

***Knowledge Management processes and their impact on  
firm's Performance - Field study in Sonelgaz company –  
Unit of DJELFA -***

***عمليات إدارة المعرفة وأثرها على أداء المؤسسة  
-دراسة ميدانية في مؤسسة سونلغاز –وحدة الجلفة -***

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**Abstract:**

The objective of this study is to identify the impact of knowledge management processes (knowledge diagnosis, knowledge generation, knowledge storage, knowledge distribution, application of knowledge) on performance, and to know if there were statistically significant differences on each of the KM processes and performance in the organization due to the gender and the educational level. A questionnaire was designed to collect data from a random sample, an effect was found of each knowledge management processes on performance in the institution under study.

**Keywords:** knowledge management, knowledge diagnosis, knowledge generation, knowledge storage, performance.

**Jel Classification Codes :** L25,D83

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## **1. Introduction :**

The world has undergone significant changes in the business environment as the strategic direction of companies is to acquire and continually renew knowledge to stay in the challenges posed by the fierce competition. Through processes and practices that combine regulation and the use of technology, many institutions aim to improve their performance and provide high-quality services to their customers through the use of modern administrative approaches. Notably knowledge management, hence the problem of this research paper was to:

### **1.1 Problem of the study:**

*To what extent can the application of knowledge management processes affect the performance of the institution under study?*

To answer this question, sub-questions should be raised:

- What is knowledge management? - What are knowledge management processes?
- What is performance and what are the criteria by which we can judge its quality?
- Is there a significant relationship between knowledge management processes and performance quality?

### **1.2 Importance of the Study:**

The importance of this study is to address the important objective of all institutions, which is to improve performance through a modern management approach, knowledge management, through the knowledge of the relationship between knowledge management and performance and its strength, and make recommendations to raise the level of performance through this approach.

### **Study Objectives: 1.3**

This study aims to:

- Provide a theoretical framework for the concepts of knowledge management and performance.
- Identify the level of application of knowledge management in the institution under study.
- Determine the impact of knowledge management processes on performance.

### **1.4 Study Hypotheses:**

Through the main question of the research we can formulate the following main hypothesis:

*- There was no statistically significant effect at the  $0.05 \geq \alpha$  level of the knowledge management processes on the performance in the institution under study.*

Through the sub-questions of the study and previous studies related to the topic, which we rely on in the theoretical rooting of this paper, which we took five processes of knowledge management, which was agreed by most researchers, namely: knowledge diagnosis, knowledge generation, knowledge storage, knowledge distribution and application of knowledge.

- There are no statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance of the institution due to the demographic variables of (sex, educational level) in the institution under study.

- There are no statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance of the institution due to the demographic variables of (sex, educational level, experience) in the institution under study.

- There was no statistically significant effect at  $0.05 \geq \alpha$  for diagnosis of knowledge on performance.

- There was no statistically significant effect at  $0.05 \geq \alpha$  level to generate knowledge on performance.

- There was no statistically significant effect at  $0.05 \geq \alpha$  level of knowledge storage on performance.

- There is no statistically significant effect at  $0.05 \geq \alpha$  level for the distribution of knowledge on performance.

- There is no statistically significant effect at  $0.05 \geq \alpha$  for applying knowledge to performance.

### **1.5 Previous studies:**

#### **1.5.1 Study of (Abubakar Mohamed and All, 2017 (Abubakar and all, (2017)**

This paper aims to propose a framework that supports the relationship between knowledge management processes and organizational performance using an intermediate variable, which is the process of creating knowledge. The study also assumed that decision-making process can guide the positive relationship between knowledge creation and organizational performance. The study used the descriptive analytical method through Follow all the theoretical literature of the subject and deduce a scheme combining variables and illustrates the relationship between them, the most important results were the following:

- Knowledge management processes affect knowledge creation.
- We can improve organizational performance by creating renewable knowledge.
- Creating knowledge alone cannot affect organizational performance if the decision making process is not mediated by the relationship.

**1.5.2 Study of (Samy S Abu Nacer and All, 2016 (Samy Abu Nacer and All M, 2016)**

This research paper aimed to find out which factors of knowledge management have a significant impact on outstanding performance. Also, comparing knowledge management models among intermediate colleges. This study was applied to three intermediate colleges in Gaza Strip, Palestine. As for the measurement of knowledge management models, the APO model was applied. The development of the second dimension, which evaluated high performance, was done by the authors. A random sample of 190 was selected. Several statistical tools were used to analyze data such as: Alpha Cronbach, "ANOVA", simple linear regression and regression and LSD testing. The overall results of the present study showed:

- The level of application of knowledge management was at the second level.
- The most important factors affecting high performance are processes, leadership, knowledge management, people and knowledge management results. In addition, there are differences in high performance of the faculty (PTC).

