | |

3.4 Goodness of Measures

To guarantee the accuracy of the study, the “goodness of data” should be accessed through tests of both reliability and validity. Validity is concerned with

whether we measure the right concept, while reliability indicates how consistently and stability of the research instrument (Sekaran & Bougie, 2016). We leave checking for reliability and validity in detail to chapter 4, also, in the next chapter, we will present descriptive statistics of the responses, the rest of the statistical tests, and finish with hypotheses testing.

3.5 Statistical Tests

The following statistical tools will be used to analyze the collected data:

1. 'Cronbach's alpha': Will be used to testing consistently and stability of the research instrument.
2. Descriptive statistics: Statistics as with the frequencies, maximum, minimum, the mean and standard deviation that offers descriptive information on a set of data.
3. Pearson correlation coefficient: The relationship between the dimensions of the independent variable and the dimensions of the dependent variable will be discussed.
4. 'Regression analysis': It is a reliable statistical test, that designed to investigate all types of relationships of dependence, and it will be used to investigating the research questions or the hypotheses proposed.

CHAPTER 4

DATA ANALYSIS AND RESULTS

In the previous chapter, the research approach used for this work has been discussed. The method of data collection in this research has been clarified by the electronic questionnaire. In this chapter, the researcher used SPSS (Statistical Package for Social Science) version 25.00 in order to reach the intention of this chapter is to provide the results of the data analysis conducted for this research. Thus, The 'chapter' deals data analysis gathered from the questionnaire, the respondents' demographic profile will be discussed, in addition, other statistical tests such as the findings of the validity, reliability assessment, descriptive analysis, the VIF-Tolerance test, Pearson correlation coefficient, and multiple regression analysis.

4.1 Testing Goodness of Measures: Reliability and Validity

Validity and reliability are two critical elements that determine the worthiness and acceptability of research findings. This segment deals with the study's validity and reliability.

4.1.1 Test of Validity

Sekaran & Bougie (2016) indicated that validity means we measure what we want to test. In other words, validity is concerned with whether we measure the right concept. The design of the questionnaire instrument was based on the review of the literature, questions were derived from previous studies related to knowledge management strategies and NGO's performance. Cited from three articles, as previously illustrated in chapter 3, in "Operationalization the Constructs". Shows that indicators for the independent variable (KM strategies) comprising of the strategy for codification and personalization,

prepared by a journal (Ajith Kumar and Ganesh, 2011). And also it illustrates that indicators for the dependent variable (NGO's performance) which are financial sustainability, program/project performance, are adapted from (Aboramadan & Borgonovi, 2016). While the last indicator which is the organization process/function prepared on the basis of an article by (Onyango, 2016). The results of these articles showed the validity of measures through test validity. Thus, this quotation is considered good. Sekaran & Bougie (2016) explained that measures have been developed for many important concepts, thus, the researchers can use the instruments already reputed to be "good," rather than instead of developing. Hence the researcher considered the study tool valid to measure what was designed for him, and the final questionnaire came out as shown in (Appendix A).

Finally, a measure should not only be valid but also reliable. We will now discuss the concept of reliability.

4.1.2 Test of Reliability

As mentioned previous, reliability indicates how consistency and stability of the research instrument (Sekaran & Bougie, 2016). In this study, we use SPSS to examine the reliability of the items. The reliability will tell us, whether the collected data are significant or not, and if there are some data that have some problems. Thus, this process is to exclude one item or more items from that scale to improve reliability. To determine the reliability of the research tool and the probability of depending on it in testing hypotheses and achieving the study's objectives, the commonly used Cronbach coefficient alpha was used to evaluate internal consistency. Hair et al. (2014) posited that a Cronbach alpha of 0.60 as a minimum is acceptable. That means if the coefficient alpha's value is greater than 60%, the item is reliable. If not then the item is not reliable. So the higher the coefficients, the better the measuring instrument.

In view of the data in table no. (4.1) shows the coefficient alpha's values for knowledge management strategies with respect to codification and personalization, 0.70 and 0.79, respectively. As indicates that the coefficient alpha's values for NGOs performance for all fields, organization process(0.82),

program performance (0.90) while the coefficient alpha's value financial sustainability is 0.68 it was lowest in all fields. Thus, All alpha coefficients ranged from 0.68 to 0.90. And the total consistency of Cronbach's alpha is 0.93, as illustrated in there is a table (4.1). Based on the coefficient values, the items tested for this analysis were considered reliable. Thus, and the data collected were suitable for measuring variables and subject to a high degree of reliability.

Table 4. 1: Results of 'Reliability' Test, 'Cronbach's Alpha'

| Construct | No. of Items | The Coefficient Alpha's Value | Comment |
|---|---------------------|--------------------------------------|-----------------|
| Codification Strategy | 5 | 0.70 | Reliable |
| Personalization Strategy | 5 | 0.79 | Reliable |
| Total Knowledge Management Strategies Questionnaire | 10 | 0.84 | Reliable |
| | | | |
| Financial Sustainability | 10 | 0.68 | Reliable |
| Organization Process/Function | 10 | 0.82 | Reliable |
| Program/Project Performance | 20 | 0.90 | Reliable |
| Total NGOs Performance Questionnaire | 40 | 0.92 | Reliable |
| Total Knowledge Management Strategies & NGOs Performance Questionnaire | 50 | 0.93 | Reliable |

Source: SPSS Analysis

Briefly, the results above showed the goodness of measures through tests of both reliability and validity. Thus, the data collected are considered valid and reliable.

4.2 Descriptive Statistics

In this section, the first part illustrates the characteristics of the respondents involved in the study. While 'the second part' a summary of responses based on the mean sample and standard deviation for the research variables adopted are presented and discussed below. All variables are measured using a Likert scale of five points and the respondents will rate the items (from "strongly disagree" to "strongly agree") or (from "never" to "very often"). Relative Importance Index (RII) applied in this study to measure the response related to the rating of each variable depending on their relative importance (Akadiri, 2011). To evaluate the relative index, the following formula is used:

$$RII = \sum W/AN * 100$$

Where w: is the weighting given on a scale of 1 to 5 by each respondent, with one representing the lowest and five the highest.

A: is the maximum weight (5 in the Likert scale of 5 points).

N: is the number of respondents in total.

Table 4. 2: According to Akadiri (2011) importance level as follow

| RII values | Important level | |
|-------------------|-----------------|-----|
| '0.8 ≤ RII ≤ 1' | 'High' | H |
| '0.6 ≤ RII ≤ 0.8' | 'High-medium' | H-M |
| '0.4 ≤ RII ≤ 0.6' | 'Medium' | M |
| '0.2 ≤ RII ≤ 0.4' | 'Medium-Low' | M-L |
| '0 ≤ RII ≤ 0.2' | 'Low' | L |

4.2.1 Descriptive Statistics (Section A) Demographic Profile

Table (4.3) below is a description of the research sample profile of the respondents' descriptive statistics. The researcher defined the size of NGOs based on the number of employee requirements that, as small-scale NGOs are defined as those with "up to 10 employees", medium-sized NGOs are defined as those with between "11 and 20 employees", large-scale NGOs are defined as those with "more than 20 employees". Then the researcher requested the respondents to indicate the number of NGO workers, the results of the study indicate that 32.0% of the NGOs had "10 or less employees", 22.4% of the organizations had between "11-20 employees", while the findings revealed that 45.6% of the organizations had over 20 employees in the NGOs, the findings reflect a representation of all the three categories of firms that is, small, medium and large enterprises based on the number of employees, and this indicates to logic in distribution. **Second**, as well the researcher wanted to know the gender distribution of respondents, they've been asked if they're male or female. The 'table (4.3) shows' the majority of the respondents were male at 59.2%, whereas the rest were female at 40.8%, this result shows that the majority of top NGO management positions were held by men rather than by women. In a conservative community like Palestine, this is anticipated as a cultural issue. Nonetheless, the level of 40.8 percent is high compared to other organizations, this result may be due to the special nature of NGOs, which also

clearly shows that NGOs include problems such as gender equality in their ideology of employment. **Third**, table (4.3) also provides data about the participant ages which was divided into 4 categories. 1.3% of the respondents had an age of "25 years or less", 20.2% of the respondents had an age of "26-35 years", 27.2% of the respondents' age was "36-45 years", and 51.3% had an age of "above 45 years". This shows that the majority of employees have the necessary qualification age to carry out their work in a committed manner and are willing to contribute to KM strategies in order to increase organizational performance at each corner of the work. **Fourth**, regarding academic qualification, as shown in table (4.3), 1.3% of participants' qualification was "secondary school", 4.4% had a degree of "diploma", 42.1% had a degree of "bachelor", 43.9% of respondents' education was "master", and finally 8.3% had a degree of "Doctorate". It is more than obvious most of the participants have a university degree. 43.9% are master's graduates, with 42.1% are Bachelor's graduates, which means that NGOs recruit and hire well educated and skilled employees. **Fifth**, in order to explore the respondents' job title, they were asked to identify one of the following options: top management, team management, middle management, supervisor, and others. The table shows that 65.8% of the sample NGOs are "top management", 14.5% "team management", 11% hold the position of "middle management", 1.7% are 'supervisors' and the remaining 7% come under the 'other' group. The results reflect the research data tools generally referred to by top management, and those are the target population in this study, which indicates also that the respondents involved in the study could be able to provide credible information relating to the research variables. **Finally**, pertaining to work experience, the results showed that 5 years and below (3.9%), 6-10 years (19.4%), 11-20 years (37.7%), while over 20 years (39%), based on the results, apparently, the bulk of the respondents, (39%) and (37.7%), respectively, had work experience of more than 11 year. This means that the NGO employees are familiar with their working positions and they possess quite a good level of experience. Which indicate also that many workers stay in the company for more than 20 years, and this shows the value of experience. Sharing and the use of appropriate strategies to not lose this knowledge, which is the topic of this research.

