Influence of Tacit Knowledge Management Techniques on Productivity within an Organization: A Case of Community Based Organizations in Westlands Sub County Nairobi City County

by

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APPROVAL

INFLUENCE OF TACIT KNOWLEDGE MANAGEMENT TECHNIQUES ON PRODUCTIVITY WITHIN AN ORGANIZATION: A CASE OF COMMUNITY BASED ORGANIZATIONS IN WESTLANDS SUB COUNTY NAIROBI CITY COUNTY

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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirements for the Master of Business Administration degree.

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INFLUENCE OF TACIT KNOWLEDGE MANAGEMENT TECHNIQUES ON PRODUCTIVITY WITHIN AN ORGANIZATION: A CASE OF COMMUNITY BASED ORGANIZATIONS IN WESTLANDS SUB COUNTY NAIROBI CITY COUNTY

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO  Community Based Organization
CK   Context Knowledge
CTM  Cognitive Tacit Knowledge
KM   Knowledge Management
KPMG Klynveld Peat Marwick Goerdeler
KRW  Karura Ward
KSW  Kitisuru Ward
KW   Kangemi Ward
MVW  Mountain View Ward
OJT  On Job Training
OKM  Organization Knowledge Management
PLW  Parklands Ward
PO   Pragmatic Orientation
PWC  Price Waterhouse Coopers
R&D  Research and Development
TK   Tacit Knowledge
TKM  Tacit Knowledge Management
TKMT Tacit Knowledge Management Techniques
TKTT Tacit Knowledge Transfer Technique
TQM  Total Quality Management
TTK  Technical Tacit Knowledge
UNCTAD United Nations Conference on Trade and Development
ABSTRACT

The purpose of this study was to examine the influence of tacit knowledge management techniques on productivity within organizations focusing on the community-based organization (CBOs) in Westlands Sub County, Nairobi. The study adopted a qualitative research design and the target population was directors and program officers of selected community-based organizations within Westlands Sub-County, Nairobi City County. The sample size was 57 CBOs. Data was collected using questionnaires and analysed using Statistical Package for Social Sciences (SPSS) version 21. The findings were presented in form of frequency distribution tables and charts. The study found that in tacit knowledge management, CBOs faced challenges including infrastructure weaknesses, lack of policy framework, high costs, employees’ unwilling to communicate their knowledge to others and rapid technological changes. Further, the study revealed that tacit knowledge influenced productivity by enabling CBOs to have good resource management techniques from knowledgeable staffs at 46.7%, creating new ideas at 55.1% and identifying effective and efficient team members at 40.2%. The study concluded that selected CBOs preferred training, teamwork and focus group discussion as tacit knowledge management techniques used to capture, transfer, document and manage tacit knowledge in the CBOs. It recommended that CBOs should invest heavily in tacit knowledge management techniques by putting in place policy structures that would allow organizational culture and leadership to support and encourage tacit knowledge capture, transfer, sharing, documentation and management in CBOs.
DEDICATION

I dedicate this thesis to my wife, Rose Vivian and my children Nicole, Meg, RayC, and Dylan without whom this thesis would not have been completed.