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The Role of knowledge Management in Achieving the Effectiveness of the Activities of the NGOs in East Jerusalem

Abstract

This study aimed to recognize the reality of knowledge management in the NGOs in East Jerusalem through observing the actual implementation of the different operations of knowledge management. That the study did through: diagnosing, planning, innovating, publishing, sharing, generating, gaining, organizing, saving, retreating, implementing, following up and monitoring knowledge in the NGOs in East Jerusalem.

The study also aimed to know the effective level of the activities of such institutions in East Jerusalem. Moreover, the study aimed to point out the role of knowledge management in accomplishing the effectiveness of the activities planned by the NGOs. Furthermore, the study realized the most important obstructions standing in the way of implementing knowledge management in the local institutions in East Jerusalem.

The population of the study consisted of the managerial staff in around 135 NGOs in East Jerusalem. The technique used was the comprehensive survey. 193 questionnaires were distributed over all the study's population. 187 questionnaires were retrieved and 5 were alienated for their in competency, thus the population of the study was 182.

The researcher chose the questionnaire as an instrument for collecting data. The questionnaire itself was validated by two arbiters. Moreover the reliability of the instrument was computed by using the Cronbach Alpha Formula. The statistics used to analyze the results were: means, standard deviations and centenary percentages. The hypotheses were tested through single analysis tests, T test and Pearson deviation. Moreover, a set of questions and hypotheses were put to treat the problem of the study with all its dimensions.

The results showed that the NGOs in East Jerusalem with all its sectors use the knowledge management through all its practical procedures that are embedded in: diagnosing, planning, innovating, publishing, sharing, generating, gaining, organizing, saving, retreating, implementing, following up and monitoring knowledge. The results also showed a significant relation at ($\alpha \leq 0.05$) between the implantation of knowledge management and the effectiveness of the NGOs in East Jerusalem. The results also showed no significant differences at ($\alpha \leq 0.05$) in the opinions of the population of the study when it came to the implementation of the knowledge management in the NGOs in East Jerusalem related to the differences in: age, gender, years of experience, employment level and university degree.

In the light of those results certain recommendations that strengthen the use of knowledge management; thus empowering the effective role of the NGOs in East Jerusalem. The most important recommendations lie in the following: the high managerial level of knowledge management should be supported; it's important to establish an independent unit that works on developing the activities of knowledge management and makes sure that all the knowledge management procedures are implemented in those local institutions. Finally it was recommended to work on the developing of the electronic media and the internet programs as a way to gain and exchange of knowledge



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42.3	77		
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11.5	21	.	
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15.4	28	/	
17.6	32		
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18.1	33	3	
34.1	62	6	-3
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%				
77.9	0.69	3.90		.1
78.7	0.76	3.9		.2

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%				
78.1	0.83	3.91		.3
79.1	0.85	3.97		.4
75.7	0.79	3.79		.5
78.0	0.59	3.90		

(6.4) ()

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0.46	4.03		.1
0.62	3.79		.2
0.72	3.83		.3
0.62	3.54		.4
0.64	3.79		.5
0.49	3.97		.6
0.51	4.03		.7
0.48	4.19		.8

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% 65.1)

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%				
78.9	0.81	3.95		.6
79.0	0.78	3.95		.7
76.2	0.79	3.81		.8
85.3	0.74	4.26		.9
77.7	0.94	3.88		.10
74.9	1.07	3.75		.11

: -7.4

%				
65.1	1.08	3.25		.12
67.4	1.07	3.37		.13
78.0	0.95	3.90		.14
79.6	0.83	3.98		.15
76.2	0.63	3.81		

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0.58	3.47		.1
0.66	3.05		.2
0.80	3.48		.3
0.50	2.85		.4
0.49	3.02		.5
0.71	3.00		.6
0.37	3.12		.7
0.70	3.39		.8

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%				
79.8	0.83	3.99		.16
74.4	0.87	3.72		.17
66.9	0.98	3.35		.18

: -9.4

%				
73.0	0.91	3.65	/	.19
72.9	0.85	3.64		.20
79.2	0.84	3.96		.21
76.3	0.81	3.81		.22
74.7	0.73	3.73		