**1.5.3 Study of (Jie Yang ,2010 (Yang 2010)**

This study aimed to test the impact of the knowledge management strategy on the strategic performance in Chinese high-tech companies. The study included 500 Chinese companies that use high technology because their activity is mainly based on knowledge, where information was collected from senior and middle management managers by distributing a questionnaire. Using the Amos 4 program, the researcher conducted an exploratory factor analysis to make sure that the questions gather around the measured factor and measure it accurately, then the regression analysis of the SPSS program was carried out. Dah the results of the most important are:

- There is a mutual effect between knowledge management strategy and performance strategy, and each variable affects the other.

- The relationship of the knowledge management strategy / performance strategy is positively directed by the first variable, which means that performance improvement is mainly related to the degree of effectiveness and seriousness of applying the knowledge management strategy.

#### **1.5.4 Study of (Norhaiza Binti Ishak and All, 2010)** (Norhaiza Binti Ishak and All, 2010)

The authors believe that the current literature in knowledge management (KM) has focused primarily on the general outputs that can be obtained from knowledge management systems, so this paper examined the strategic importance of knowledge management in promoting human capital management in companies, and to achieve this goal, A detailed review of the literature on the implications of knowledge management for effective human resource development and the consequences of an organization's ability to maintain its competitive position in the market was presented. It was also suggested that companies that develop and implement a strong knowledge management culture should be able to achieve consistent and consistent performance. In addition, when the company is able to perform better than competitors; such a company will be able to achieve a sustainable advantage.

## **2. The conceptual framework of study variables :**

### **2.1 Knowledge management:**

Knowledge management is one of the concepts that specialists and researchers did not agree on controlling its concept due to the multiplicity of approaches in which knowledge management is considered, such as the documentary, technical, social, and others. Here are some definitions of this concept, which we will start by defining knowledge first.

Concept of knowledge: "Ganascia" emphasizes that there is no one single knowledge, but many knowledge, allow us to understand and act differed and multiple definitions defined for its concept, and can be summarized in the following points:

- Is a structured information usable in solving a particular problem.
- Symbolic descriptions of concepts, relationships, and specific methods of transactions.
- are what stays in the head of the individual.

The closest definition to the abstract meaning of knowledge came from NONAKA & TACKEUCHI

"Knowledge is dynamic human processes and processes to justify personal beliefs in order to reach the truth" (Farid Cortel, 2005, p4).

### **2.1.1 Knowledge management concept:**

We can say that it is difficult to find a single definition of knowledge management, if you put ten experts and specialists in the field of knowledge management in one room to come out with at least thirty definitions However, knowledge management is defined as :( refers to the strategies and structures that maximize intellectual resources and information, through Conducting transparent and technological processes related to the creation, collection, sharing, reassembly and re-use of knowledge, with a view to creating new value through improved efficiency, individual effectiveness and collaboration in knowledge work to increase innovation and decision-making (all A. S., 2012, p26). And "Wiig.Kam" (Kam, 1993) defines it as: (planning, organizing, controlling, coordinating and synthesizing knowledge and all matters related to intellectual capital, processes, capabilities and personal and organizational capabilities to achieve the maximum positive impact on the competitive advantage sought by the organization, in addition to working to sustain knowledge And exploiting, deploying, investing and providing necessary facilities such as knowledge personnel, computers, networks, etc.).

And Ahmed (Abu Farah, 2004, p8) defines knowledge management as: (Explicit and systematic management of knowledge activities, practices, policies and programs within the organization). And "Al-Rifai" (Refai, 2004,p8) defines knowledge management as: (an integrated systemic approach to managing and activating participation in all project information assets, including databases, documents, policies and procedures, as well as previous experiences and expertise of working individuals).

### **2.1.2 Importance of Knowledge Management:**

The importance of knowledge management can be summarized in the following points (Aziadat, 2014, p60):

- Knowledge management is a great opportunity for organizations to reduce costs and raise their internal assets to generate new revenue.

- It is an integral and systematic process for coordinating the activities of the Organization in order to achieve its objectives Strengthens the organization's ability to maintain and improve organizational performance based on experience and knowledge.

