

Knowledge Management and Performance Improvement: A Scientific Review of Intellectual Production and Research Trends

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Abstract: The success of the organization has been associated with the extent of its ability to exploit the knowledge it possesses and the extent of its ability to create new knowledge to be employed in devising work methods that give new outputs that work to meet its needs and achieve its goals. This study aims at identifying the importance of knowledge management and performance improvement in organizations and the employment of knowledge management processes in organizations. As well, it seeks to highlight the role that knowledge management processes play in improving performance. The importance of the study is in identifying the importance of knowledge management in public and private organizations and its role in improving their performance, as well as identifying research trends for knowledge management and performance improvement to serve as a guide for researchers in their future studies. The researchers used the documentary method. Thus, after reviewing the intellectual production, the study concluded that knowledge management is a topic that integrates with other modern intellectual topics in the field of management such as quality management and business re-engineering, which enhance the development of knowledge and contribute directly to improving the level of performance in organizations and to their goals achievement. The study recommended the necessity that the higher departments in organizations give a great importance to knowledge management because of its positive impact on improving overall performance in all aspects to raise the efficiency of the organization and increase its production. It is also very important to have strategic plans for knowledge employment through which organizations work in order to improve their practical capabilities.

Key words:

Knowledge - knowledge management - performance improvement - research directions.

First: the general framework of the study

Introduction:

Knowledge management is one of the important components in the survival of organizations and the continuity of their competition at all levels. It is a major requirement for improving work performance and increasing production in all sectors. Organizations aim to employ knowledge management to achieve many benefits, such as improving the decision-making process, and increasing productivity and competition. As

well, it is a way to improve performance and to identify the best way of work implementation. It is considered as an ideal way to reduce production costs (Titi, 2010).

The importance of applying knowledge and sharing it in today's business environment, which has become dominated by the factor of continuous change, is due to its active role in raising the efficiency of workers and improving the competitiveness of the organization. The key to solving the complex problems facing organizations lies in the accumulated experiences of the organization and its employees and the distinguished administrative style (Al-Khafaji et.al., 2015). The success of the organization was associated with the extent of its ability to exploit the knowledge it possesses and the extent of its ability to create new knowledge to be used in devising work methods that give new outputs to meet the needs of the organization and achieve its goals (Abu Bakr, 2005). From this standpoint, the importance of knowledge management in the modern era has emerged as a source of excellence that helps organizations advance and since it is a way to improve performance. In this paper, the literature on the topic in the field of knowledge management and performance improvement will be reviewed to know the research trends in this field from 2010 to 2020.

The objectives of the study:

The study aims at achieving the following goals:

1. Identify the importance of knowledge management in organizations.
2. Identify the importance of improving performance for organizations.
3. Highlight the role that knowledge management processes play in improving the performance of organizations.
4. Identify the research trends of the relationship between knowledge management and performance improvement from 2010 to 2020.

The importance of the study:

The importance of this study lies in identifying the importance of knowledge management in public and private organizations and its role in improving their performance, as well as identifying research trends for knowledge management and performance improvement to serve as a guide for researchers in their future studies.

The study Questions:

In this study, which deals with presenting and reviewing knowledge management and performance improvement in the research heritage, the study questions could be formulated as follows:

1. What is the importance of knowledge management in organizations?
2. What is the importance of improving performance for organizations?
3. What is the role of knowledge management in improving the performance of organizations?
4. What are the most important research directions for the relationship between knowledge management and performance improvement in organizations?

The study approach:

The researchers used the documentary method using production from previous studies on the topic, including published research or studies, in order to identify and analyze those previous studies.

Second, the theoretical framework:

Management and its concept:

Management is the use of workers and materials to achieve goals, and it was defined by (Holt.1993:3) "that it is the process of planning, organizing, leading and controlling the human, material, financial and information resources in the organization's environment". Davies defined it as related to coordinating and organizing the work of the organization, defining business policies and final control as well as implementing managers (Al-Hosh and Muhairiq, 2011). It is also defined as the process of dealing with or controlling things and people (Management, 2019).