(-9.4 -9.4)

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0.61	4.06		.1
0.77	3.37		.2
0.75	3.80		.3
0.87	3.40		.4
0.60	3.69		.5
0.70	3.60		.6
0.60	3.97		.7
0.68	4.00		.8

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4.16 – 3.50

(3.93 %78.7)

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. (3.97 79.3)
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% 73.4 73.3) .(3.67 3.66
3.98 3.99 %79.7 79.9) .(
%81.5) (4.08
. (4.16 83.3)
(3.95 %78.9)
%77.5) (3.87
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()
.3.85 %77.6

(2004) Roman-Velazquez

: -11.4

%				
78.7	0.89	3.93		.23
77.4	0.91	3.87		.24
77.9	0.91	3.90		.25
79.3	0.97	3.97		.26
70.0	1.19	3.50		.27
73.3	0.96	3.66		.28
73.4	0.99	3.67		.29
79.9	0.86	3.99		.30
79.7	0.89	3.98		.31
81.5	0.80	4.08	:) (..	.32
83.3	0.74	4.16		.33

: -11.4

%				
78.9	0.84	3.95		.34
77.5	0.85	3.87		.35
76.7	0.86	4.84		.36
77.6	0.95	3.85	()	.37
77.6		3.88		

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%77.6

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0.47	4.11		.1
0.78	3.43		.2
0.70	4.10		.3
0.91	3.52		.4
0.56	3.79		.5
0.54	4.00		.6
0.56	4.09		.7
0.50	4.05		.8

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:13.4

%				
76.2	0.88	3.81		.38
78.2	0.82	3.91		.39
76.4	0.88	3.82		.40
74.7	0.83	3.74		.41
75.4	0.83	3.77		.42
76.2	0.71	3.81		

: 14.4

0.49	4.05		.1
0.82	3.35		.2
0.61	3.94		.3
0.81	3.42		.4
0.71	3.64		.5
0.58	3.98		.6
0.58	4.01		.7
0.62	4.11		.8

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%76.2

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	3.57	%71.4	
		(3.66	%73.3)
%75.6)			.(3.78
	(3.81	%76.3)	
(3.82	%76.4)		
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% 74.2)			.(3.71
%72.5)			.(3.63
	()		
%66.4)			
%73.4			(3.32
		()	
(2004)			(3.49)

:15.4

%				
71.4	0.92	3.57		.43
73.3	0.87	3.66		.44
75.6	0.81	3.78		.45
76.3	0.84	3.81		.46
76.4	0.86	3.82		.47
75.2	0.92	3.76	()	.48
75.1	0.82	3.75		.49
74.2	0.81	3.71		50
72.5	0.82	3.63		.51
66.4	1.00	3.32	()	.52
73.4	0.90	3.49	()	.53
73.4	0.71	3.67		.54

:16.4

0.47	3.72		.1
0.79	3.29		.2
0.66	3.73		.3
0.83	3.27		.4
0.78	3.66		.5
0.64	3.80		.6
0.61	3.90		.7
0.50	3.99		.8

(3.99)

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%73.4

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%				
74.1	0.79	3.70	.	.54
74.1	0.79	3.70		.55
77.4	0.72	3.87		.56
75.1	0.71	3.76	.	

(17.4)

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(3.70) (% 74.1)
(3.70) (%74.1)
% 77.4
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:18.4

0.53	3.98		.1
0.85	3.32		.2
0.55	3.83		.3
0.87	3.48		.4
0.59	3.66		.5
0.71	3.78		.6
0.68	4.03		.7
0.48	3.98		.8

%75.1 (3.67)
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.8.1.2.4

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(3.76 %75.3) (3.87 77.4)

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(3.97 %79.3)
 .(3.99 %79.9)

:19.4

%				
77.4	0.80	3.87		.57
75.3	0.86	3.76		.58
74.7	0.88	3.74		.59
79.3	0.91	3.97		.60
79.9	0.98	3.99		.61
84.7	0.94	4.24		.62
86.9	0.80	4.35		.63
82.3	0.96	4.12		.64
86.4	0.79	4.32		.65
78.8	0.82	3.97		.66
80.6	0.67	4.03		

(4.24 %84.7)

%86.9

 (4.12) %82.3

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 .(3.97 %78.8)

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0.53	4.4		.1
0.66	3.75		.2
0.61	4.28		.3
0.65	3.60		.4
0.60	4.03		.5
0.77	4.04		.6
0.45	4.14		.7
0.73	4		.8

20.4

(4.28) (4.40)

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.(3.75 3.60)

%80.6 (4.03)

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21.4 .