- Knowledge management allows the organization to identify, document, develop, share, apply and evaluate knowledge required. Knowledge management is an effective tool for organizations to invest their intellectual capital, by making access to the knowledge generated by it for other people in need easy and possible.

-It is an incentive tool for organizations to encourage the creative abilities of their human resources to create good knowledge and advance detection of undefined relationships and gaps in their expectations.

-Contribute to stimulate organizations to renew themselves and face unstable environmental changes.

### **2.1.3 Knowledge Management Operations:**

There is no agreement between scientists and researchers in the field of knowledge management on the number of processes of knowledge or on the order, and for this reason the researcher conducted a survey of previous studies on which he relied to prepare this paper, especially the study of (Kubaisi, 2002) and study of (Dassi, 2007). Selection of the most important and most popular processes in research:

knowledge diagnosis, knowledge generation, knowledge storage, knowledge distribution, knowledge application.

- **Diagnosis of Knowledge:** is the process of identifying knowledge inside and outside the organization and then locating it and identifying the knowledge gap. Surrounding the organization.

-**Knowledge Generation:** Acquisition through external knowledge such as mergers and patents, attracting employees or from internal resources such as learning and encouraging creative processes. It should be noted that the process of generating knowledge should not be limited to research and development departments, but should extend to all areas of work and expertise of the Organization. All individuals are responsible for the generation of knowledge.

-**Knowledge Storage:** These are those processes that involve retaining and sustaining knowledge (as important as organizational memory) as well as searching for and accessing it, the neglect of this process means the loss of the expertise of the organization and its analysis of the

situations it is exposed to or the loss of its so-called organizational memory.

**-Knowledge Sharing:** is the sharing of knowledge through the experience and skills of workers to develop and organize their knowledge, which is vital as it benefits everyone involved or any part of it and thus the public interest. The transfer of knowledge is the delivery of the right knowledge to the right person at the right time and in the right form at the right cost.

**-The application (the use) of knowledge:** is the use of knowledge and the timely use of knowledge. The application of knowledge is more important than the knowledge itself and all of the previous processes (generation, storage, distribution) will not improve organizational performance unless there is an effective application of knowledge.

## **2.2 Conceptual framework for performance:**

Institutional performance is the common denominator for all efforts exerted by management and employees within organizations. Hence, performance is an essential and important concept for organizations in general and is almost a comprehensive phenomenon in all branches and fields of management knowledge, despite the abundance of literature on the concept of institutional performance, but most He lacked the definition of his concept and kind of review those literature that dealt with this concept and tried to give a concept to him did not find indicate that there is no agreement on a specific concept, as we find that there is a difference of views on the definition of criteria and indicators for his study (Metiab, 2011).

### **2.2.1 Definition of performance:**

Performance is defined by" Drucker"as: the ability of the organization to survive and balance the satisfaction of shareholders and workers), "Thomas Gillert" defines it as: (interaction between behavior and achievement, that is, the sum of behavior and results achieved together to be measurable results), and "Ahmed Sayed Mustafa" sees that: (the degree to which the individual, team or organization to achieve the goals planned efficiently and effectively), and it can be said that performance is the way or how adopted by the institution to exploit its resources of capital, knowledge ... in an efficient manner enabling them to reach the objectives set (Moulay, 2018, p4-5).



### **2.2.2 Types and sources of performance in the organization:**

The organization consists of several components: human, financial, physical, and organizational, all of which contribute to the performance to varying degrees without forgetting the impact of the external environment on the performance of the organization, so the above elements constitute a source of performance according to the following division (Saleh, 2005, p135):

#### a-Apparent performance:

The apparent performance is represented by the opportunities provided by the external environment of the organization, which by recognizing and exploiting the organization's performance, such as the opening of promising new markets, attractive concession prices to other organizations, patents invested, crises of rival organizations, the emergence of government laws. These opportunities, although they can not be attributed primarily to the performance of the organization (internal performance) because the organization has no role in creating them, and therefore it is called a virtual performance is any real, and yet the initiative of the organization to discover these opportunities and exploit indicates internal performance ( Capacity to avoid threats The internal performance of the organization is evident in the external environment.

#### b-Self-Performance:

Self-performance is the performance of the Organization as a whole, as a result of the efforts of administrative and subordinate leaders in the work and exploitation of the Organization's resources, resulting from a combination of the following:

##### *b.1 Financial Performance:*

Financial performance describes the effectiveness and efficiency of the organization in the mobilization and use of financial resources, financial ratios and financial balance index of the most prominent indicators of financial performance.