Management has major functions carried out by managers at the administrative levels within organizations in pursuit of achieving the objectives of the organization. These functions are called the administrative process, which is planning, organizing, directing and finally controlling. Experts and those interested in studying management have been following up what managers do and recording their conclusions regarding management principles, fields and theories, and three schools of management thought have emerged: the classical school, the behavioral school, and the contemporary school (Dessler, 2010). Frederick Taylor is considered one of the pioneers of the classical school, whose popular ideas revolved around the idea of studying work in a scientific manner and believed in the idea that business efficiency can be improved through diligence, attention and scientific analysis (Al-Hosh and Muhairiq, 2011).

The importance of management:

Management is of great importance in the effective investment of the available material resources and the financial resources allocated to the organization. According to (Al-Jayousi, 2000):

- It works to face the various environmental changes and conditions (political, economic, cultural, social, and technological).
- Its effective impact on the factors of production.
- Leading and directing the organization and achieving stability through development and adaptation in line with the different environmental conditions to achieve its objectives.
- It works on developing the functional personality, achieving justice and incentives for employees, and making it more effective and in line with the nature of work.

Knowledge and its meaning:

Knowledge is not an emergency concept in human thought. It has received the attention of philosophers and thinkers since ancient times. The heritage of Greek philosophers refers to many philosophers who enriched the field of philosophy with their ideas about knowledge and wisdom, as well as Muslim and Arab philosophers who benefited from those who preceded them from other nations and the distinctive additions they provided (Al-Khafaji and Al-Ghalbi, 2008). According to Webster's Dictionary, knowledge is the clear and certain understanding of things, everything that the mind perceives or acquires including practical experience, skill, familiarity or habituation, specialization or awareness of organized information applied to solve a problem (Al-Bilawi, 2007).

(Drucker, 1993) defined it as the ability to transform information into performance to achieve a specific task or find a specific thing, and this ability is only in humans with brains and intellectual skills.

Knowledge is also defined as “intellectual capital and added value, and it is not considered as such unless it is discovered and invested by the organization and converted into value to create wealth through application.” (Davenport & Prusak, 1998: 2). “Knowledge is the new type of capital based on ideas and experiences, which are intellectual capital in the new knowledge economy, and which are more important than physical capital (Al-Janabi, 2012).

The importance of knowledge:

Knowledge is the real wealth of organizations as it is for individuals, peoples and societies, and it is therefore their vital tool in carrying out their functions and directing their activities in order to achieve their goals and objectives for which they were found. Knowledge is power and wealth at the same time. The power of knowledge is the feature that distinguishes our current era as the most important resource than other resources. Its importance lies in the fact that it is the only resource that is not subject to the law of diminishing returns, and it does not suffer from the problem of scarcity as it is the only abundant resource that grows by accumulation. It does not suffer from the problem of scarcity as it doesn't decrease with use (Al-Ali et al., 2009).

Knowledge management and its concept:

Knowledge management is one of the most important processes within the organization for its role in achieving the development of employees and raising their efficiency and skills, which yields to the organization's acquisition of the competitive advantage and strength that distinguishes it and qualifies it to achieve growth, reduce costs, and improve production, marketing, research and development processes. Knowledge management is defined as finding ways to create and capture the knowledge of the organization to obtain it, benefit from it, share it and transfer it to the employees who need it to perform work effectively and efficiently by using modern capabilities and information technology as much as possible (Khalil and others, 2012).

Knowledge management is also defined according to (Chou, 2005: 26) as “ a process by which the intellectual capital of the organization is extracted and invested in order to reach efficient, effective and innovative decisions in order to give the organization a competitive advantage and obtain customer loyalty and commitment.” (Bisra and Saberwal, 2014: 68) defined it as "carrying out activities that involve discovering knowledge, obtaining it and sharing it with others in a way that benefits the organization." (Delong, 2004: 6) defined it as "a system of administrative activities based on containing, assembling and formulating everything related to the critical and important activities of the organization with the aim of raising performance efficiency and ensuring the continuity of the organization's development in the face of the surrounding variables."

The importance of knowledge management:

The importance of knowledge management, according to (Al Kubaisi, 2005), lies in the following:

- It tries to identify, adapt, share, apply and evaluate the required knowledge.
- It enhances the organization's ability to maintain and improve organizational performance based on experience and knowledge.
- It is a great opportunity for the organization because it reduces costs and raises revenues.

- It provides opportunities to obtain a competitive advantage for organizations through its contribution to the adoption of more creativity and innovations.

