

# 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 organizations. Differences can be noticed between individual NGOs due to different approaches to knowledge. NGOs in Poland face many problems and barriers. Most often these are financial barriers, but knowledge management in these organizations 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 organizations 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 organizations 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 organizations, i.e. Associations and Foundations, are used interchangeably.

## 2. Literature Overview

Knowledge in organizations 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 organizations whose economic efficiency translates into implementing the activities for which these organizations were set up. Knowledge as a resource constitutes an indispensable part of creating added value to any organization, which is why research into knowledge management by non-profit organizations, 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 organization to acquire new knowledge and to reorganize and disseminate existing knowledge. The term also includes strategies to prevent an organization'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, Mallesse, 2006). The following facts result from the property of knowledge:

# Managing Knowledge Experts Agencies And Organisations

**JL Elias**

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**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

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*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,Taverekere Srikanthiah,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

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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

## 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 into the book's central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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### **Table of Contents Managing Knowledge Experts Agencies And Organisations**

1. Understanding the eBook Managing Knowledge Experts Agencies And Organisations
  - The Rise of Digital Reading Managing Knowledge Experts Agencies And Organisations
  - Advantages of eBooks Over Traditional Books
2. Identifying Managing Knowledge Experts Agencies And Organisations
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an eBook Managing Knowledge Experts Agencies And Organisations
  - User-Friendly Interface
4. Exploring eBook Recommendations from Managing Knowledge Experts Agencies And Organisations
  - Personalized Recommendations
  - Managing Knowledge Experts Agencies And Organisations User Reviews and Ratings
  - Managing Knowledge Experts Agencies And Organisations and Bestseller Lists

5. Accessing Managing Knowledge Experts Agencies And Organisations Free and Paid eBooks
  - Managing Knowledge Experts Agencies And Organisations Public Domain eBooks
  - Managing Knowledge Experts Agencies And Organisations eBook Subscription Services
  - Managing Knowledge Experts Agencies And Organisations Budget-Friendly Options
6. Navigating Managing Knowledge Experts Agencies And Organisations eBook Formats
  - ePUB, PDF, MOBI, and More
  - Managing Knowledge Experts Agencies And Organisations Compatibility with Devices
  - Managing Knowledge Experts Agencies And Organisations Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Managing Knowledge Experts Agencies And Organisations
  - Highlighting and Note-Taking Managing Knowledge Experts Agencies And Organisations
  - Interactive Elements Managing Knowledge Experts Agencies And Organisations
8. Staying Engaged with Managing Knowledge Experts Agencies And Organisations
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Managing Knowledge Experts Agencies And Organisations
9. Balancing eBooks and Physical Books Managing Knowledge Experts Agencies And Organisations
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Managing Knowledge Experts Agencies And Organisations
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Managing Knowledge Experts Agencies And Organisations
  - Setting Reading Goals Managing Knowledge Experts Agencies And Organisations
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Managing Knowledge Experts Agencies And Organisations
  - Fact-Checking eBook Content of Managing Knowledge Experts Agencies And Organisations
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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