

Applying Knowledge Management in Modern Business Organizations: Requirements, Strategies, and Challenges

تطبيق إدارة المعرفة في منظمات الأعمال الحديثة: المتطلبات، الاستراتيجيات، والتحديات

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Abstract:

This study aimed to investigate the nature and important role of Knowledge Management in modern Business Organizations, especially in developing Knowledge Capital and integrate into knowledge economy system by raising the value of knowledge resources, developing and organizing them within the organization and making them available to develop creativity in the organization with adaptation to environmental changes especially in technology and digital revolution, where knowledge emerges as decisive factor in the organization's success. But Knowledge Management application's success can only be achieved through formulating an appropriate strategy, precise definition of the requirements and changes to introduce.

We used the descriptive analytical method. The main result achieved proves that applying Knowledge Management in the organization requires a precise understanding and careful study of the type of knowledge that the organization needs and possesses and methods in accordance with the organization's goals, resources, and its internal and external environment peculiarities.

Keywords: Knowledge, Knowledge Management, Human Resources, Intellectual Capital, Knowledge Economy.

JEL Classification Codes: M15 ، O34 ، O33، O15.

ملخص

هدفت هذه الدراسة إلى البحث في ماهية وأهمية الدور الذي تلعبه إدارة المعرفة في منظمات الأعمال الحديثة خصوصا ما يتعلق ببناء وتطوير رأس المال المعرفي لتحقيق اندماج المنظمات في منظومة اقتصاد المعرفة من خلال رفع قيمة الموارد المعرفية وتطويرها وتنظيمها داخل المنظمة وإتاحتها بغية تطوير الابداع في المنظمة بهدف تحقيق الموائمة مع التغيرات البيئية مواكبة التطورات الحاصلة في ميدان التكنولوجيا والثورة المعرفية والرقمية، وهنا تبرز المعرفة كمورد رئيسي للمنظمات وعامل حاسم في تميز المنظمة ونجاحها، لكن تطبيق إدارة المعرفة لا يتحقق إلا من خلال صياغة استراتيجية مناسبة مع التحديد الدقيق للمتطلبات والتغيرات الواجب إدخالها على نمط التسيير للمنظمة.

من أجل تحليل شامل لمختلف المتغيرات المؤثرة في مفردات البحث، استخدمنا المنهج الوصفي التحليلي. وقد خلصت هذه الدراسة إلى عدد من النتائج أهمها أن عملية تطبيق إدارة المعرفة بالمنظمة يستدعي فهم دقيق ودراسة محكمة لنوع المعارف التي تحتاجها وتملكها المنظمة وطرق تنظيمها وإدارتها بما يتوافق وأهداف المنظمة ومواردها وخصوصيات بيئتها الداخلية والخارجية.

كلمات المفتاحية: معرفة، إدارة معرفة، موارد بشرية، رأس مال معرفي، اقتصاد المعرفة.

تصنيفات JEL: M15 ، O34 ، O33 ، O15.

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1. INTRODUCTION

The complex and accelerating environmental transformations due to the technological and cognitive revolution that the world witnesses have contributed to bringing about radical changes that have affected various fields and overturned the traditional balances and concepts on which human thought was built in various fields. In the field of economics, the knowledge revolution and the information explosion that accompanied it due to information and communication technology led to a radical shift in the

concept of value from the material, commodity concept to the value of knowledge. The latter has become the most important resource for organizations and the main source for achieving a competitive advantage characterized by sustainability and strength, given that it is the key to individuals' creativity. Who, with their creativity, skills and experience, represent the organization's Human Capital.

Economy today is based on what is known as Intellectual Capital, which is considered the basis for any organization to integrate into Knowledge Economy. Therefore, we adopt the knowledge value approach as an alternative resource that refers us to the tools through which the organization can achieve integration into this system. Knowledge Management is considered the modern approach in the administrative aspect of organizing and maximizing the knowledge values and knowledge stock of organizations and individuals, and this is the subject of our research through which we address the nature of knowledge and knowledge management. Through it, we address the theoretical and applied aspects of knowledge management and the various concepts related to this concept, and based cited above.