##### *b.2 Commercial Performance:*

The commercial performance describes the effectiveness and efficiency of the commercial or marketing function in achieving sales objectives and customer satisfaction.

##### *b.3 Technical performance:*

Technical performance is the ability of the organization to use and exploit production equipment (investments) in the production process

as well as maintenance, and the amount of production, the proportion of the use of production capacity, is one of the most prominent indicators of the technical performance of the organization.

*b.4 Ration Performance:*

The ration performance is the effectiveness and efficiency of the functions of procurement, transport and storage to provide the organization with raw materials, equipment and production equipment with the appropriate quality and quantity in a timely manner, and the rate of inventory damage, the arrival time of the order of the most prominent indicators of ration performance.

*b.5 Human Resource performance:*

Human performance is the performance of employees of the organization, regardless of their position and level of career (senior leaders, middle management, supervisors, executives). It is one of the most important sources of performance, mainly determining all previous performance levels, where we cannot imagine any performance without individuals.

**3. Study Methodology :**

The questionnaire method was used to collect Data(informations) on the study variables from a random sample of 32 workers at the Sonelgaz Foundation - Djelfa Unit - belonging to senior and middle management levels. To analyze the data and test the hypotheses and answer the questions of the study was relied on a set of appropriate statistical methods using the program called "statistical packages for social sciences", which stands for SPSS, where version 21 was used. Below:

\* Cronbach Alpha test (Cronbach Alpha) to determine the stability of the paragraphs of the resolution, where the value ranges from zero to one correct and the closer the value to the one the more the paragraph more stable, for the study to be acceptable the alpha coefficient must be at least 0.6.

\* Spearman correlation coefficient to ensure the internal consistency between each paragraph of the questionnaire and all paragraphs of the tool and correlation coefficient (Pearson) to ensure the structural consistency of the paragraphs of the study with the study as a whole.

- \* One Way ANOVA test to see if there is an effect of the dependent variable on the independent variable due to demographic variables.
- \* Simple and multiple regression: to test the hypotheses in addition to testing the significance of the relevant significance, using the program spss
- \* Determination coefficient R2: To determine the explanatory power of each independent variable to determine the effect of each independent variable on the dependent variable.
- \* Fisher test: to find out whether there is a positive relationship statistically significant between the independent variable dimensions combined and the dependent variable.

#### **4. Study Results :**

At this stage of the paper we review the results obtained by statistical data processing, Before that, the stability of the study instrument must be verified:

##### **4.1 Stability of the study tool:**

The stability of the study tool shows whether the questionnaire will give the same results if it is redistributed to the same sample. To estimate the stability of the study we will rely on the Cronbach Alpha coefficient, which is one of the best parameters that measure the stability, which we will calculate for all axes According to Uma Sikarn, the closer the Kronbach alpha coefficient is to the correct one, the stronger the internal coherence of the scale (Sikarn, 2006, p439). The results are shown in the following table:

**Table 1:** Stability of the study axes using the Cronbach Alpha coefficient

<b>Axis of study</b>	<b>Number of paragraphs</b>	<b>Stability coefficient Cronbach Alpha</b>
knowledge diagnosis	6	0.961
knowledge generation	6	0.938
knowledge storage	6	0.915
knowledge distribution	5	0.940
application of knowledge	5	0.914
Performance	10	0.932
The general trend	38	0.981

**Source:** Prepared by researchers based on the results of the SPSS program

It is clear from Table (1) that the value of the Alpha-Cronbach coefficient is good for each of the questionnaires. The value of the Alpha-Kronbach coefficient for the axes as a whole (0.981) This indicates that the questionnaire has a high degree of stability and notes the extent of complementarity, harmony and convergence of the answers of the respondents with each other.

**4.2 Test hypotheses of the study:**

*a. Test results of the first hypothesis:*

This hypothesis included: There is no statistically significant impact at the level of significance  $0.05 \geq \alpha$  for the diagnosis of knowledge on the performance in the institution, and the results of the test of this hypothesis are shown in the following table:

**Table 2:** Results of the first sub-hypothesis test

Hypothesis testing	Presence or absence of impact	significance t	calculated t	$\beta$	Variables
/	/	0.00	6.479	1.499	Constant
H1	There is an effect	0.00	10.543	0.642	knowledge diagnosis
				0.787	R <sup>2</sup>
	Y=1.499+0.642X			0.887	R
				0.000	F significance

**Source:** Prepared by researchers based on the results of the SPSS program From the table above we find that the value of the coefficient of determination  $R^2 = 0.787$  This means that the change in performance is explained by the diagnosis of knowledge by (78%) and (22%) is explained by other variables. We can see from the table that the Fisher test is equal to (0.000) and therefore less than (0.05), which indicates the rejection of the hypothesis H0 null and accept the alternative hypothesis H1, which says that there is a positive correlation statistically significant between the diagnosis of knowledge and performance in the institution under study.