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%			
78	0.59	3.90	
76.2	0.63	3.81	
74.7	0.73	3.73	
77.6	0.69	3.88	
76.2	0.71	3.81	
73.4	0.71	3.67	
75.1	0.71	3.76	
80.6	0.67	4.03	

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89.0	0.79	4.45	
90.0	0.74	4.50	.
83.6	0.66	4.18	.
100.0	0.61	5.00	.

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74.6	0.73	3.73	.
82.8	0.64	4.14	
80.0	0.70	4.00	.
79.0	0.72	3.95	
80.0	0.87	4.00	.
92.8	0.58	4.64	
86.4	0.72	4.32	.
100.0	0.81	5.00	.
86.5		4.33	

.2.2.2.4

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(%67.6 3.38)
3.62)
3.62) (%72.4
(%66.5 3.35) (%72.4
3.19)
(%63.8

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67.6	1.17	3.38	
72.4	0.90	3.62	
72.4	0.85	3.62	
67.0	0.94	3.35	
63.8	0.94	3.19	
67.6	0.98	3.38	
71.6	0.92	3.58	
70.0	1.30	3.50	
63.8	0.90	3.19	
63.8	1.26	3.19	
69.2	0.95	3.46	
69.2	0.95	3.46	
68.4	0.99	3.42	
57.0	1.46	2.85	
67.4		3.37	

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.(%57

2.85

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.(%63.8 3.19)

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3.37

%(67.4)

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:(- 24.4) (- 24.4)

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78.0	0.75	3.90	.
89.6	0.50	4.48	.
99.0	0.54	4.95	.
79.0	0.84	3.95	.

: - 24.4

70.4	0.87	3.52	.
77.2	0.48	3.86	.
89.6	0.85	4.48	.
66.6	1.80	3.33	.
78.0	0.68	3.90	.
67.8	0.67	3.39	.
74.2	0.64	3.71	.
80.0	0.63	4.00	.
80.0	0.55	4.00	.
83.8	0.75	4.19	.
77.2	0.79	3.86	.
80.0	0.84	4.00	.
88.6	0.93	4.43	.
84.8	0.94	4.24	.
84.8	0.89	4.24	.
80.5		4.05	

(- 24.4) (- 24.4)

%78 3.90

4.48

%89.6

.(%99 4.95)

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4.00)
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 .(80 4.00)
 .%84.8 4.24 :
 .%84.8 4.24 :
 .(%83.8 4.19)
 .(%78 3.90)
 .(%80.5 4.05

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:(-25.4) (-25.4)
 (25.4)
 4.45)
 .(%89

:25.4

89	0.90	4.45	.
76.4	0.80	3.82	.
70.0	0.67	3.50	.
69.0	0.86	3.45	.
62.8	1.82	3.14	.
70.0	0.74	3.50	.
80.0	0.97	4.00	.
76.4	1.14	3.82	.
69.0	0.96	3.45	.
65.4	0.94	3.27	.
62.8	1.82	3.14	.
66.4	0.78	3.32	.
64.6	0.87	3.23	.
64.6	0.92	3.23	.
65.4	0.83	3.27	.
67.2	0.92	3.36	.
73.6	0.99	3.68	.
69.0	1.18	3.45	.
89.0	0.90	4.45	.
89.0	1.29	4.45	.
72		3.6	

4.45)
.(%89
(%89 4.45)
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(%69

(3.23) (3.27) (3.36)
(%64.6) (% 65.4) (%67.2)
(%64.6 3.23)