Table 4. 3: Descriptive Statistics of Demographic Profile of Target Respondents

| Category | Sub-Category | Frequency | Percentage% |
|---------------------------|-------------------|------------|-------------|
| Number of the employees | 10 or less | 73 | 32.0 |
| | 11-20 | 51 | 22.4 |
| | over 20 | 104 | 45.6 |
| Gender | Male | 135 | 59.2 |
| | Female | 93 | 40.8 |
| Age | 25 years or less | 3 | 1.3 |
| | 26-35 years | 46 | 20.2 |
| | 36-45 years | 62 | 27.2 |
| | above 45 years | 117 | 51.3 |
| Educational qualification | Secondary school | 3 | 1.3 |
| | Diploma | 10 | 4.4 |
| | Bachelor | 96 | 42.1 |
| | Master | 100 | 43.9 |
| | Doctorate | 19 | 8.3 |
| Job Title | Top Management | 150 | 65.8 |
| | Team Management | 33 | 14.5 |
| | Middle Management | 25 | 11.0 |
| | Supervisor | 4 | 1.7 |
| | Other | 16 | 7.0 |
| Years of 'Experience' | 5 years and below | 9 | 3.9 |
| | 6-10 years | 44 | 19.4 |
| | 11-20 year | 86 | 37.7 |
| | more than 20 year | 89 | 39.0 |
| Total | | 288 | 100% |

Source: SPSS Analysis

4.2.2 Descriptive Statistics (Section B) Knowledge Management Strategies.

Knowledge management strategies were measured using indicators comprising of the codification strategy and personalization strategy. The descriptive statistics for each of these indicators are presented and discussed below.

4.2.2.1 Descriptive Statistics for Codification Strategy

While testing knowledge management strategies, the respondents were asked to show how much they concurred with the statements regarding the codification strategy within their organizations. The responses are as shown in table (5) below.

Table 4. 4: Descriptive Statistics for Codification Strategy

| No. | Item | N | Minimum | Maximum | Mean | Std. Deviation | RII Level |
|---|---|------------|-------------|-------------|-------------|----------------|-----------|
| 1. | Writing down and documenting the insights that are gained during work. | 228 | 1.00 | 5.00 | 4.26 | 0.73 | H |
| 2. | Capturing in writing/audio/video the experiences narrated by employees. | 228 | 1.00 | 5.00 | 3.80 | 0.95 | H-M |
| 3. | Recording important data, drawings, and happenings for future use. | 228 | 1.00 | 5.00 | 4.23 | 0.81 | H |
| 4. | Dedicating a team of people for archiving drawings, reports, and such useful information. | 228 | 1.00 | 5.00 | 3.89 | 0.95 | H-M |
| 5. | Running a storage facility such as an online repository to store project related knowledge. | 228 | 1.00 | 5.00 | 4.09 | 1.00 | H |
| Total degree for Codification Strategy | | 228 | 1.60 | 5.00 | 4.06 | 0.60 | H |

Source: SPSS Analysis

Table (4.4) shows the degree of the calculation of the codification strategy in all paragraphs from “High” to “High-medium” by the 5-point Likert scale adopted for the analysis. And thus reveals that the respondents agreed that their organizations use technology that allows them to gather knowledge, store it in databases and provide the knowledge available in a clear and codified manner. As the arithmetic means ranged between (3.80-4.26), with standard deviation ranged from (0.73) to (1.00). Paragraph (1), with the arithmetic mean of (4.26), occupied the first rank, but in the last rank, paragraph (2) amounted to (3.80). The overall field/arithmetic mean/“codification strategy” was (4.06), with the standard deviation of (0.60), this indicates that the degree of importance "High" according to the 5-point Likert scale adopted for the study. In general, the overall mean score reveals that there is agreement amongst respondents on the application of the codification strategy in their organizations (NGOs).

4.2.2.2 Descriptive Statistics for Personalization Strategy

While testing knowledge management strategies, the respondents were asked to show how much they concurred with the statements regarding personalization strategy within their organizations. The responses are as shown in 'table (4.5)' below.

Table 4. 5: 'Descriptive Statistics' for Personalization Strategy

| No. | Item | N | Minimum | Maximum | Mean | Std. Deviation | RII Level |
|--|--|------------|-------------|-------------|-------------|----------------|-----------|
| 1. | Reviewing beneficiaries' feedback in team/group meetings as a learning exercise. | 228 | 2.00 | 5.00 | 4.25 | 0.75 | H |
| 2. | Holding routine review meetings to discuss work progress and generate new ideas. | 228 | 3.00 | 5.00 | 4.46 | 0.65 | H |
| 3. | Sharing (by an employee) his learning and experiences with all others after returning from an official trip. | 228 | 1.00 | 5.00 | 4.20 | 0.78 | H |
| 4. | Forming small groups (or communities) of employees to discuss knowledge and ideas around a particular theme. | 228 | 2.00 | 5.00 | 4.14 | 0.75 | H |
| 5. | Making available a "people directory" to locate employees with a given expertise. | 228 | 1.00 | 5.00 | 3.39 | 1.15 | H-M |
| Total degree for Personalization Strategy | | 228 | 2.00 | 5.00 | 4.09 | 0.61 | H |

Source: SPSS Analysis

Table (4.5) shows the degree of measurement of the personalization strategy in all "High" paragraphs apart from paragraph (5) the level of importance to it "High-medium", according to the 5-point Likert scale adopted for the study. As the arithmetic means ranged between (3.39-4.46), with standard deviation ranged from (0.65) to (1.15), paragraph (2) occupied the first rank, while paragraph (5) occupied the last ranks. The results indicated that the respondents agreed that their organizations focus on conversations and sharing of tacit knowledge between individuals, but there was uncertainty as to apply paragraph (5) is " Making available a "people directory" to locate employees with given expertise" as shown by the arithmetic mean of 3.39 and a standard deviation of 1.15. The arithmetic mean of the total field/ "personalization strategy" was (4.09), with the standard deviation of (0.61), this indicates that the degree of importance "High" according to the 5-point Likert scale adopted for the study. In general, the overall mean score reveals that

there is agreement amongst respondents on the application of the personalization strategy in their organizations (NGOs).

4.2.3 Descriptive Statistics (Section C) the performance of NGOs

The performance of NGOs was measured using indicators comprising of (financial sustainability, organization process/function, program/project performance). The descriptive statistics for each of these indicators are presented and discussed below.

4.2.3.1 Descriptive Statistics for Financial Sustainability

The respondents were asked to comment on their views financial sustainability in reference to the below statements, using dimensions comprising of fundraising efficiency, financial transparency, and programs financial efficiency:

Table 4. 6: Descriptive Statistics for Financial Sustainability

| No. | Item | N | Minimum | Maximum | Mean | Std. Deviation | RII Level |
|-----|--|-----|---------|---------|------|----------------|-----------|
| 1. | Fundraising Efficiency | 228 | 2.00 | 5.00 | 4.36 | 0.62 | H |
| | The organization writes effective funding proposals. | | | | | | |
| 2. | The organization uses available funds to generate more funds. | 228 | 1.00 | 5.00 | 3.98 | 0.79 | H-M |
| 3. | The organization achieves high response rate from donors to funding proposals. | 228 | 1.00 | 5.00 | 3.61 | 0.95 | H-M |
| 4. | The organization minimizes its fundraising costs as much as possible. | 228 | 2.00 | 5.00 | 3.93 | 0.85 | H-M |
| 5. | Financial Transparency | 228 | 3.00 | 5.00 | 4.84 | 0.39 | H |
| | The organization commits to the international standards of accounting and financial reporting. | | | | | | |
| 6. | The organization ensures accurate and up to date financial records. | 228 | 4.00 | 5.00 | 4.87 | 0.33 | H |
| 7. | The organization declares annual financial reports audited by public qualified accountants. | 228 | 3.00 | 5.00 | 4.83 | 0.40 | H |
| 8. | The organization ensures correct, timely preparation and submission of the financial reports to the concerned donors. | 228 | 4.00 | 5.00 | 4.85 | 0.36 | H |
| 9. | Programs Financial Efficiency | 228 | 1.00 | 5.00 | 4.11 | 0.87 | H |
| | The programs of the organization are financially resourced in an adequate manner to enable the achievement of the desired outputs. | | | | | | |
| 10. | The organization monitors the budget statements of the projects and programs to | 228 | 3.00 | 5.00 | 4.67 | 0.49 | H |

| | | | | | | | |
|--|---|------------|-------------|-------------|-------------|-------------|----------|
| 2. | The organization's members not only have information but can also make suggestions about other colleagues' tasks. | 228 | 2.00 | 5.00 | 4.06 | 0.68 | H |
| 3. | The organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. | 228 | 3.00 | 5.00 | 4.24 | 0.59 | H |
| 4. | The organization's members are specialists in their own field of expertise. | 228 | 3.00 | 5.00 | 4.40 | 0.57 | H |
| 5. | The organization's members can perform their own tasks effectively without regard to environmental changes. | 228 | 1.00 | 5.00 | 3.92 | 0.87 | H-M |
| 6. | Organizational Culture | | | | | | |
| | The workers understand the connection of knowledge with the success of the organization. | 228 | 3.00 | 5.00 | 4.43 | 0.56 | H |
| 7. | The high level of contribution is expected in recording, use and transfer of knowledge. | 228 | 3.00 | 5.00 | 4.44 | 0.59 | H |
| 8. | The organization vision is clearly understood. | 228 | 3.00 | 5.00 | 4.60 | 0.54 | H |
| 9. | The organizational objectives are clearly understood. | 228 | 3.00 | 5.00 | 4.54 | 0.59 | H |
| 10. | The leadership has emphasized the impact of knowledge in the success of the organization. | 228 | 2.00 | 5.00 | 4.53 | 0.63 | H |
| Total degree for Organization Process | | 228 | 2.90 | 5.00 | 4.32 | 0.39 | H |

Source: SPSS Analysis

Table (4.7) shows that the degree of the field "organization process/function" and its sub-fields "human resources, organizational culture" measurement in all paragraphs "High" except for paragraph (5) the level of importance to it "High-medium" according to the 5-point Likert scale adopted for the study. As the means ranging from arithmetic (3.92-4.60), with standard deviation ranged from (0.54) to (0.87), paragraph (8) occupied the first rank had arithmetic mean of (4.60) and the last rank had arithmetic mean of (3.92) in paragraph (5). That means the respondents greatly agreed that the organization's vision is clearly understood, also they indicated that their organization's employees can't efficiently handle their tasks without influence from the environmental changes. Regarding the arithmetic mean of the main field/ "process/function organization" and its sub-fields was (4.32), with the standard deviation of (0.39), this indicates that the degree of importance "High" according to the 5-point Likert scale adopted for the study. In general, the overall mean score reveals that there is agreement amongst respondents on statements of the "organization process/function" field and its sub-fields.

