

Managing Knowledge in Non-Profit Organisations

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Abstract: This article aims to present the impact of knowledge management on non-profit organizations. The collected empirical evidence clearly indicates the need to change the employment policy and include volunteers in knowledge management. The article is based on organizations operating in Poland, which narrows down the research to be able to transfer it to not-for-profit organizations operating in other European Union countries. However, it allows you to join the debate on knowledge management and its inclusion in the management system of non-governmental organizations.

Keywords: Knowledge management, Non-profit organization, Social economy entities

1. Introduction

This article aims to contribute to the literature on knowledge management, especially knowledge management in non-profit organisations. Differences can be noticed between individual NPOs due to different approaches to knowledge. NPOs in Poland face many problems and barriers. Most often these are financial barriers, but knowledge management in these organisations has not been properly researched. Few studies published in this area address the lack or inability to diagnose human capital problems and knowledge linkages. While source literature in the field of management emphasizes the importance of knowledge as a strategic resource for organisations in the economic sphere, there is a lack of literature on knowledge management in the non-profit sector. Few publications (Kong 2007, 2008; Sillanpää et al. 2010; Massingham 2018) on the use of intellectual capital (IC) for strategic positioning of non-profit organizations emphasize the need for further research on this subject. A better understanding of resource allocation through knowledge management will contribute to increasing the social and economic performance of these organizations. However, we believe that despite the different paradigms on which both organisations are built: not for profit and for profit, they both need to consider knowledge as a determinant of effective management.

The article is divided into a theoretical and research part. The theoretical part presents literature in the field of knowledge management and the opportunities offered by its use in non-profit organizations. The practical part, based on statistical data, was aimed at diagnosing the cause of the problems of incompetent knowledge management. The focus was on the forms of employment of employees and volunteers of these organizations as ICs. Based on the analysis of the literature on the subject, a research hypothesis was formulated assuming that knowledge management in non-profit organizations, especially in the Polish economy, is insufficient, which results in the organization's inability to acquire and retain knowledge from people involved in the activities of NGOs, which results in unstable forms of staff employment.

In this paper, the terms non-profit, non-government organizations (NGO), not for profit, and the nomenclature of the legal form of these organisations, i.e. Associations and Foundations, are used interchangeably.

2. Literature Overview

Knowledge in organisations constitutes an intangible resource that has an impact on the broader economic and business performance of a company. In our considerations, knowledge management concerns not for profit organisations whose economic efficiency translates into implementing the activities for which these organisations were set up. Knowledge as a resource constitutes an indispensable part of creating added value to any organisation, which is why research into knowledge management by non-profit organisations, whose activities are focused on both social and economic aspects, is so important. The use of solutions that come directly from the enterprise sphere is not suitable for NGOs, therefore it is urgent to develop a knowledge management framework for this sector.

2.1 Knowledge Property

The term knowledge management is used to refer to the practices, implicit or explicit, used by an organisation to acquire new knowledge and to reorganize and disseminate existing knowledge. The term also includes strategies to prevent an organisation's own knowledge from "leaking out" or to encourage its dissemination to partner entities as well as others from whom the NGO can mutually benefit due to its exchange (Hall, Malresse, 2006). The following facts result from the property of knowledge:

Managing Knowledge Experts Agencies And Organisations

JL Elias



Managing Knowledge Experts Agencies And Organisations:

Managing Knowledge Steven Albert, Keith Bradley, 1997-10-02 This book explores the growing phenomenon of atypical work manifested in workforce flexibility mobility the feminization of professional employment and technological changes Albert and Bradley focus on an influential group of knowledge based employees experts and show the way in which they are ushering in changes in the work environment by resorting to atypical employment arrangements that are enhanced by an agency system Case studies are developed from companies including AT T the Hollywood film industry London accounting firms and specialized agencies such as Labforce and Knowledge Net *Knowledge Management* Murray E.

Jennex, 2008-01-01 Provides comprehensive in depth coverage of all issues related to knowledge management including conceptual methodological technical and managerial issues Presents the opportunities future challenges and emerging trends related to this subject **Knowledge and Business Process Management** Hlupic, Vlatka, 2002-07-01 In today's competitive and global business environments knowledge is recognized as one of the most important strategic assets for modern organizations With improvements in IT based systems for handling knowledge KM is becoming an essential theme of research into business success as well as a subject of new business initiatives Knowledge and Business Process Management provides a unique and timely compilation of a multi disciplinary views related to knowledge and business process management *Manpower Development for Technological Change*, **Skills, Training and Human Resource**

Development Irena Grugulis, 2006-11-22 Taking a critical perspective Skill Training and Human Resource Development focuses on the way people are developed at work the skills that are encouraged the way they are controlled and the implications they have for people It draws on a wide range of research and covers an array of organizational practices

17th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning Anthony Wensley, Max Evans, 2020-10-15 These proceedings represent the work of contributors to the 17th International Conference on Intellectual Capital Knowledge Management Organisational Learning ICICKM 2020 hosted by ACI and the University of Toronto Canada on 15 16 October 2020 The Conference Chairs are Dr Anthony Wensley from the University of Toronto and Dr Max Evans from McGill University The Programme Chair is Dr Ilja Frissen from McGill University **Knowledge Management** Morgen MacIntosh, Taverakere Srikantaiah, 2000 Here is the first comprehensive reference to the literature available for the individual interested in KM featuring citations to over 1 500 published articles 150 Web sites and more than 400 books Organized by topic area this is a natural companion volume to Knowledge Management for the Information Professional and an important tool for anyone charged with contributing to or managing an organization's intellectual assets