*b. Test results of the second hypothesis:*

This hypothesis included: There is no statistically significant impact at the level  $0.05 \geq \alpha$  technology on the kinetics of creativity in the institution, and the results of testing this hypothesis are shown in the following table:

**Table 3:** Results of the second sub-hypothesis test

Hypothesis testing	Presence or absence of impact	significance t	calculated t	$\beta$	Variables
/	/	0.248	1.177	0.515	Constant
H1	There is an effect	0.00	7.746	0.831	knowledge diagnosis
				0.667	R <sup>2</sup>
Y=0.515+0.831X				0.817	R
				0.000	F significance

**Source:** Prepared by researchers based on the results of the SPSS program

From the table above we find that the value of the coefficient of determination  $R = 0.667$  This means that the change in performance is explained by the generation of knowledge by (66%) and (34%) is explained by other variables.

As we can see from the table that the Fisher test is equal to (0.000) and therefore less than (0.05) This indicates the rejection of the null hypothesis H0 and acceptance of the alternative hypothesis H1, which says that there is a positive correlation statistically significant between the generation of knowledge and performance in the institution under study.

*c. Test results of the third hypothesis:*

This hypothesis included "there is no statistically significant effect at  $0.05 \geq \alpha$  level for storing knowledge on the performance of the organization" and the test results of this hypothesis are shown in the following table:

**Table 4:** Results of the third sub-hypothesis test

Hypothesis testing	Presence or absence of impact	significance t	calculated t	$\beta$	Variables
/	/	0.00	11.563	2.147	Constant
H1	There is an effect	0.00	9.787	0.536	knowledge diagnosis
				0.761	R <sup>2</sup>
Y=2.147+0.536X				0.873	R
				0.000	F significance

**Source:** Prepared by researchers based on the results of the SPSS program

From the table above we find that the value of the coefficient of determination  $R = 0.761$  This means that the change in performance is explained by the change in the dimension of knowledge storage by (76%) and (24%) is explained by other variables, as we can see from the table that the Fisher test is equal to (0.000) and therefore It is less than (0.05) and this indicates the rejection of the  $H_0$  null hypothesis and acceptance of the alternative hypothesis  $H_1$ , which says that there is a positive correlation statistically significant between the storage of knowledge and performance in the institution under study.

*d. Test results of the forth hypothesis:*

This hypothesis included "there is no statistically significant effect at the  $0.05 \geq \alpha$  level of the distribution of knowledge on the performance of the organization". and the test results of this hypothesis are shown in the following table:

**Table 5:** Results of the forth sub-hypothesis test

**Source:** Prepared by researchers based on the results of the SPSS program

Hypothesis testing	Presence or absence of impact	significance t	calculated t	$\beta$	Variables
/	/	0.00	5.100	1.229	Constant
H1	There is an effect	0.00	11.216	0.673	knowledge diagnosis
				0.807	$R^2$
				0.899	R
				0.000	F significance

From the table above we find that the value of the coefficient of determination  $R^2 = 0.807$  This means that the change in performance is explained by the change in the distance distribution of knowledge by (80%) and (20%) is explained by other variables. As we can see from the table, the Fisher test is equal to (0.000) and therefore less than (0.05), which indicates the rejection of the hypothesis  $H_0$  null and accept the alternative hypothesis  $H_1$ , which says that there is a positive correlation statistically significant between the distribution of knowledge and performance in the institution under study.