4.2.3.3 Descriptive Statistics for Program/Project Performance

The respondents were asked to comment on their views program/project performance in the reference to the below statements, using dimensions comprising of programs outcomes (effectiveness), programs non-financial efficiency, programs impact, partnership, and quality:

Table 4. 8: Descriptive Statistics for Program/Project Performance

| No. | Item | N | Minimum | Maximum | Mean | Std. Deviation | RII Level |
|-----|---|-----|---------|---------|------|----------------|-----------|
| 1. | Programs Outcomes (Effectiveness) | 228 | 3.00 | 5.00 | 4.39 | 0.54 | H |
| | Programs are effectively achieved in contributing to the development of targeted beneficiaries. | | | | | | |
| 2. | The organization's programs are effective in addressing crosscutting issues. | 228 | 2.00 | 5.00 | 4.21 | 0.67 | H |
| 3. | The organization's programs are effective in achieving beneficiaries' satisfaction. | 228 | 2.00 | 5.00 | 4.32 | 0.59 | H |
| 4. | The organization's programs are effective in contributing to volunteers' development. | 228 | 1.00 | 5.00 | 4.16 | 0.71 | H |
| 5. | Programs Non-Financial Efficiency | 228 | 2.00 | 5.00 | 4.22 | 0.61 | H |
| | The organization uses proper activities to transform non-financial resources of the programs into outputs. | | | | | | |
| 6. | The organization recruits staff with the right skills, experience to achieve the planned outputs of programs. | 228 | 3.00 | 5.00 | 4.46 | 0.57 | H |
| 7. | The organization commits to time schedule to achieve the programs outputs. | 228 | 3.00 | 5.00 | 4.54 | 0.56 | H |
| 8. | The organization's programs provides a number of products/services as planned. | 228 | 3.00 | 5.00 | 4.49 | 0.57 | H |
| 9. | Programs Impact | 228 | 3.00 | 5.00 | 4.64 | 0.50 | H |
| | The organization's programs contribute to achieving the overall objective of your organization. | | | | | | |
| 10. | The organization's programs are effective in causing direct effects on the community. | 228 | 2.00 | 5.00 | 4.45 | 0.60 | H |
| 11. | The organization's programs are effective in causing indirect effects on the community. | 228 | 3.00 | 5.00 | 4.33 | 0.61 | H |
| 12. | The organization's programs are effective in creating a long term effect or at social, economic, technological level as resulted from the programs. | 228 | 2.00 | 5.00 | 4.33 | 0.67 | H |
| 13. | Partnership | 228 | 3.00 | 5.00 | 4.50 | 0.56 | H |
| | The organization considers collaborative partnership in its operations. | | | | | | |

| | | | | | | | |
|---|--|------------|-------------|-------------|-------------|-------------|----------|
| 14. | The organization attracts local partners for the organization's programs. | 228 | 2.00 | 5.00 | 4.43 | 0.71 | H |
| 15. | The organization attracts international partners for the organization's programs. | 228 | 2.00 | 5.00 | 4.27 | 0.78 | H |
| 16. | The organization attracts private sector partners for the organization's programs. | 228 | 1.00 | 5.00 | 3.70 | 0.95 | H-M |
| 17. | Quality | 228 | 3.00 | 5.00 | 4.51 | 0.56 | H |
| | The organization commits to quality systems and standards in programs delivery. | | | | | | |
| 18. | The organization provides innovative services and projects. | 228 | 2.00 | 5.00 | 4.33 | 0.62 | H |
| 19. | The organization's stakeholders are satisfied due to the organization's programs. | 228 | 3.00 | 5.00 | 4.29 | 0.55 | H |
| 20. | The organizations has strong relationships with the community. | 228 | 2.00 | 5.00 | 4.57 | 0.59 | H |
| Total degree for Program Performance | | 228 | 3.30 | 5.00 | 4.36 | 0.37 | H |

Source: SPSS Analysis

Table (4.8) shows that the degree of the field "program/project performance" and its sub-fields "programs outcomes (effectiveness), programs non-financial efficiency, programs impact, partnership, quality" measurement in all paragraphs "High" except for paragraph (16) the level of importance to it "High-medium", according to the 5-point Likert scale adopted for the study. The arithmetic means ranged between (3.70-4.64), with standard deviation ranged from (0.5) to (0.95), paragraph (9) occupied the first rank which is that the organization programs lead to the achievement of the overall objective of your organization' with the arithmetic mean of (4.64), while and paragraph (16) occupies the last level, which is that' the organization attracts private sector investors to the programs of the organization.' The arithmetic mean of the overall field/ "program/project performance" and its sub-fields (4.36), with the standard deviation of (0.37), this indicates that the degree of importance "High" according to the 5-point Likert scale adopted for the study. In general, the overall mean score reveals that there is agreement amongst respondents on statements of the program/project performance field and its sub-fields.

4.2.4 Descriptive Statistics for Knowledge Management Strategies & NGO's Performance

Table 4. 9: Descriptive Statistics for Knowledge Management Strategies & NGO's Performance

| No. | Item | N | Minimum | Maximum | Mean | Std. Deviation | RII Level |
|-----|--|-----|---------|---------|------|----------------|-----------|
| 1. | Total degree for Knowledge Management Strategies | 228 | 3.40 | 4.97 | 4.36 | 0.31 | H |
| 2. | Total degree for NGO's Performance | 228 | 2.20 | 5.00 | 4.07 | 0.55 | H |

Source: SPSS Analysis

In general, table (4.9) illustrates that the results show that aggregate mean score and standard deviation for all subsections of the questionnaire on 'knowledge management' strategies & NGO's performance are 4.36, 4.07 and 0.31, 0.55 respectively. And it was the degree of importance is "High" according to the 5-point Likert scale adopted for the study. This means that the respondents agreed to all questionnaire paragraphs.

4.3 Analysis of Constructs and Hypotheses Tests

In this section, we tested the proposed hypotheses to answer the research questions using SPSS version 25.00. And this part uses correlations analysis and multiple regression analyses in analyzing the relationships between main fields of the study.

4.3.1 Correlation Analysis

The correlation analysis of Pearson is conducted to calculate the relationship between two variables in the sample.

Table 4. 10: Correlation Analysis of Pearson: Knowledge Management Strategies & NGOs Performance

| Constructs | | Codification Strategy | Personalization Strategy | Financial Sustainability | Organization Process | Program Performance |
|-------------------------------|---------------------|-----------------------|--------------------------|--------------------------|----------------------|---------------------|
| Codification Strategy | Pearson Correlation | 1 | | | | |
| Personalization Strategy | Pearson Correlation | 0.631** | 1 | | | |
| Financial Sustainability | Pearson Correlation | 0.362** | 0.477** | 1 | | |
| Organization Process/Function | Pearson Correlation | 0.457** | 0.557** | 0.481** | 1 | |
| Program/Project Performance | Pearson Correlation | 0.466** | 0.583** | 0.593** | 0.660** | 1 |

**. Correlation is significant at the 0.01 level (2-tailed). N= 228

Source: SPSS Analysis.

In this research, the construction of the connection between knowledge management strategies. Table (4.10) demonstrates the Pearson correlation test. The entire it of knowledge management strategies constructs correlate significantly with each other, are significant at 0.01 level with a Pearson's coefficient of 0.631. Also, in studying the correlation among the knowledge management strategies "codification strategy & personalization strategy", and NGO's performance indicators included in this research. Pearson's correlation coefficient showed in the table (4.10), the relationship between the strategy for codification and the three performance indicators of Ngo is important with a correlation of 0.362 with financial sustainability, 0.457 with organization process/function, and finally 0.466 with program/project performance. While the correlation coefficient between personalization strategy and financial sustainability, organization process/function, program/project performance are 0.477, 0.557 and 0.583 respectively. Thus, this result means, The relationship between KM strategies and NGO's performance indicators is positive and important. Moreover, we can see that all the correlations between the knowledge management strategies and the NGO's performance indicators are significant at the 0.01 level. Meaning that KM strategies are significantly associated with NGO's performance indicators. Thus, the researcher must determine if any predictive relationships existed between dependent and independent variables through the study of regression.

4.3.2 Regression Analysis

According to Hair et al. (2014), We should test the assumptions of normality, multicollinearity, independence, and linearity before analyzing the data. So, prior to the regression analysis, the researcher performed several diagnostics tests to establish the appropriateness of the data for making inferences and drawing conclusions.

4.3.2.1 Diagnostic Tests

The researcher carried out diagnostics tests including:

4.3.2.1.1 Test of Normality

The normality of the observed variables was evaluated by analyzing the skewness and kurtosis values. If either calculated skewness and kurtosis values exceed the critical value defined, then the distribution is non-normal in terms of the function. The critical values most widely used are $\pm 2,58$ (0.01 meaning point) and $\pm 1,96$, leading to an error level of 0.05. (Hair et al. ,2014).

Table 4. 11: Skewness & Kurtosis Statistics

| Construct | Skewness | Kurtosis |
|-------------------------------|----------|----------|
| Codification Strategy | -0.700- | 0.816 |
| Personalization Strategy | -0.576- | -0.033- |
| Financial Sustainability | -0.476- | -0.137- |
| Organization Process/Function | -0.554- | 0.530 |
| Program/Project Performance | -0.198- | -0.665- |

Source: SPSS Analysis.