Knowledge Management Murray E. Jennex, 2008 This is the defining reference source for all theories concepts and methodologies within the KM discipline It includes chapters on Implementing KM in Organizations KM Systems Acceptance KM Communication Knowledge Representation Knowledge Sharing KM Success Models Knowledge Ontology and

Operational KM and provides libraries with the defining reference to the field Provided by publisher **Unizik Journal of Research in Library and Information Science**, 2007-12 Competing with Knowledge Angela Abell, Nigel Oxbrow, 2001 Knowledge management KM is the first major management trend to identify information and its management as a crucial element in the success of an organization It presents an opportunity for information professionals to have an impact on the organizations that employ them and for employers to utilize those information management and exploitation skills in a creative and value added way **The Knowledge Management Toolkit** Amrit Tiwana, 2000 This manual will enable the user to identify the changes that need to be made in order to leverage the company's intellectual capital and to bring about the processes infrastructure and organizational procedures that will enable you to build and use your corporate knowledge base The Guru Guide to the Knowledge Economy Joseph H. Boyett, 2001 *Education, Globalization, and Social Change* Hugh Lauder, 2006 Education is seen as central to economic competitiveness the reduction of poverty and inequality and environmental sustainability The editors have selected key writings that examine the social and economic limits and possibilities of education in addressing these fundamental problems This new reader establishes the field of sociology of education with a particular focus on papers that analyse the nature and extent of globalization in education A general introduction presents the key concepts in the sociology of education and outlines the major theories and debates especially in relation to globalization Each section is accompanied by a part opener explaining and contextualizing the readings within a larger educational and sociological context *Writer's Guide to Book Editors, Publishers and Literary Agents, 1999-2000* Jeff Herman, 1998-07-08 Over the years *Writer's Guide to Book Editors Publishers and Literary Agents* has helped thousands of writers just like you get their books published With the best and most up to date listings of key book publishing insiders *Writer's Guide* gets you past the reject piles and into the hands of the right people Nowhere else will you find the detail the insight the depth Nowhere else will you find the solid inside information *Writer's Guide* is your key to book publishing success It gets you inside It gets you noticed Your talent will do the rest Beats the pants off *Writer's Market* Michael Werner coauthor of *Databases for Businesses and Using Lotus 1 2 3* This guide started my book publishing career Marcos McPeck Villatoro author of *A Fire in the Earth They Say That I Am Two* and *Walking to La Milpa* The finest lead source that I've ever seen A must buy for every writer published or not Derek Savage author of *The Second Coming* and *The Dancer* Invaluable information from query letter to book proposal This book has made my dreams come true Eileen Oster author of *The Healing Mind* This book got my foot in the door Wynn Goldsmith writer A masterpiece I have never found so much practical information in this type of book before Walter Lambert author of *Healing the Trauma of Divorce* As a writer and literary agent this book has been invaluable Mary N Oluonye O Squared Literary Agency Jeff Herman has crammed a generous helping of information and advice into this invaluable book Paul Nathan Publishers Weekly *Writer's Guide* has eclipsed both *Literary Market Place* and *Writer's Market* as a source of projects for our agency At least a third of our sales last year came

as a result of this book Michael Snell Michael Snell Literary Agency About the Author Jeff Herman is founder of The Jeff Herman Literary Agency one of New York s leading agencies for writers He has sold hundreds of titles and represents dozens of top authors **Productivity** ,2002 *Rivista internazionale di scienze sociali* ,2007 Management Information Systems David Lee Anderson,2000 This text uses cases to explain Management Information Systems concepts within an industry perspective The cases are direct real and written in the late 90 s Each chapter contains specific sections to thoroughly present and explain the relevant information systems and business concepts Built upon extensive information technology sections this text includes contextual elements such as actual financial information and analysis the importance of data and the impact of technology on the manufacturing marketing and distribution processes An appropriate text for Management Information Systems Handbook of Systems Engineering and Management Andrew P. Sage,William B. Rouse,1999-05-10 Focus in this book is placed on systems engineering and systems management for building systems of all types The role of these systems to produce high reliability and quality services and products is stressed The role of advanced information technologies in enhancing productivity and quality is also discussed Knowledge Capitalism Alan Burton-Jones,2001 What will organizations and work be like in the future Who will survive and prosper Knowledge Capitalism reveals how the shift to a knowledge based economy is redefining firms empowering individuals and reshaping the links between learning and work Burton Jones argue that industrial era models of firm market boundaries work arrangements and ownership and control are inhibiting firms and individuals success in the emerging knowledge economy New models are described to help management make better insourcing outsourcing decisions align organizational structure and incentives with knowledge goals and plan learning and knowledge growth strategies The author charts the change in the business knowledge landscape with arresting clarity and an impressive range of evidence including illustrations from leading companies Every page contains something that will make you think about how you and your organization will need to adapt Knowledge Capitalism provides a practical tool set for anybody wantint to interpret and manage change in the new economy Fragmenting Work Mick Marchington,2005 1 Introduction Fragmenting Work Across Organizational Boundaries 2 Inter Organizational Networks Trust Power and the Employment Relationship 3 Blurring the Boundaries to the Employment Relationship From Single to Multi Employer Relationships 4 The Strategic Management of Contracting in the Private Sector

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Unveiling the Magic of Words: A Review of "**Managing Knowledge Experts Agencies And Organisations**"

In a global defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is truly awe-inspiring. Enter the realm of "**Managing Knowledge Experts Agencies And Organisations**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve in to the book is central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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Managing Knowledge Experts Agencies And Organisations Introduction

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