*e. Test results of the fifth hypothesis:*

This hypothesis included "there is no statistically significant effect at the level of  $0.05 \geq \alpha$  to apply knowledge to the performance in the organization" and the results of testing this hypothesis are shown in the

following table:

**Table 6:** Results of the fifth sub-hypothesis test

Hypothesis testing	Presence or absence of impact	significance t	calculatedt	$\beta$	Variables
/	/	0.00	6.677	2.015	Constant
H1	There is an effect	0.00	6.360	0.512	knowledge diagnosis
				0.574	R <sup>2</sup>
				0.758	R
				0.000	F significance

**Source:** Prepared by researchers based on the results of the SPSS program

From the table above we find that the value of the coefficient of determination  $R = 0.574$  This means that the change in performance is explained by the change applied knowledge (57%) and the proportion (43%) explained by other variables, as we can see from the table that the Fisher test is equal (0.000) and therefore less From (0.05) this indicates the rejection of the H0 null hypothesis and acceptance of the alternative hypothesis H1, which says that there is a positive correlation statistically significant between the application of knowledge and performance in the institution under study.

*f. Main hypothesis test results:*

This hypothesis included "there is no statistically significant effect at  $0.05 \geq \alpha$  level of the knowledge management processes on the performance in the institution under study" and the test results of this hypothesis are shown in the following table:

**Table 7:** Results of the main-hypothesis test

Hypothesis testing	Presence or absence of impact	significance t	calculatedt	$\beta$	Variables
/	/	0.006	2.981	0.563	Constant
H1	There is an effect	0.506	14.798	0.866	knowledge diagnosis
				0.958	R <sup>2</sup>
				0.979	R

**Source:** Prepared by researchers based on the results of the SPSS program

From the table above, we find that the value of the coefficient of determination  $R = 0.958$  This means that the change in performance is explained by the change in knowledge management processes by (95%), as can be seen from the table that the Fisher test is equal to (0.000) and therefore less than (0.05) and this is what Refers to the rejection of the  $H_0$  null hypothesis and the acceptance of the alternative hypothesis  $H_1$ , which says that there is a positive correlation of statistical significance between the processes of knowledge and performance in the institution under study.

*g- Difference Hypothesis Test Results:*

This hypothesis included that "there are no statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance of the institution due to the demographic variables of (sex, educational level) in the unit under study"

1 / Educational level: -  $H_0$ : There are no statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance in the institution due to the educational level of the unit under study.

2 -  $H_1$ : There are statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance in the institution attributed to the educational level of the unit under study, and the results of testing this hypothesis are shown in the following table:

**Table 8:**Results of the first difference hypothesis test

Hypothesis test	There are differences or no differences	Values	Variables
$H_0$	no differences	0.455	Value F
		0.768	F Significance

**Source:** Prepared by researchers based on the results of the SPSS program

We can see from the table that the significance of Fisher's coefficient is equal to (0.768) and therefore is greater than (0.05).

2 / Gender: -  $H_0$ : There are no statistically significant differences at the level of  $0.05 \geq \alpha$  on the performance in the institution attributed to sex in the unit under study.

2 -  $H_1$ : There are statistically significant differences at the level of



$0.05 \geq \alpha$  on the performance in the institution attributed to sex in the unit under study.

**Table 9:**Results of the second difference hypothesis test

Hypothesis test	There are differences or no differences	Values	Variables
$H_0$	no differences	2.839	Value F
		0.102	F Significance

**Source:** Prepared by researchers based on the results of the SPSS program  
We can see from the table that the indication of Fisher's coefficient is equal to (0.102) and is therefore greater than (0.05). This indicates the acceptance of the null hypothesis  $H_0$ , which is the absence of differences between the respondents' answers about performance attributed to sex.

### 5. Conclusion :

In the light of the analysis and results of the field study, a number of conclusions can be identified:

\* There are no differences in the level of performance attributable to the gender and educational level of the employees in the institution under study, and the existence of awareness among employees of knowledge management and the effectiveness of its various operations.

\*There is a positive correlation of statistical significance between the processes of knowledge and performance in the institution under study.

In the light of the theoretical framework of the study and the practical case, the following recommendations can be made: - Emphasize the importance of knowledge management and review its dimensions in a way that enhances its positive aspects and addresses its negative aspects as knowledge management is a prerequisite for improving performance.

-Try to overcome the negative trends prevailing in the application and distribution of knowledge.

- Encourage work and maintain the spirit of the team and give him full freedom and independence in the work and implementation.

- Involve employees in decision-making, setting goals, and formulating future policies and directions, which helps to belong to the organization and strengthens the motivation of individuals to work and achieve

outstanding performance.

- Providing and using modern technology to create internal communication networks that are accessible to employees.
- Develop a future vision for the institution based on the alignment of means with the goals.

Attention should be paid to the effective use of the knowledge and experience of individuals.

- Striving to raise the level of subordinates for the achievement and development.

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