Table (4.11) shows that the five research variables had skewness values ranges from -0.198- to -0.700-. And the values of kurtosis differ from -0.033- to 0.816. The results show the estimated skewness and kurtosis values do not exceed the specified critical value (± 2.58), in this case, the sample follows a normal distribution. As recommended by (Hair et al., 2014).

4.3.2.1.2 Test of Multicollinearity

The Variance Inflation Coefficient Factor (VIF) has been used to make sure of the disconnection between the multiple independent variables (Multicollinearity).

Table 4. 12: Collinearity Statistics

| Constant | Tolerance | VIF | Comment |
|--|-----------|-------|----------------------|
| Codification Strategy | 0.602 | 1.662 | No multicollinearity |
| Personalization Strategy | 0.602 | 1.662 | No multicollinearity |
| a. Dependent Variable: Financial Sustainability | | | |
| Codification Strategy | 0.602 | 1.662 | No multicollinearity |
| Personalization Strategy | 0.602 | 1.662 | No multicollinearity |
| a. Dependent Variable: Organization Process/Function | | | |
| Codification Strategy | 0.602 | 1.662 | No multicollinearity |
| Personalization Strategy | 0.602 | 1.662 | No multicollinearity |
| a. Dependent Variable: Program/Project Performance | | | |

Source: SPSS Analysis.

Based on the results in the table (4.12). Since the value of (VIF) is 1.662 lower than (10) and the value of (tolerance) was 0.602 higher than (0.10) for all variables, this means that there is no overlap between independent variables, representing the strength of the research sample, as recommended by (Pallant, 2001).

4.3.2.1.3 Tests of Independence

Independence of error terms the Durbin-Watson test was assessed. Test Durbin Watson (DW) tests that the model residuals have not been auto-correlated.

Table 4. 13: Durbin Watson Statistics

| Constructs | Durbin - Watson | Comment |
|--|-----------------|--------------------|
| Codification Strategy | 2.154 | No autocorrelation |
| Personalization Strategy | | |
| a. Predictors:(Constant), Codification Strategy, Personalization Strategy b. Dependent Variable: Financial Sustainability | | |
| Codification Strategy | 2.067 | No autocorrelation |
| Personalization Strategy | | |
| a. Predictors:(Constant), Codification Strategy, Personalization Strategy b. Dependent Variable: Organization Process/Function | | |
| Codification Strategy | 2.182 | No autocorrelation |
| Personalization Strategy | | |
| a. Predictors:(Constant), Codification Strategy, Personalization Strategy b. Dependent Variable: Program/Project Performance | | |

Source: SPSS Analysis.

Table (4.13) shows that Durbin-Watson statistics were 2.154 for financial sustainability, 2.067 for organization process/function, and 2.182 for program/project performance. This confirms that all the research variables for Durbin-Watson value indicative of the absence of autocorrelation since the suggested values are not less than 1.5 and not higher than 2.5 (Andy, F., 2000).

4.3.2.1.4 Test of Linearity

Hair et al. (2014) indicated that the linearity of the relationship between dependent and independent variables helps to assess the degree to which the dependent variable change is correlated with the independent variable, and

linearity can be easily analyzed by residual plots. P-P Plot explains that all points are close to the straight line.

Table 4. 14: Cook's Distance Statistics

| | Minimum | Maximum |
|---|---------|---------|
| Cook's Distance | 0.000 | 0.100 |
| Dependent Variable: Financial Sustainability | | |
| Cook's Distance | 0.000 | 0.158 |
| Dependent Variable: Organization Process/Function | | |
| Cook's Distance | 0.000 | 0.075 |
| Dependent Variable: Program/Project Performance | | |

Additionally, and according to the table (4.14), the inspection of Cook's Distance indicated that there are no potential outliers problems since the influence scores are lesser than 1.00 (Tabachnick & Fidell, 2013). Thus, based on the results via the PP Plot and Cook's Distance showed that it is linearly related.

4.3.2.2 Test of Hypotheses

According to Hair et al. (2014), multiple regression analysis is a general statistical method used to evaluate the relationship between a single variable dependent and several independent variables (Hair et al., 2014). The use of regression analysis to assess whether there were any predictive relationships between dependent and independent variables is therefore considered necessary. This study tested its six hypotheses using regression analysis. In this analysis, the independent variables were knowledge management strategy namely "codification strategy, personalization strategy". And the dependent variable was NGO's performance which is "financial sustainability, organization process/function, program/project performance". Hence, multiple regression analysis is done to examine H1 and H2 acceptance/rejection. As presented and discussed below.

4.3.2.2.1 Testing the 'Relationship between Knowledge Management Strategies and Financial Sustainability'

Table 4. 15: Multiple Regression between Knowledge Management Strategies and Financial Sustainability

| Model Summary ^a | | | | | |
|----------------------------|--------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | 0.484 ^b | 0.234 | 0.227 | 0.288 | |

| ANOVA ^a Statistics | | | | | |
|-------------------------------|----------------|-----|-------------|-------|--------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 5.69 | 2 | 2.85 | 34.39 | 0.000 ^b |
| Residual | 18.62 | 225 | 0.08 | | |

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|--------------------------------|---------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients Beta | T-Value | Sig. |
| | B | Std. Error | | | |
| (Constant) | 3.279 | 0.143 | | 22.912 | 0.000 |
| Codification Strategy | 0.055 | 0.041 | 0.101 | 1.349 | 0.179 |
| Personalization Strategy | 0.221 | 0.040 | 0.413 | 5.496 | 0.000 |

a. Dependent Variable: **Financial Sustainability** (Fundraising Efficiency, Financial Transparency, Programs Financial Efficiency).

b. Predictors: (Constant), Codification Strategy, Personalization Strategy.

** Significant at the 0.01 level, * Significant at the 0.05 level.

Source: SPSS Analysis.

Table (4.15) shows the results of the study of multiple regression between knowledge management strategies "codification strategy, personalization strategy" entered simultaneously, and financial sustainability. Based on the results, the model has an R-square (The square of multiple r). R-square (R²) tells us how the change in the dependent variable can be clarified by changing the independent variables contains and this is operated by measuring the percentage of construct variation (Sekaran & Bougie, 2016). In this analysis, R square equals 0.234 implying that 23.4% of the two variables "codification strategy, personalization strategy" describe differences in financial sustainability.

Also from the findings, the F-statistic of the model equals to (34.39) with a P-value=0.000 (< 0.05), The ANOVA finding revealed that the overall model, including two main predictors -codification strategy and personalization

strategy- is a significant financial sustainability indicator (one of NGO's performance indicator).

Table (4.15) is a model match that sets out how the data suits the model equation. In this analysis, the regression equation was based on two sets of variables, namely dependent variables, and independent variables. In this analysis, the basic purpose of using the regression equation is to make the study more effective for describing, interpreting and predicting the variables. The regression coefficient is the amount of change in the dependent variable for a one-unit increase in the independent variable (Hair et al., 2014).

Our multiple linear regression model (Equation) is specified as:

$$Y = BO + B_1(X_1) + B_2(X_2)$$

The measurement value of the dependent variable is y (financial sustainability).

BO = Constant term (coefficient of intercept).

B₁, B₂, Is the coefficient of the independent variables (regression coefficient).

X₁ = The measured value of the codification strategy.

X₂ = The measured value of personalization strategy.

The established model for the analysis was:

$$Y = 3.279 + 0.055 X_1 + 0.221 X_2$$

The findings show that a unit increase in the codification strategy would result in an increase of 0.055 in financial sustainability scores and a unit increase in personalization strategy scores would result in an increase of 0.221 in financial sustainability scores. In comparison, the standardized coefficient (Beta) makes it possible to determine the practical significance of the relative predictive power of the dependent variable (Hair et al., 2014). So according to the coefficients table. The in-depth analysis showed that the personalization strategy was the strongest predictor ($\beta=0.413$, $t=5.496$, $P=0.000$) in comparison with the codification strategy ($\beta=0.101$, $t=1.349$, $P=0.179$). Also, these results show that the personalization strategy variable is statistically significant because P-value is < 0.05 , but the codification strategy variable is not statistically significant because P-value is > 0.05 . Hence we exclude it from the model.

In general, the results of the multiple regression analysis of the knowledge management strategies "codification strategy, personalization strategy" on financial sustainability. Showed that the codification strategy is not significantly related to financial sustainability, thus, H1a is not supported, and so, the researcher rejected this hypothesis. But personalization strategy is significantly related to financial sustainability, thus, H2a is supported.

4.3.2.2.2 Testing the Relationship between Knowledge Management Strategies and Organization Process/Function

Table 4. 16: Multiple Regression between Knowledge Management Strategies and Organization Process/Function

| Model Summary ^a | | | | | |
|----------------------------|--------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 2 | 0.573 ^b | 0.329 | 0.323 | 0.320 | |

| ANOVA ^a Statistics | | | | | |
|-------------------------------|----------------|-----|-------------|-------|--------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 11.26 | 2 | 5.60 | 55.09 | 0.000 ^b |
| Residual | 23.00 | 225 | 0.10 | | |

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|--------------------------------|---------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients Beta | T-Value | Sig. |
| | B | Std. Error | | | |
| (Constant) | 2.709 | 0.159 | | 17.032 | 0.000 |
| Codification Strategy | 0.113 | 0.046 | 0.175 | 2.479 | 0.014 |
| Personalization Strategy | 0.283 | 0.045 | 0.447 | 6.348 | 0.000 |

a. Dependent Variable: **Organization Process/Function** (Human Resources, Organizational Culture).
b. Predictors: (Constant), Codification Strategy, Personalization Strategy.

** Significant at the 0.01 level, * Significant at the 0.05 level.
Source: SPSS Analysis.

Table (4.16) displays the multiple regression analysis results between "knowledge management strategies" codification strategy, personalization strategy" entered simultaneously, and organization process/function. Based on the results, R square equals 0.329 implying that 32.9% of the variations an organization process/function are explained by the two variables "codification strategy, personalization strategy".