Improving performance and its concept:

Performance is the common denominator of all efforts made by management and employees. The performance of workers in the pre-industrial revolution was seen as a personal readiness. With the beginning of the industrial revolution, researchers in the field of management focused on many ways to increase production and started looking for the best ways to motivate workers and improve their performance (Ghina, 2012). (Al-Mira, 1995) believes that performance is an activity that enables the individual to accomplish successfully the task and the goal assigned to him. It depends on the normal constraints of the reasonable use of available resources. While (Daft, 1992) sees it as an outcome of all the operations carried out by the organization, and any defect in any of them must affect performance. According to (Miller & Bromiley, 1990), performance reflects the organization's ability to achieve its goals, especially long-term ones, which are the goals of survival, growth and adaptation by using material and human resources efficiently and effectively under changing environmental conditions. According to (Stevenson, 2007: 406), improving performance “is based on the principle of developing knowledge of the dimensions of the administrative process and taking appropriate measures for that development, starting with the planning process, then the analysis stage, then design, and finally improvement.”

(Al-Khashroom and Morsi, 2008) see that improving performance is a systematic way to solve the problems of organizations in an elaborate manner, beginning with the self-evaluation of the organization and the image that the organization aspires to reach and filling the gap between the two cases.

To ensure improved performance, Edwin (2009: 86) noted that, “goals must be set, two-way participatory communication, training, and termination management.” The process of improving performance requires a holistic view that starts from the roots. When the problem is addressed but its external husks remain, it reappears again. And despite the importance of education and training in increasing productivity, it remains part of the requirements for improving performance. The picture is complete when focusing on all possible resources to improve performance, and the process of improving performance itself is a kind of continuing education (Hassan, 2014).

The importance of improving performance:

Organizations always strive to improve overall performance in all aspects, as improvement has become a necessity of the modern advanced management, considering performance as a means to raise the efficiency of the organization and increase its production. The importance of improving performance lies in the following:

- Improving performance is concerned with what has been done and the plans established to improve the current performance and the future plans.
- Providing the necessary resources, time and energies, and achieving the desired goals.
- Improving performance provides feedback on the organization's steps towards the planned goals, and what results are in line with the goals, thus elevating the organization's competitive position by adopting an approach that develops its capacity and highlights it among other organizations.

- It works to improve the services and products provided, and the methods of using them in the beneficiary delivery.

According to (Abdul Ghafour, 2018), it is important to improve performance as follows:

- It provides a link between the organization and outside workers, as it creates a good atmosphere to communicate with the beneficiary and know his requirements and expectations.
- Measuring the performance of organizations and improving performance is very crucial. There can be no improvement in performance without measurement that helps the organization know its current position and identify the future that it aspires to reach by analyzing the gaps and filling them in an appropriate manner.
- It helps organizations to know the axes that need focus and attention to achieve positivity in those axes.
- It works on solving problems that were found by measurement, and provides real data on which to base the appropriate improvement decision.
- The performance improvement plan helps decision makers in giving alerts about the improvement program, the necessary cost and the estimated duration of its implementation.

Knowledge management in organizations:

The importance of knowledge management has increased in light of the technological development witnessed by organizations, due to the role it represents in their life and sustainability. Knowledge management in business organizations has a positive impact on the performance and learning of employees, the internal processes of the organization, the outputs of the production process, and investment in knowledge resources (Tartar and Halimi, 2011).

According to (Al-Aklabi, 2008) and (Al-Zayyat, 2008) the goals of knowledge management intersect with the general goals of organizations in simplifying work procedures, reducing costs, creating an encouraging and supportive organizational environment for a culture of learning and self-development, developing innovation processes through the practices adopted by the organization to exchange and share knowledge, improving decision-making processes by providing accurate and timely information, and attracting intellectual capital to be used in problem solving and strategic planning.

Third, Literature review :

The study boundaries:

The literature in the field of knowledge management and its role in improving performance is covered in this review within the following limits:

A: Objective boundaries:

The literature review covers the following topics:

- Knowledge management
- The performance improvement

B: formal boundaries:

The literature review on the topic of knowledge management and performance improvement covers literature written in the field comprising:

- University Theses: Master's and Ph.D.
- Research and scientific articles published in periodicals.

C: Time boundaries:

The literature review covers the published topic from 2010 to 2020 AD.

D: Linguistic boundaries:

The literature review covers publications in both Arabic and foreign languages.