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.5.2.2.4

:26.4
(26.4)
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4.23) (%82.8
(%84.6
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82.8	0.64	4.14	
84.6	0.61	4.23	
76.4	0.80	3.82	
73.6	0.99	3.68	
67.2	0.79	3.36	
72.0	0.59	3.60	
89.0	0.79	4.45	
89.0	0.84	4.45	
67.2	0.85	3.36	
79.0	0.72	3.95	
79.0	0.90	3.95	
80.0	0.61	4.00	
77.2	0.64	3.86	
76.4	0.66	3.82	
80.0	1.19	4.00	
72.0	0.98	3.60	
89.0	0.84	4.45	
100.0	0.92	5.00	
73.6	0.95	3.68	
89.0	0.72	4.45	
85.4	0.55	4.27	
85.4	0.63	4.27	
85.4	0.73	4.27	
79.0	1.29	3.95	
80.5		4.02	

.(%85.4 4.27) •
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.(%80 4.00) •
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 .(%77.2 76.4 3.86 3.82 •
 .(%85.4 4.27) •
 4.27 •
 .%85.4 •
 3.95 3.36 •
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 .(%79 3.95) •

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%80.5

.6.2.2.4

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73.0	0.68	3.65	
79.0	0.65	3.95	
65.0	0.97	3.25	
64.0	0.95	3.20	
68.0	0.99	3.40	
65.0	1.70	3.25	
72.0	1.14	3.60	
70.0	1.12	3.50	
75.0	1.16	3.75	
79.0	1.00	3.95	
80.0	0.97	4.00	
84.0	0.70	4.20	
72.8		3.64	

(27.4)

(%73 3.65)

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(28.4)

70.0	0.89	3.50	
90.0	0.51	4.50	
80.0	0.65	4.00	
79.0	0.76	3.95	
69.0	1.56	3.45	
78.0	0.72	3.90	
79.0	0.89	3.95	
80.0	0.86	4.00	
70.0	1.00	3.50	
65.0	0.91	3.25	
68.0	0.75	3.40	
67.0	0.81	3.35	
66.0	0.92	3.30	
73.0	0.93	3.65	
48.0	1.23	2.40	
83.0	0.93	4.15	
83.0	1.14	4.15	
83.0	1.89	4.15	
90.0	1.99	4.50	
74.8		3.74	

) (28.4)
) (%70 3.5)
) (%90 4.5)
) (%80 4
) (%78 3.9

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) (%90 4.5 •
) (%83 4.15) •

.(%66 3.3)

(%48 2.4)

%74.8

.3.74

.8.2.2.4

%81

29.4

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78.6	0.84	3.93	
82.8	0.69	4.14	.
85.4	0.73	4.27	.
78.6	0.66	3.93	.
72.6	0.78	3.63	.
78.6	0.59	3.93	
82.6	1.11	4.13	.
79.4	1.52	3.97	
79.4	0.68	3.97	
85.6	0.72	4.28	
76.6	0.85	3.83	.
80.0	0.85	4.00	.
82.8	0.83	4.14	.
85.6	0.65	4.28	
85.4	0.68	4.27	.
81		4.05	

(29.4)
 (%78.6 3.93)
 (%82.8 4.14)
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 . % 78.6 85.4 (3.93 4.27

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3.97 : •
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 85.6 4.27 4.28)
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%				
69.6	1.22	3.48		.67
67.9	1.23	3.4		.68
55.1	1.18	2.75		.69
67.4	1.17	3.37		.74
53.8	1.18	2.69		.70

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($\alpha \leq 0.05$)

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:31.4

182	0.592	3.90	
182	0.763	3.50	

:32.4

0.279 (**)	1		
0.000	0		
182	182		
1	0.279(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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(0.279)

(32.4)

($\alpha \leq 0.05$)

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($\alpha \leq 0.05$)

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:33.4

182	0.634	3.81	
182	0.763	3.50	

:34.4

0.340 (**)	1		
0.000	0		
182	182		
1	0.340(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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(34.4)

($\alpha \leq 0.05$)

(0.340)

($\alpha \leq 0.05$)