Also from the findings, The F-statistic of the model equals to (55.09) with a P-value=0.000 (< 0.05), The result of ANOVA showed that the overall pattern, including two main predictors—codification strategy and personalization strategy – is a significant predictor of the organization process/function (one of NGO's performance indicator).

Table (4.16) is a model function that sets out how the data fits the model equation. The model for the study was developed:

$$Y = 2.709 + 0.113X_1 + 0.283X_2$$

The findings show that a unit increase in the 'codification strategy' should result in an increase in the scores of 0.113 organization process/function and a unit increase in the scores of personalization strategy would lead to a 0.283 increase in the scores of organization process/function. According to the coefficients table. The in-depth analysis showed that the personalization strategy was the strongest predictor ($\beta=0.447$, $t=6.348$, $P=0.000$) in comparison to the codification strategy ($\beta=0.175$, $t=2.479$, $P=0.014$). Also, these results show that both variables "codification strategy, personalization strategy" are statistically significant because P-value is < 0.05.

In general, the results of the multiple regression analysis of the knowledge management strategies "codification strategy, personalization strategy" on organization process/function. Showed that both are positively and significantly related to organization process/function, therefore, H1b and H2b are supported.

4.3.2.2.3 Testing the 'Relationship between Knowledge Management Strategies and Program/Project Performance'

Table 4. 17: Multiple Regression between Knowledge Management Strategies and Program/Project Performance

| Model Summary ^a | | | | |
|----------------------------|--------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 3 | 0.597 ^b | 0.356 | 0.351 | 0.300 |

| ANOVA ^a Statistics | | | | | |
|-------------------------------|----------------|-----|-------------|-------|--------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 11.23 | 2 | 5.62 | 62.27 | 0.000 ^b |
| Residual | 20.29 | 225 | 0.09 | | |

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|--------------------------------|---------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients Beta | T-Value | Sig. |
| | B | Std. Error | | | |
| (Constant) | 2.755 | 0.149 | | 18.438 | 0.000 |
| Codification Strategy | 0.101 | 0.043 | 0.163 | 2.370 | 0.019 |
| Personalization Strategy | 0.292 | 0.042 | 0.480 | 6.962 | 0.000 |

a. Dependent Variable: **Program/Project Performance** (Programs Outcomes, Programs Non-Financial Efficiency, Programs Impact, Partnership, Quality).
b. Predictors: (Constant), Codification Strategy, Personalization Strategy.

** Significant at the 0.01 level, * Significant at the 0.05 level.
Source: SPSS Analysis.

Table (4.17) displays the multiple regression analysis findings between knowledge management strategies " codification strategy, personalization strategy" entered simultaneously, and program/project performance. Based on the results, R square equals 0.356 implying that 35.6% of the variations in program/project performance are explained by the two variables "codification strategy, personalization strategy".

Also from the findings, the F-statistic of the model equals to (62.27) with a P-value=0.000 (< 0.05), The ANOVA finding revealed that the overall model, including two main predictors–codification strategy and personalization strategy – is an effective program/project output predictor (one of the NGO's performance indicator).

Table (4.17) is a model fit that establishes how the model equation fits the data. The established model for the study was:

$$Y = 2.755 + 0.101 X_1 + 0.292 X_2$$

The findings show that the unit rise in the codification strategy would result in an increase of 0.101 in program/project performance scores and a unit increase in personalization strategy scores would result in an increase of 0.292 in program/project performance scores. According to the coefficients table. The in-depth analysis showed that the personalization strategy was the strongest predictor ($\beta=0.480$, $t=6.962$, $P=0.000$) in comparison to the codification strategy ($\beta=0.163$, $t=2.370$, $P=0.019$). Also, these results show

that both variables "codification strategy, personalization strategy" are statistically significant because P-value is < 0.05 .

In general, the results of the multiple regression analysis of the knowledge management strategies "codification strategy, personalization strategy" on program/project performance. Showed that both are positively and significantly related to program/project performance, therefore, H1c and H2c are supported.

4.3.3 Summary of Hypothesis Testing Results

Table 4. 18: Summary of Hypothesis Testing Results

| Hypothesis No. | Hypothesis | Results | Relation |
|----------------|--|-----------------------------|----------------------|
| H1 | There is a positive relationship between codification strategy in KM and NGO's performance. | Supported Except H1a | Direct Effect |
| H1a | The usage of a codification strategy in KM is positively correlated with financial sustainability. | Not Supported | - |
| H1b | The usage of a codification strategy in KM is positively correlated with the organization process/function. | Supported | Direct Effect |
| H1c | The usage of a codification strategy in KM is positively correlated with program/project performance. | Supported | Direct Effect |
| H2 | There is a positive relationship between personalization strategy in KM and NGO's performance. | Supported | Direct Effect |
| H2a | The usage of a personalization strategy in KM is positively correlated with financial sustainability. | Supported | Direct Effect |
| H2b | The usage of a personalization strategy in KM is positively correlated with the organization process/function. | Supported | Direct Effect |
| H2c | The usage of a personalization strategy in KM is positively correlated with program/project performance. | Supported | Direct Effect |

In the previous parts, the correlation analysis revealed the correlations between the knowledge management strategies and the NGO's performance indicators are significant at 0.01 level. Moreover, the multiple regression analysis showed that both knowledge management strategies reflect a statistically significant positive association with all NGO indicators performance in this study except the hypothesis of the impact of the codification strategy on financial sustainability was dropped. Thus, H1b, H1c, H2a, H2b, and H2c were supported whereas H1a is not supported, as demonstrated in the table summary of the findings of the hypothesis check (4.18). Specifically, the findings showed were personalization strategy is more significant in comparison with the codification strategy in all indicators of the NGOs' performance. Where personalization strategy positively affects

program/project performance the most. Then, the organization process/function the second. While financial sustainability the third. Whereas the codification strategy positively affects organization process/function the fourth. And was the latest effect, the codification strategy positively affects program/project performance. While the codification strategy does not affect financial sustainability. So the researcher rejected this hypothesis.

The findings of the multiple regression study generally suggested that knowledge management strategies (collectively) have an important and positive effect on the performance indicators of selected NGOs in Palestine, while the codification strategy does not affect financial sustainability. So the researcher rejected this hypothesis. Hence, these results achieve the main purpose of this study is to examine the role of knowledge management strategies in an impact on NGOs ' performance.

CHAPTER 5

DISCUSSION AND CONCLUSIONS

This chapter concludes the study and presents the discussion of the findings, the contribution of the research, the researcher also discusses the shortcomings found in the conduct of this analysis, offers recommendations for further field research and concludes the chapter with the results for this report.

5.1 Discussion of the findings

After reviewing the literature of knowledge management strategies in the NGOs context up today, we can clearly state that this research is first of its kind and has not been conducted in a previous master or PhD level in Palestine. The key goal of this research was to examine the role of knowledge management strategies in the improvement of NGOs` performance. The study model is based on the codification strategy theory and the personalization strategy theory. And also contained financial sustainability, organization process/function, program/project performance as NGOs' performance. These relationships are new areas of the body of knowledge within the NGOs context theoretically. Through testing the research hypotheses, the purpose has been fulfilled. In the remainder of this section, the important consequences of the research results are discussed:

Table 5. 1: Multiple Regression Analysis Results

| Model | Dependent Variable | Independent Variable | ANOVA Table (Significance of F) | Adjusted R Square | Coefficients (Significance of P) | Standardized Coefficients (Beta) |
|---------|----------------------------------|--|------------------------------------|-------------------|--|--|
| Model 1 | Financial Sustainability | Codification Strategy, Personalization Strategy | 0.000 | 0.227 | Codification Strategy (0.179) Personalization Strategy (0.000) | Codification Strategy (0.101) Personalization Strategy (0.413) |
| Model 2 | Organization Process/Function | Codification Strategy, Personalization Strategy | 0.000 | 0.323 | Codification Strategy (0.014) Personalization Strategy (0.000) | Codification Strategy (0.175) Personalization Strategy (0.447) |
| Model 3 | Program/Project Performance | Codification Strategy, Personalization Strategy | 0.000 | 0.351 | Codification Strategy (0.019) Personalization Strategy (0.000) | Codification Strategy (0.163) Personalization Strategy (0.480) |

Surprisingly, there are very few studies that concern the strategies of KM and KM and their effect on the performance of the NGOs. This study, therefore, seeks to narrow the gap in the literature, especially in developing countries. As mentioned earlier, the results of the multiple regression analysis showed that the personalization strategy is more significant in comparison with the codification strategy in all indicators of the NGOs ' performance. In comparison to previous studies in the research domain, some studies mention that the performance effect of each KM strategies (codification and personalization) may vary (Storey & Kahn, 2010; Keskin, 2005; Maroofi et al., 2013). It also indicates Hansen et al. (1999) that 80% of the knowledge sharing should follow one strategy and using the second (20%) strategy to help the first. But lately, some researches were also done to emphasize the equivalence between codification and personalization in strategic 'knowledge management', as the

exclusive emphasis on codification or personalization contributes to sporadic and uncoordinated efforts (binti Din et al., 2012; Venkitachalam & Willmott, 2017). But the equivalence ensures strategies ' efficacy and increases the organization's efficiency (Tseng, 2010).