The qualitative review of the concepts included in the study focused on the following:

Literature review:

This review covers the written literature on the subject of knowledge management and performance improvement. This review seeks to identify the dimensions of development and renewal in this field, present the current trends in this topic within the period (2010-2020) and determine the future directions of the research topics from the researchers' point of view.

First: The emergence and beginnings of the subject and related concepts.

Knowledge management:

According to (Al Kubaisi, 2005), knowledge management at the theoretical level has been known since the thirties of the last century. Many researchers have dealt with it and talked about cognitive processes, mental activities and problem solving. However, at the level of application it was not known until the beginning of the eighties of the last century. At that time, its standards were set and the benefits of some of its successful initiatives were realized. Many thinkers attribute the term knowledge management to the scientist of management, Peter Drucker, after he predicted in the 1960s that exemplary work would be based on knowledge and that knowledge workers in organizations are the ones who direct performance through feedback to workers and beneficiaries. (Drucker, 2001).

Don Marchand is considered the first to use the term knowledge management in the early eighties of the last century (Koenig, 1999).

According to (Davenport & Hansen, 1997), some have argued that the first applications of knowledge management were started in 1985 by the American company Hewlett Packard in the "Managing knowledge for the computer dealer channel" program.

Others believe that knowledge management as a concept was defined by Karl Wiig in 1986, and this concept developed in the mid and late nineties of the last century (Al-Lami and Al-Bayati, 2000). Peter Drucker in 1988 referred to the term knowledge management in his article "The Coming of the New Organization" (Drucker, 1994). Another group of researchers assumed that the term knowledge management was talked about after Nanaka published his study on knowledge-creating companies in late 1991 AD (Najm, 2008).

According to (Stromguist & Samoff, 2000), the strategic impact of knowledge management was in 1997. The World Bank allocated 4% of the annual administrative budget in 1999 to develop its systems (Al Kubaisi, 2005).

Performance improvement:

Classical theories in management are the first to call for a focus on performance. They codified the tasks and roles to achieve organizational effectiveness through their reliance on the scientific method based on laws and court foundations. The pioneer of the scientific management theory that appeared between 1900 AD and 1920 AD was Frederick Taylor pushed by the idea that efficiency in business can be improved through diligence and scientific analysis (Dessler, 2010). Peter Drucker mentioned in his book “The Practice of Management” issued in 1954 AD that high administrative efficiency and continuous improvement in administrative performance alone are what makes us continue to progress (Drector, 2013).

Peter Drucker stated that knowledge has become the main resource for the military and economic power of the state, and it is fundamentally different from the traditional main resources of the specialist in the economic field, work force ... etc. We need organized work on the quality and productivity of knowledge, and the dependence of the ability of any organization to perform will increase if it did not have to stay on these two factors (Drucker, 1994).

In 1994, the term performance improvement appeared in a study (Hui & Tam, 1994) to know the impact of the application of total quality on improving performance in public transport institutions in Hong Kong. The study proved that the application of quality helps improve the performance of service sector organizations. In the same year 1994 AD, Karl Wiig in his book entitled (Knowledge Management) dealt with the benefits of knowledge management and that it helps organizations to increase their production and improve creativity and decision-making. In 1999, Ran & Scabrough presented a study entitled “Knowledge Management in Practice: An Exploratory Case Study”, in which they discussed knowledge management from the perspective of internal operations and the ability of knowledge management to improve performance (Ran & Scabrough, 1999).

Second: Research trends in this field:

Review of the subject related literature from the year 2010 AD to the year 2020.

According to the literature review of the subject, the beginning of concerns in the subject of improving performance was by the pioneer of the theory of scientific management, which appeared between (1900 AD and 1920 AD), Frederick Taylor, who was motivated by the idea that efficiency in business can be improved through diligence and scientific analysis, through his book “Principles of Scientific Management”, issued in 1911 (Taylor, 1911). Then, the term began to appear clearly within the entrance to total quality management as one of the modern trends in management, starting from the eighties of the last century, which philosophy is based on a set of principles adopted by organizations in order to reach the best performance.

In 2010, (Girard and McIntyre, 2010) modeled knowledge management in the public sector. Their study aimed at clarifying the optimal use of the knowledge management model in public sector institutions in Canada by studying the case of the federal government in Canada, and evaluating the knowledge management model. The researchers concluded that the Inukshuk knowledge model, which includes technology, leadership, culture, operations, and standards, is the overall model that ensures that organizations make the most of knowledge, and that the knowledge management components have contributed positively towards enabling organizations to achieve their goals. In the same year, Kasim, 2010,

presented a study on the relationship between knowledge management practices and job performance in Malaysian government departments, which aimed to demonstrate the important role of knowledge management practices in improving the performance and efficiency of public sector institutions, and how government job performance can be improved through the application of management Knowledge.