:35.4

182	0.734	3.73	
182	0.763	3.50	

:36.4

0.282 (**)	1		
0.000	0		
182	182		
1	0.282(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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(36.4)

($\alpha \leq 0.05$)

(0.282)

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($\alpha \leq 0.05$)

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:37.4

182	0.686	3.88	
182	0.763	3.50	

:38.4

0.349 (**)	1		
0.000	0		
182	182		
1	0.349(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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()

(38.4)

($\alpha \leq 0.05$)

(0.349)

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($\alpha \leq 0.05$)

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:39.4

182	0.710	3.81	
182	0.763	3.50	

:40.4

0.377	1		
0.000	0		
182	182		
1	0.377		
0	0.000		
182	182		

(0.377)

(40.4)

($\alpha \leq 0.05$)

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($\alpha \leq 0.05$)

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:41.4

182	0.706	3.67	
182	0.763	3.50	

:42.4

0.360	1		
0.000	0		
182	182		
1	0.360		
0	0.000		
182	182		

(42.4)

($\alpha \leq 0.05$)

(0.360)

()

($\alpha \leq 0.05$)

:43.4

182	0.711	3.76	
182	0.763	3.50	

(0.365)

(44.4)
($\alpha \leq 0.05$)

:44.4

0.365 (**)	1		
0.000	0		
182	182		
1	0.365(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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($\alpha \leq 0.05$)

:45.4

182	0.665	4.03	
182	0.763	3.50	

:46.4

0.369 (**)	1		
0.000	0		
182	182		
1	0.369(**)		
0	0.000		
182	182		

($\alpha \leq 0.05$)

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(0.369)

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t-Test

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0.177	180	1.356	0.455	3.59	77		
			0.487	3.50	105		

0.177 sig

t.Test

($\alpha \leq 0.05$)

الجنس



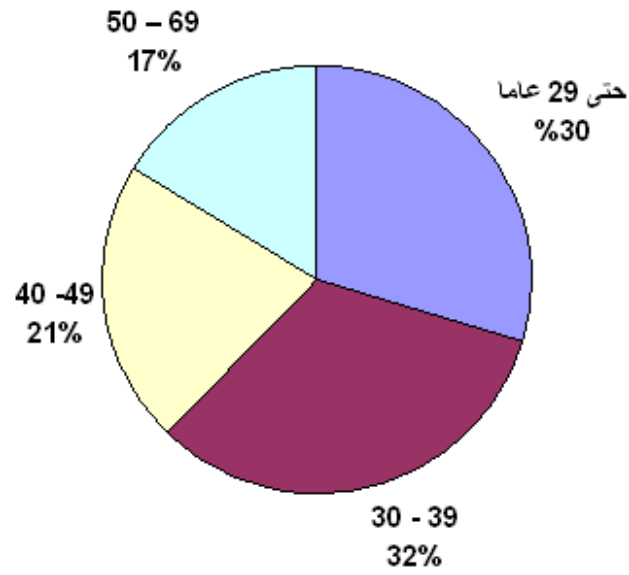
:1.4

($\alpha \leq 0.05$)

:48.4

0.472	3.46	54	29
0.493	3.61	59	39-30
0.454	3.52	39	49-40
0.471	3.56	30	69-50
0.475	3.54	182	

العمر



:2.4

:49.4

		0.210	3	0.631	
0.426	0.932	0.226	178	40.177	
			182	40.808	

0.426 sig

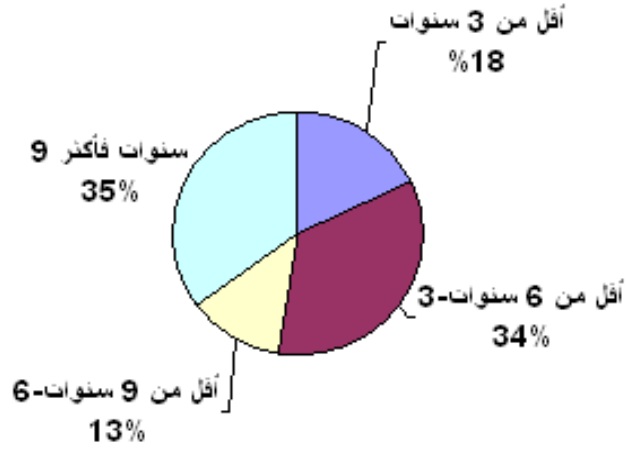
($\alpha \leq 0.05$)