As well, in the table (5.1) model 1, the results showed that the codification strategy is not significantly related to financial sustainability. As noted that the respondents indicated there was uncertainty as to whether donors were responding to funding proposals, one possible reason is that the research population consists of the local and international NGOs, the researcher found out that most of the points in the questionnaire are strictly implemented in international NGOs is more than local NGOs, especially with regards to financial sustainability in terms of fundraising efficiency. And this is also what one of the respondents indicated, saying "Please note that as international NGOs most of the points in your questionnaire refer to policies at my organization, and are strictly implemented. But, local NGOs, which are your target, should show a clear gap". While the results indicate the personalization strategy is significantly related to financial sustainability. In this regard, it is found that to boost their financial performance, NGOs will benefit from implementing the personalization strategy, they will have better financial results when it comes to raising funds, allowing efficient and effective use of these funds, using this strategy which focuses on conversations, sharing of tacit knowledge between individuals, and creates new knowledge. In comparison to previous studies mentioned in this paper, the researchers pointed out that, in regard to the financial performance, there are results that show KM and KM strategies influence the financial performance of the studied organizations. Maroofi et al. (2013) observed that these codification and personalization have a greater impact on financial performance, followed by the performance of procedures and internal performance. Abuaddous et al. (2018) found the KM, including knowledge process and technology capabilities, has a positive impact on organizational performance (financial performance, new market success, customer service, market share) directly or indirectly. Indirectly through financial performance.

In table (5.1) model 2, the results emphasize that the implementation of the codification strategy & personalization strategy will positively affect the organization's process/function, which is one of NGO's performance indicators, in terms of human resources, organizational culture. The findings are convergent consistent with a study it has convergent results, Muliro (2017) showed that culture, people and structure related factors of strategic knowledge management were critical areas in regards to organizational performance and productivity. Regarding human resources, the respondents indicated their organization's members not only have information but can also make suggestions about other colleagues' tasks. In this regard, the study found that employees have an understanding of not only their individual responsibilities but also the tasks of other colleagues. Finally, it was clear that the organization's members do not necessarily concentrate on their areas of expertise but have a wide range of knowledge. These results agree with similar findings in the literature, Pandey & Dutta (2013); Collins & Clark(2003); and Olimpia (2014), research indicates that the practices develop of individuals' abilities increase the organization's performance, facilitating the creation and flow of knowledge capable of generating innovation. Where firms need to exploit the intellectual assets and capacity within their workers. Also, Olimpia (2014) indicated that the main features of knowledge management in NGOs, in addition to proper human resources practices, are a concern to strengthen their organizational culture, volunteering-based activities, and organizational learning process.

In addition, the finding of regression analyses in table (5.1) model 3, indicated that both knowledge management strategies "codification strategy, personalization strategy" is positively and significantly related to program/project effectiveness of programs, non-financial performance, the influence of the programs, cooperation, and quality. Also, it should be noted here that based on the results the program/project performance with personalization strategy was the strongest predictor. The nature of NGOs' working environment forces these organizations to review and develop their strategic and performance, hence, should consider the role of knowledge management strategies in terms of effectiveness, efficiency, effects,

partnership, and quality leads to better program performance to meet the NGO's beneficiary needs and the requirement of NGO's donors & stakeholders. The study findings are consistent with Olimpia (2014), where he argued the motivations to use of knowledge management strategies in NGOs that NGO donors and stakeholders' requirements include advanced electronic systems to demonstrate how they perform their operations and to monitor and document on the progress of programs, operations and expenditures finance. Also, the beneficiaries of non-governmental organizations are demanding services that meet their needs and of high quality, thus forcing organizations to communicate quickly and with personalized interaction with their beneficiaries online. According to the discussions of the previous studies mentioned for this paper, there are convergent results that show KM and KM strategy influences the performance of the studied organizations. Tarekegn (2017) study showed a relationship between KM components (organizational knowledge practices, organizational culture, and information technology) and organizational performance in NGOs. as well as, Gholami et al. (2013) demonstrated that KM practices positively and significantly influenced their organizational performance.

Thus, implementation of knowledge management strategies "codification strategy, personalization strategy" is crucial since found that NGO's performance has a significant positive effect, whereas the role of codification strategy in impact on financial sustainability was dropped from the model due to non-significance.

5.2 Contribution to the research

These days, although has been an expansion, the research gap remains high in the field of knowledge management strategy, as a knowledge management strategy continues to be a growing topic and therefore needs more study and analysis. The present study attempted to investigate the impact of the KM strategies on the performance of NGOs in Palestine, trying to fill the gaps in the literature of NGO's research concerning the KM Strategies-performance link, in particular in NGO's in Palestine. Where we can clearly state that this

research is first of its kind and has not been conducted in a previous master or Ph.D. level in Palestine.

It is also important to remember that this research attempts to enrich the literature and contribute to the body of knowledge-related studies, especially in developing countries by enriching the topic with new results that can be added cumulatively to the findings from the previous studies, and these relationships are new areas of the body of knowledge within the NGO context theoretically.

The research highlights management issues related to the effect of knowledge management strategy on NGOs' performance, previous researches on NGOs mostly adopts a sociological, psychological, ethical, and economic approach while and there are very few studies in the management sector.

The researchers believe that this study includes results that are valuable to managers of NGOs because this study has shed some light on NGOs' performance indicators and how to measures and improve.

5.3 Conclusion

In conclusion, the nature of the working environment of NGOs forces these organizations to assess and improve their performance and strategies. and to address challenges, organizations have to develop management methods, and convert information into knowledge and then requires adequate methods to manage organizational knowledge then selecting knowledge management strategies that are related to the company's objectives and its strategies that help to decision making. This study shed some light on how to enhance the improve of NGOs performance by implementing strategies for knowledge management namely (codification strategy, personalization strategy), Whereby the top management will make use of indicators was suggested in this study, which includes (financial sustainability, organization process/function, program/project performance), As a method for evaluating the effects of the application of these strategies.

The research results, using correlation and regression analysis, proved that knowledge management strategies (collaboratively) have a significant and positive impact on selected NGOs' performance indicators in Palestine. Where program/project performance with personalization strategy was the strongest predictor. As well, the results showed that the codification strategy is not significantly related to financial sustainability, which is one of NGO's performance indicators, so the researcher rejected this hypothesis.

The study concludes, based on the above results, that NGOs in Palestine can benefit from the implementation of knowledge management strategies include "codification strategy, personalization strategy" for enhancing and improving their performance. While the codification strategy does not affect financial sustainability.

5.4 Implications for Managerial Practices

The findings of this study have important implications for managerial practice that can be drawn for the purpose of enhancing knowledge management strategies in NGOs and other organizations in Palestine.

Implementation of the codification strategy was found to positively influence NGOs performance in Palestine. Therefore, the management of NGOs should enhance all activities relating to the codification strategy which focuses on collecting knowledge, storing it into databases, and provide the available knowledge in an explicit and codified form. Activities that mirrored this: Writing down and documenting the insights that are gained during work, and its flow should be enhanced in order to facilitate the transmission of tacit knowledge. Capturing in writing/audio/video the experiences narrated by employees. Recording important data, drawings, and happenings for future use. Dedicating a team of employees for archiving drawings, reports, and such valuable information. Running a storage facility such as an online repository to store project-related knowledge.

Moreover, implementation of the personalization strategy was also found to positively influence NGOs performance in Palestine. Managers of NGOs

should consider enhancing practices associated with using this strategy which focuses on conversations, sharing of tacit knowledge between individuals, and creates new knowledge, some activities that reflected this: Reviewing beneficiaries' feedback in team meetings to use as an experience from which to learn. Holding routine review meetings to discuss work progress and generate new ideas. Sharing (by an employee) his learning and experiences with others after returning from an official trip. Allowing members of the organization to enter different groups in order to share existing knowledge and create new knowledge, such as communities of practice, learning, and technology groups. Making available a "Person's Guide" to identify employees with given expertise to exploit the intellectual assets and capacity within their workers.

Management of NGOs should enhance collaboration among organizational members in the development and use of new knowledge and ideas as well as promote all practices that foster the utilization of knowledge with respect to NGOs performance.

In this regard, it is found that NGOs will have better performance using both KM strategies: codification strategy, personalization strategy in terms of financial and non-financial performances. It will have better performance from the financial aspect in terms of generating funds, utilizing these funds and financial resources efficiently and effectively to achieve the required or the planned outputs. And these practices also lead to developing individuals' abilities and better program performance to meet the NGO's beneficiary needs and the requirement of NGO's donors & stakeholders.

5.5 Limitations, Delimitations and Future Research

5.5.1 The scope of the study

Scientific research methodology requires setting limits to the subject of study, which is as follow:

Human Limits: They include the managers of NGOs in Palestine or their representatives.

Spatial Limits: They include the active local and international NGOs working in different areas and representing different sectors in the Palestinian territories.

Temporal Limits: They include the temporal period in which the study was applied during 2019.

5.5.2 Determinants of the study

The study here outlines some of the difficulties and obstacles as follows:

The primary focus of the study is on the Palestinian territories with all their constraints, where the situation is not stable as a result of Israeli occupation and political interference.

The research is limited to NGOs in Palestine. Therefore, the study results can not be generalized further, as result differences of the cultural, religious and customary..etc

The researcher faced some difficulties in distributing the questionnaire due to the sensitivity and confidentiality of NGOs, in addition to a busy workload. Wherefore, some NGOs target respondents were provided a letter official by my university to help me fill out the questionnaire at the request of some NGO`. Still, the contacted NGOs target respondents agreed to participate in a survey questionnaire.

5.5.3 Future Research

Future research should focus on validating the findings and conclusion of this study by undertaking replicative researches in other organizations in Palestine. in addition, conducting more researches for the same study in other countries & environments, especially in developed countries with great technological development to compare intellectual, cultural perspective, and differences between companies and other countries.

The researcher recommends conducting more studies and researches in knowledge management or knowledge management strategy as these topics are still a growing subject and thus require further research and investigations, trying to fill the gaps in the literature, especially of NGO's research.

It recommends more empirical studies and feedback from NGO`s donors & stakeholders, and beneficiaries for improvement.

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APPENDIX

APPENDIX A: QUESTIONNAIRE IN ENGLISH

The role of knowledge management strategies in enhancing NGO`s performance

The case study of Palestine

Survey Questionnaire to be filled by the managers of NGOs in Palestine or their representatives.