In 2011, (López & Mero, 2011) conducted an empirical study on 310 Spanish organizations to highlight the impact of knowledge management strategies in increasing their ability to innovate and improve organizational performance. The results of the study showed that both knowledge management strategies (codification and personalization) affect innovation and organizational performance, directly and indirectly by increasing the ability to innovate. The results also showed a different effect of knowledge management strategies on the various dimensions of organizational performance, which may assist academics and researchers in designing knowledge management strategy programs in order to achieve a higher level of innovation, effectiveness, efficiency and profitability.

In 2013, Yang conducted a study on harnessing the value in the field of knowledge management for cooperative performance between the consumer and the supplier, aiming to know the impact of knowledge management processes on the performance of manufacturers and in the cooperative economic exchange with suppliers (Yang, 2013).

Research in this field has continued to grow and the study of (Ramita et al, 2015) discussed the relationship between effective knowledge management strategies and technological and organizational innovation in maintaining the performance of SMEs, especially small, developing and geographically separated countries that have traditionally seen innovation through early adoption rather than active participation. This study formulated a framework assuming that innovation is a mediator of the relationship between knowledge management practices and the performance of SMEs. It is believed that knowledge management and innovation have an important impact on sustainability and organizational performance, and therefore the analysis of these concepts is critical to creating a competitive advantage for the survival of the organization.

In the industrial sector, the study of (Al-Sa'di et al, 2016) discussed the mediating role of product and process innovations in the relationship between knowledge management and operational performance in industrial companies in Jordan in order to investigate the effects of knowledge management on products and practical innovations, as well as on operational performance. In addition, it investigates the effects of product and process innovations on operational performance, and their intermediate effects on the relationship between knowledge management and operational performance.

In the process of acquiring, sharing and adapting knowledge to improve the performance of organizations, a group of researchers in Italy conducted a study in 2018 to enhance the performance of small and medium-sized ceramic tile factories. They developed structural equation models and collected them with data, through the role played by knowledge management in determining the results of the external embedding of factories (Dezi et al, 2018).

In the same year, a group of researchers from the Department of Information Systems at Bina Nusantara University in Indonesia addressed the problem of the declining confidence of Indonesians in hospitals in Jakarta and their search for treatment in its neighboring countries. The researchers tried to reveal the role of knowledge management capabilities in the performance of hospital services and provide a prototype system that can improve knowledge management capabilities of hospitals. They came up with a strategy to improve knowledge management capacity in hospitals by looking at the factors that affect the knowledge management capacity of hospitals in Indonesia, especially Jakarta (Johan et al, 2018).

In 2019, (Naseria et al, 2019) addressed the attendance systems used in government organizations and universities in Iran and added some services to them, such as measuring the performance of work teams at the end of the year and recording overtime hours.

In the year 2020, a group of researchers in European universities published a paper on how does open innovation, external and internal, affect innovation performance by analyzing the mediating roles of knowledge sharing and innovation strategy, and the possibility that the adoption of open innovation from inside and outside organizations could lead to a large number of organizational advantages, including improving innovation performance through a sample of 112 companies working in the industrial field (Bagherzadeh et al, 2020). In the same year, at the International Conference on Information Management held in London, a group of Malaysian researchers presented a paper on the mediating effect of knowledge management on the relationship between risk management and the performance of construction projects. This study suggested a framework for the relationship between risk management, knowledge management and project performance. The results of the study showed a positive relationship. There is an important relationship between risk management and project performance, and there is an important and positive relationship between knowledge management and project management. The application of knowledge management will improve project performance (Chin et al, 2020).

In Arabic, both researchers found some published studies that aim at studying the contribution of knowledge management and its applications to improving the performance of organizations.