($\alpha \leq 0.05$)

:50.4

0.492	3.34	33	3	
0.467	3.58	62	6	- 3
0.258	3.79	23	9	- 6
0.494	3.51	64		9
0.475	3.54	182		

سنوات الخبرة في المؤسسة



:3 .4

:51.4

		0.976	3	2.927	
0.004	4.584	0.213	178	37.882	
			182	40.808	

0.004 sig

($\alpha \leq 0.05$)

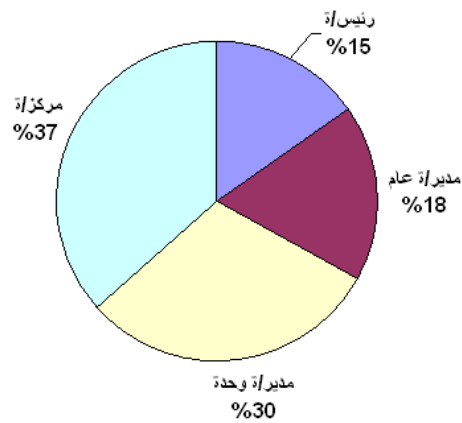
($\alpha \leq 0.05$)

($\alpha \leq 0.05$)

:52.4

.570	3.48	28	/
.326	3.69	32	/
.464	3.53	55	/
.495	3.50	67	/
.475	3.54	182	

المسمى الوظيفي



:4 .4

:53.4

0.255	1.364	0.306	3	.917	
		0.224	178	39.891	
			182	40.808	

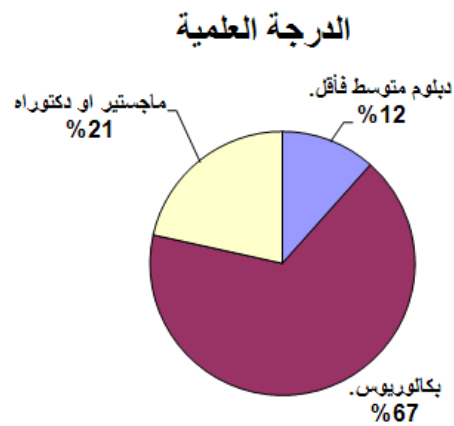
(0.255) sig

(53.4)

($\alpha \leq 0.05$)

:54.4

.503	3.64	21	
.476	3.53	121	
.462	3.51	40	
.475	3.54	182	



:5.4

(ONE WAY Analysis of Variance)

:55.4

0.539	0.621	0.141	2	0.281	
		0.226	179	40.527	
			182	40.808	

0.539 sig

($\alpha \leq 0.05$)

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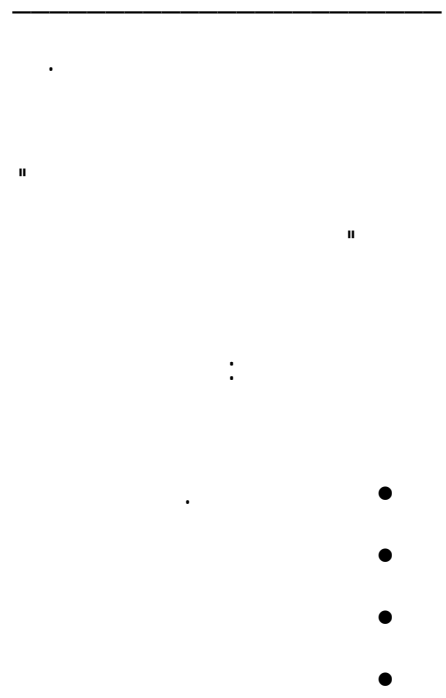
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95	4.2.4
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113	1.1.5
115	2.1.5
115	2.5
116	2.5
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