Dear Respondent,

The objective of this questionnaire is to investigate the role of knowledge management strategies namely codification strategy and personalization strategy and their impact on NGO`s performance which includes (financial sustainability, organization process/function, program/project performance). This research project is undertaken as part of the requirements of the master degree, which is undertaken through the University of Near East, innovation & knowledge management Department. All the information you will provide will be confidential and it will be used just for scientific research. Please indicate your level of agreement with the statements given below with five scales. I would like to thank you very much in advance for your cooperation and I hope that will serve the scientific research and will help in developing your NGO.

INSTRUCTION: Please tick (✓) the appropriate box or provide written answer where space is provided.

SECTION A: Demographic Profile

| About your organization | |
|-------------------------|--|
| 1. | NGO Name: |
| 2. | The year of foundation () |
| 3. | Number of employees at the organization: <input type="checkbox"/> 10 or less <input type="checkbox"/> 11-20 <input type="checkbox"/> over 20 |
| About you | |
| 4. | Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female |
| 5. | Age: <input type="checkbox"/> 25 years or less <input type="checkbox"/> 26-35years <input type="checkbox"/> 36-45years <input type="checkbox"/> above 45 years |
| 6. | Highest educational qualification: <input type="checkbox"/> Secondary school <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> Doctorate |
| 7. | Please indicate your job title within the NGO? <input type="checkbox"/> Top Management <input type="checkbox"/> Team Management <input type="checkbox"/> Middle Management <input type="checkbox"/> Supervisor <input type="checkbox"/> Other |
| 8. | Please Indicate which range your total of year experience falls into? <input type="checkbox"/> 5 years and below <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-20 years <input type="checkbox"/> more than 20 years |

SECTIONB: Knowledge Management Strategies

Listed below are various practices. Please indicate for each item, to what extent each practice is actually followed in the department. Use a scale of 1-5 where:

| Never | Rarely | Sometimes | Often | Very often |
|-------|--------|-----------|-------|------------|
| 1 | 2 | 3 | 4 | 5 |

Tick ✓ where appropriate

| Codification strategy | | Never | Rarely | Sometimes | Often | Very often |
|---------------------------------|--|-------|--------|-----------|-------|------------|
| 1. | Writing down and documenting the insights that are gained during work. | | | | | |
| 2. | Capturing in writing/audio/video the experiences narrated by employees. | | | | | |
| 3. | Recording important data, drawings, and happenings for future use. | | | | | |
| 4. | Dedicating a team of people for archiving drawings, reports, and such useful information. | | | | | |
| 5. | Running a storage facility such as an online repository to store project related knowledge. | | | | | |
| Personalization strategy | | Never | Rarely | Sometimes | Often | Very often |
| 1. | Reviewing beneficiaries' feedback in team/group meetings as a learning exercise. | | | | | |
| 2. | Holding routine review meetings to discuss work progress and generate new ideas. | | | | | |
| 3. | Sharing (by an employee) his learning and experiences with all others after returning from an official trip. | | | | | |
| 4. | Forming small groups (or communities) of employees to discuss knowledge and ideas around a particular theme. | | | | | |
| 5. | Making available a "people directory" to locate employees with a given expertise. | | | | | |

SECTION C: The performance of NGOs

Please indicate for each item, to what extent to which you agree with each statement. Use a scale of 1-5 where:

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------|-----------------|----------------|--------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

Tick ✓ where appropriate

| Financial Sustainability | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------------------|--|-------------------|----------|---------|-------|----------------|
| 1. | Fundraising Efficiency | | | | | |
| | The organization writes effective funding proposals. | | | | | |
| | The organization uses available funds to generate more funds. | | | | | |
| | The organization achieves high response rate from donors to funding proposals. | | | | | |
| 4. | The organization minimizes its fundraising costs as much as possible. | | | | | |
| 5. | Financial Transparency | | | | | |
| | The organization commits to the international standards of accounting and financial reporting. | | | | | |
| | The organization ensures accurate and up to date financial records. | | | | | |
| 7. | The organization declares annual financial reports audited by public qualified accountants. | | | | | |
| 8. | The organization ensures correct, timely preparation and submission of the financial reports to the concerned donors. | | | | | |
| 9. | Programs Financial Efficiency | | | | | |
| | The programs of the organization are financially resourced in an adequate manner to enable the achievement of the desired outputs. | | | | | |
| 10. | The organization monitors the budget statements of the projects and programs to ensure that the expenditures are in line with budgets. | | | | | |
| Organization Process/Function | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1. | Human Resources | | | | | |

| | | | | | | |
|------------------------------------|---|-------------------|----------|---------|-------|----------------|
| | The organization's employees are conversant not only with their own tasks but also that of other colleagues. | | | | | |
| 2. | The organization's members not only have information but can also make suggestions about other colleagues' tasks. | | | | | |
| 3. | The organization's members can effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. | | | | | |
| 4. | The organization's members are specialists in their own field of expertise. | | | | | |
| 5. | The organization's members can perform their own tasks effectively without regard to environmental changes. | | | | | |
| 6. | Organizational Culture The workers understand the connection of knowledge with the success of the organization. | | | | | |
| 7. | The high level of contribution is expected in recording, use and transfer of knowledge. | | | | | |
| 8. | The organization vision is clearly understood. | | | | | |
| 9. | The organizational objectives are clearly understood. | | | | | |
| 10. | The leadership has emphasized the impact of knowledge in the success of the organization. | | | | | |
| Program/Project Performance | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1. | Programs Outcomes (Effectiveness) Programs are effectively achieved in contributing to the development of targeted beneficiaries. | | | | | |
| 2. | The organization's programs are effective in addressing crosscutting issues. | | | | | |
| 3. | The organization's programs are effective in achieving beneficiaries' satisfaction. | | | | | |
| 4. | The organization's programs are effective in contributing to volunteers' development. | | | | | |
| 5. | Programs Non-Financial Efficiency The organization uses proper activities to transform non-financial resources of the programs into outputs. | | | | | |
| 6. | The organization recruits staff with the right skills, experience to achieve the planned outputs of programs. | | | | | |
| 7. | The organization commits to time schedule to achieve the programs outputs. | | | | | |
| 8. | The organization's programs provide a number of products/services as planned. | | | | | |
| 9. | Programs Impact The organization's programs contribute to achieving the overall objective of your organization. | | | | | |
| 10. | The organization's programs are effective in causing direct effects on the community. | | | | | |
| 11. | The organization's programs are effective in causing indirect effects on the community. | | | | | |
| 12. | The organization's programs are effective in creating a long term effect or at social, economic, technological level as resulted from the programs. | | | | | |
| 13. | Partnership The organization considers collaborative partnership in its operations. | | | | | |
| 14. | The organization attracts local partners for the organization's programs. | | | | | |
| 15. | The organization attracts international partners for the organization's programs. | | | | | |
| 16. | The organization attracts private sector partners for the organization's programs. | | | | | |
| 17. | Quality | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| | The organization commits to quality systems and standards in programs delivery. | | | | | |
| 18. | The organization provides innovative services and projects. | | | | | |
| 19. | The organization's stakeholders are satisfied due to the organization's programs. | | | | | |
| 20. | The organizations have strong relationships with the community. | | | | | |

Thank you for your co-operation

APPENDIX B: QUESTIONNAIRE IN ARABIC

إستبانة الدراسة

يهدف الباحث إلى القيام بدراسة بعنوان:
" دور استراتيجيات إدارة المعرفة في تعزيز أداء المنظمات غير الحكومية
دراسة حالة _ فلسطين "

السادة/ مديري المنظمات غير الحكومية _ فلسطين المحترمين ،،،
تهدف هذه الإستبانة إلى استكشاف دور استراتيجيات إدارة المعرفة (إستراتيجية التدوين وإستراتيجية
التخصيص) في التأثير على أداء المنظمات غير الحكومية والتي تشمل (الإستدامة المالية ، عمليات المنظمة
، أداء البرنامج / المشروع). يتم تنفيذ هذا المشروع البحثي كجزء من متطلبات الحصول على درجة الماجستير
في إدارة المعرفة والإبتكار من جامعة الشرق الأدنى في قبرص التركية. نأمل من سيادتكم التكرم بالإجابة
على أسئلة الإستبانة، بوضع علامة (√) في المربع المناسب أو تقديم إجابة مكتوبة عند توفر المساحة،
لتوضيح مستوى موافقتك أو عدم موافقتك على البيانات الواردة أدناه بإستخدام مقياس ليكرت الذي يتكون من
خمس درجات. مع العلم بأن المعلومات التي ستقدمها ستكون سرية للغاية ولن تستخدم إلا لأغراض البحث
العلمي فقط.

شاكراً لكم تعاونكم، وتفضلوا بقبول فائق الإحترام والتقدير ،،،

الباحثة: أماني الننتشة

E-Mail:natshehamani@gmail.com

القسم (أ): معلومات ديموغرافية

| معلومات عن المؤسسة | |
|--------------------|---|
| 1. | إسم المؤسسة: |
| 2. | سنة التأسيس: () |
| 3. | عدد الموظفين في المؤسسة: <input type="checkbox"/> 10 فأقل <input type="checkbox"/> 11-20 <input type="checkbox"/> 21 فأكثر |
| معلومات شخصية | |
| 4. | الجنس: <input type="checkbox"/> ذكر <input type="checkbox"/> أنثى |
| 5. | العمر: <input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> 26-35 سنة <input type="checkbox"/> 36-45 سنة <input type="checkbox"/> 46 فأكثر |
| 6. | المؤهل العلمي: <input type="checkbox"/> توجيهي فأقل <input type="checkbox"/> دبلوم (كلية) <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه |

| | |
|----|---|
| 7. | المسمى الوظيفي: الإدارة العليا <input type="checkbox"/> مدير فريق <input type="checkbox"/> إدارة وسطى <input type="checkbox"/> مشرف قسم <input type="checkbox"/> أخرى <input type="checkbox"/> |
| 8. | عدد سنوات الخبرة: <input type="checkbox"/> 5 سنوات فأقل <input type="checkbox"/> 6-10 سنوات <input type="checkbox"/> 11-20 سنة <input type="checkbox"/> 21 فأكثر |

القسم (ب): إستراتيجيات إدارة المعرفة (Knowledge Management Strategies)