In 2016, an Algerian researcher submitted a thesis to obtain a doctorate in science entitled “The role of knowledge management in raising the performance of the Algerian industrial organization.” The results of the thesis included the existence of a great convergence between knowledge management and the international quality standard 1009/2008 in many aspects. Moreover, there are many standards that obligate organizations to make appropriate improvements, the summary of which lies in the need for organizations to abandon the traditional organizational structure and replace it with organizational maps (Ghazali, 2016). Another study in 2016 AD by two researchers from Jordan aimed to identify the impact of knowledge management processes represented in knowledge generation, knowledge storage, knowledge distribution and knowledge application in improving supply chain management practices in terms of strategic integration with suppliers and integration with customers, methods of communication and information exchange, and agile interior practices on Pharmaceutical Companies in Jordan (Al-Qabasiya and Ayoub, 2016).

In 2017, (Hamid and Dawaj, 2017) presented a study aiming at revealing the role and contribution of knowledge management and its applications in improving the performance of organizations in light of what organizations are looking for today in solutions and systems that help them achieve success and sustainability. The study concluded that there is a strong relationship between knowledge management and the performance of the organization through its applications in improving and raising performance, whether on the organization, on the organization’s operations, or on the efficiency of the organization’s employees. In the same year, (Barhama and others, 2017) also presented a study aiming at identifying the roles played by knowledge management in the pharmaceutical industrial sector in Yemen. The study stressed the important roles of knowledge management processes, knowledge management techniques and the knowledge team in the organization and their moral impact on the performance of pharmaceutical factories. The study concluded that the presence of the elements of knowledge management combined lead to an increase in improving performance.

After reviewing the literature on the subject, it is clear to the researchers that research trends focused on improving performance in government and business organizations by working on designing models that

contribute positively towards enabling organizations to achieve their goals. Research trends also focused on improving job and organizational performance in small and medium business organizations and about the possibility of using knowledge management as a major factor for adding and generating value. During that period, research trends focused on improving creativity, and improving decision-making and the ability to innovate. Research trends that dealt with industrial sectors also focused on increasing productivity, raising efficiency and improving product quality. The services and logistics sector improves performance and creates good relationships that contribute effectively to exchanges between suppliers. It also focused on the relationship between knowledge management strategies and technological and organizational innovation to maintain the performance of small and medium-sized companies in remote countries. Research trends also focused on the mediating role of product and process innovations and the relationship between Knowledge management and operational performance in industrial companies. Moreover, research trends focused on the ability of small and medium factories to acquire knowledge and adapt it to improve performance by developing structural equation models and collecting them with data. The research trends also focused on improving the health sectors by improving the capacity of hospitals through working with strategies that ensure performance improvement and developing primary systems that enable hospitals to raise their performance in knowing how innovation, whether from inside or outside the organization, affects the performance of innovation and the organizational advantages that organizations obtain as results. In addition, research trends have also focused on identifying the impact of knowledge management on the relationship between risk management and project performance.

In the Arab studies, research trends focused on the role played by knowledge management in improving the supply chain and strategic integration with suppliers and customers, as well as improving agile internal practices, the big difference between knowledge management and quality standards and the need for organizations to abandon traditional structures and adopt organizational charts.

Fourth: Findings and Recommendations:

By reviewing the literature on the subject in relation to knowledge management and performance improvement according to the digital index to track knowledge and knowledge management terms in databases, the researchers noted that there is great interest by researchers, academics and entrepreneurs in holding conferences, scientific seminars and workshops to share and transfer knowledge.

The researchers believe that knowledge management is a topic that integrates with other modern intellectual topics in the field of management, such as quality management and business re-engineering, which contribute to the development of knowledge and directly contribute to improving the level of performance in organizations and working to achieve their goals. It also contributes to enhancing the organization's ability to maintain and improve organizational performance based on experience and knowledge. It is an opportunity for organizations to help reduce production costs and improve the quality of their outputs, which increases their chances of obtaining organization competitive advantage through their contribution to the adoption of more innovations and creativity.

Through the findings and conclusions of the study, the researchers suggest a set of recommendations that help in improving performance through knowledge management, which are as follows:

- 1- The necessity of giving great importance by senior management in organizations to knowledge management because of its positive impact on improving overall performance in all aspects to raise the efficiency of the organization and increase its production.

- 2- The importance of having strategic plans for employing knowledge through which organizations work in order to improve their practical capabilities.
- 3- The importance of having a technical structure in organizations that enables the application of knowledge management processes.
- 4- Enhancing the knowledge capabilities of the workers and providing the field of creativity, innovation and freedom of action in the issues facing them during the exercise of their duties.

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