ضع علامة (✓) للإشارة إلى أي مدى يتم إتباع كل ممارسة بالفعل في القسم، بإستخدام مقياس ليكرت الذي يتكون من خمس درجات، تتدرج من (1-5) كما هو مبين فيما يلي:

| دائماً | غالباً | أحياناً | نادراً | أبداً (إطلاقاً) |
|--------|--------|---------|--------|-----------------|
| 5 | 4 | 3 | 2 | 1 |

| إستراتيجية التكوين Codification strategy | | دائماً | غالباً | أحياناً | نادراً | أبداً (إطلاقاً) |
|--|---|--------|--------|---------|--------|-----------------|
| 1. | تدوين وتوثيق الأفكار المكتسبة خلال العمل. | | | | | |
| 2. | يتم الاحتفاظ بالخبرات التي يرويها الموظفون عن طريق الكتابة/الصوت/الفيديو | | | | | |
| 3. | تسجيل البيانات والرسومات والأحداث المهمة للاستخدام في المستقبل. | | | | | |
| 4. | تكريس فريق لأرشفة الرسومات والتقارير والمعلومات المفيدة. | | | | | |
| 5. | تخصيص وحدة تخزين مثل قاعدة بيانات عبر الإنترنت لتخزين المعرفة المتعلقة بالمشروع. | | | | | |
| إستراتيجية التخصيص Personalization strategy | | دائماً | غالباً | أحياناً | نادراً | أبداً (إطلاقاً) |
| 1. | مراجعة آراء المستفيدين ضمن فريق أو اجتماعات لاستخدامها كتجربة يمكن التعلم منها | | | | | |
| 2. | عقد اجتماعات مراجعة روتينية لمناقشة سير العمل وتوليد أفكار جديدة. | | | | | |
| 3. | مشاركة الموظف لما تعلمه من خبرات مع الآخرين بعد عودته من رحلة رسمية. | | | | | |
| 4. | تشكيل مجموعات صغيرة (أو مجتمعات) من الموظفين لمناقشة المعرفة والأفكار حول موضوع معين. | | | | | |
| 5. | توفير "دليل الأشخاص" لتحديد الموظفين ذوي الخبرة. | | | | | |

القسم (ج): أداء المنظمات غير الحكومية

يرجى وضع علامة (✓) في العمود الذي يعبر عن درجة موافقتك على كل فقرة، بإستخدام مقياس ليكرت الذي يتكون من خمس درجات، تتدرج من (1-5) كما هو مبين فيما يلي:

| أوافق بشدة | أوافق | محايد | لا أوافق | لا أوافق بشدة |
|------------|-------|-------|----------|---------------|
| 5 | 4 | 3 | 2 | 1 |

| الإستدامة المالية | | أوافق بشدة | أوافق | محايد | لا أوافق | لا أوافق بشدة |
|-------------------|-----------------------------------|------------|-------|-------|----------|---------------|
| 1. | الكفاءة في الحصول على التمويل | | | | | |
| | تكتب المنظمة مقترحات تمويل فعالة. | | | | | |

| | | | | | |
|--------------------------------|--|-------|-------|---------------|---------------|
| 2. | تستخدم المنظمة التمويل الحالي للحصول على مصادر تمويل أخرى. | | | | |
| 3. | تستجيب الجهات المانحة لمقترحات التمويل بشكل فعال | | | | |
| 4. | تقلل المنظمة من التكاليف المتعلقة بالتمويل قدر الامكان | | | | |
| | الشفافية المالية | | | | |
| 5. | تلتزم المنظمة بالمعايير الدولية للمحاسبة والتقارير المالية. | | | | |
| 6. | يتوفر في المنظمة سجلات مالية دقيقة ومحدثة. | | | | |
| 7. | تعلن المنظمة عن التقارير المالية السنوية المدققة من قبل المحاسبين العامين والمؤهلين. | | | | |
| 8. | تضمن المنظمة إعداد التقارير المالية بشكل صحيح وفي الوقت المناسب وتقديمها إلى الجهات المانحة المعنية. | | | | |
| | الكفاءة في استخدام الموارد المالية للبرنامج | | | | |
| 9. | يتم تمويل برامج المنظمة بشكل كافٍ ليضمن تحقيق المخرجات المرجوة. | | | | |
| 10. | تراقب المنظمة التقارير المتعلقة بميزانية المشاريع والبرامج للتأكد من أن النفقات تتناسب مع الميزانيات. | | | | |
| عمليات المنظمة | | | | | |
| | أوافق بشدة | أوافق | محايد | لا أوافق بشدة | لا أوافق بشدة |
| | | | | | |
| | | | | | |
| 1. | الموارد البشرية | | | | |
| | موظفو المنظمة ملهمين ليس فقط بمهامهم الخاصة ولكن أيضًا بمهام الزملاء الآخرين. | | | | |
| 2. | ليس لدى أعضاء المنظمة معلومات فحسب ، بل يمكنهم أيضًا تقديم اقتراحات حول مهام الزملاء الآخرين. | | | | |
| 3. | يمكن لأعضاء المنظمة التواصل بشكل فعال ليس فقط داخل القسم الخاص بهم ولكن أيضًا مع أعضاء الأقسام الأخرى في المجالات التي تقع ضمن نطاق مسؤولياتهم | | | | |
| 4. | أعضاء المنظمة متخصصون في مجال خبرتهم. | | | | |
| 5. | يمكن لأعضاء المنظمة أداء مهامهم بفعالية دون النظر إلى التغييرات المحيطة بهم. | | | | |
| | ثقافة المؤسسة | | | | |
| 6. | العاملون على دراية بأهمية المعرفة لنجاح المؤسسة. | | | | |
| 7. | يتوقع من الموظفين التعاون التام فيما بينهم للمساهمة في تسجيل واستخدام ونقل المعرفة. | | | | |
| 8. | رؤية المنظمة مفهومة بشكل تام. | | | | |
| 9. | الأهداف التنظيمية مفهومة بشكل تام. | | | | |
| 10. | تؤكد قيادة المؤسسة على أهمية المعرفة في نجاح المنظمة. | | | | |
| أداء البرنامج / المشروع | | | | | |
| | أوافق بشدة | أوافق | محايد | لا أوافق بشدة | لا أوافق بشدة |
| 1. | نتائج البرامج (الفعالية) | | | | |

| | | | | | |
|-----|--|--|--|--|--|
| | | | | | يتم تحقيق البرامج بشكل فعال، في المساهمة في تطوير المستفيدين المستهدفين. |
| 2. | | | | | برامج المنظمة فعالة في معالجة القضايا الشاملة. |
| 3. | | | | | برامج المنظمة فعالة في تحقيق رضا المستفيدين. |
| 4. | | | | | برامج المنظمة فعالة في المساهمة في تنمية المتطوعين. |
| 5. | | | | | الكفاءة في استخدام الموارد غير المالية للبرنامج تستخدم المنظمة الأنشطة المناسبة لتحويل الموارد غير المالية للبرامج إلى مخرجات. |
| 6. | | | | | تقوم المنظمة بتوظيف الموظفين ذوي المهارات والخبرات المناسبة لتحقيق المخرجات المخططة للبرنامج. |
| 7. | | | | | تلتزم المنظمة بجدول زمني (خطة عمل) لتحقيق مخرجات البرامج. |
| 8. | | | | | توفر برامج المنظمة عددًا من المنتجات/الخدمات كما هو مخطط لها. |
| 9. | | | | | تأثير البرامج: تحقيق الهدف العام من البرنامج تساهم برامج المؤسسة في تحقيق الهدف العام لمؤسستك. |
| 10. | | | | | برامج المنظمة فعالة في إحداث تأثيرات مباشرة على المجتمع. |
| 11. | | | | | برامج المنظمة فعالة في إحداث آثار غير مباشرة على المجتمع. |
| 12. | | | | | برامج المنظمة فعالة في خلق تأثير طويل الأمد أو على المستوى الاجتماعي والاقتصادي والتكنولوجي نتيجة لهذه البرامج. |
| | | | | | الشراكة |
| 13. | | | | | تدرس المنظمة الشراكة التعاونية في عملياتها. |
| 14. | | | | | تجذب المنظمة شركاء محليين لبرامج المنظمة. |
| 15. | | | | | تجذب المنظمة شركاء دوليين لبرامج المنظمة. |
| 16. | | | | | تجذب المنظمة شركاء من القطاع الخاص لبرامج المنظمة. |
| | | | | | الجودة |
| 17. | | | | | تلتزم المنظمة بأنظمة الجودة والمعايير في تقديم البرامج. |
| 18. | | | | | توفر المنظمة خدمات ومشاريع مبتكرة. |
| 19. | | | | | برامج المنظمة تحقق الرضا لأصحاب المصلحة |
| 20. | | | | | المنظمات لديها علاقات قوية مع المجتمع. |

شاكرين لكم حسن تعاونكم ،،،

PLAGIARISM REPORT

THE ROLE OF KNOWLEDGE MANAGEMENT STRATEGIES IN ENHANCING NGO'S PERFORMANCE: A CASE STUDY IN PALESTINE

AMANI ALNATSHEH

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| 1 | www.scientiasocialis.it İnternet Kaynağı | % 2 |
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| 3 | Journal of Knowledge Management, Volume 15, Issue 1 (2011-02-13) Yayın | % 1 |
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| 5 | www.emeraldinsight.com İnternet Kaynağı | % 1 |
| 6 | Muhammad Kashif Imran, Ahmad Raza Bilal, Usman Aslam, Ubaid-Ur- Rahman. "Knowledge management strategy: an organizational change prospective", Journal of Enterprise Information Management, 2017 Yayın | <% 1 |

ETHICS COMMITTEE APPROVAL



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

14.01.2020

Dear Amani Yaser Yaseen Alnatsheh

Your application titled **“The Role of Knowledge Management Strategies in Enhancing NGO’s Performance: The Case Study of Palestine”** with the application number YDÜ/SB/2020/463 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.