The Study problem:

We pose the main question of this research as follows:

- What are the theoretical and applied foundations and pillars of the concepts of knowledge and knowledge management?

The Hypotheses

To answer this problem, we put forward the following main hypothesis:

- Knowledge is the backbone of the modern economy and results from giving value to information, which in turn is the output of data processing. As for knowledge management, it is a tool for organizing knowledge in the organization to benefit from its value through knowledge acquisition and dissemination.

The Study importance

The importance of the study lies in highlighting the main motivation behind adopting knowledge as an alternative value in the modern knowledge economy, as well as highlighting the role of knowledge management, which provides the organization with solutions that are compatible with the

changes occurring in the environment, including in particular modern management methods to develop its intellectual head and human competencies.

Objectives of the Study: The objectives of this study are as follows:

- Clarifying the theoretical concepts related to knowledge and knowledge management and the foundations and pillars on which they are based.
- Presenting the mechanisms on which the knowledge management application process is based, its requirements and various processes.
- Highlighting the organization's knowledge management strategy, its types, obstacles, and challenges it faces

Previous Studies:

- Muhammad Issa Study: (Magister's thesis, Damascus University) entitled: The role of knowledge management in human resources management. It is a theoretical study aimed at clarifying the new role of human resources management in light of knowledge management and the shift towards the knowledge economy, and discussing the broad outlines of the changes required in human resources management to become a dynamic contribution to creating competitive advantage in the organization. The researcher used the descriptive analytical method by analyzing Studies and results conducted in this field and drawing results that serve the research topic and answer its problems. The study reached a set of results, the most important of which are:
 - ✓ Knowledge management through traditional methods is not compatible with the changing and accelerating data of the organization's environment.
 - ✓ Intellectual and Human Capital can be developed through the application of Knowledge Management.
 - ✓ Develop a road map for implementing Knowledge Management as a beginning for human resources planning based on Knowledge Management.
 - ✓ To manage Human Resources with knowledge, methods must be used that encourage the intellectual energies of individuals.
- Hussein Barkati's study (2015): The reality of knowledge management and human resources development in Algerian institutions in light of the

transformations towards the knowledge economy - a case study of some institutions in the state of M'Sila. The aim of the study is to explain the reality of knowledge management and human resources development in some emerging organizations in M'sila. Study population and sample: A sample was selected in a non-random manner. A set of 50 questionnaires was distributed to it. This group of institutions was selected from the state of M'sila from both the public and private sectors. The questionnaires were distributed to administrators in the institutions to obtain important answers. Field study results:

- ✓ Knowledge generation in the institutions under study at a high level, which reflects the institutions' interest in learning.
- ✓ The process of acquiring knowledge in the institutions under study is at an average level, which is an acceptable rate.
- ✓ Storing high-level knowledge for the use of information and communication technology.
- ✓ Applying knowledge at an acceptable intermediate level, in contrast to the institutions' orientation towards the knowledge economy.

2. The nature of knowledge:

The concept of knowledge has become central in our current era, given the role that knowledge plays in the success of business organizations

2.1 Knowledge, its concept and importance:

We will discuss how the concept of knowledge arose and developed, the definitions provided by researchers for the concept of knowledge, and the importance that knowledge represents.

2. 1.1 The concept of knowledge: Understanding knowledge requires knowing some of the concepts that intersect with it, i.e. understanding the relationship between data, information and knowledge.

- The Random House Dictionary defines knowledge as knowledge of facts, truths, or principles, whether through study or investigation.

- In mathematics is defined as follows: $K=(I+T)*S$, K represents knowledge, I represents information, T represents technology, S represents sharing. (Gharbi, 2004, p. 04)

2. 1. 1. 1 Data: Its singular statement is the raw material of information.

- According to Wiig, they are also unorganized notes and facts that are not manufactured and examined, appearing in various forms that may be numbers, letters, words, signs, or pictures, without coming in a context or organization. They are raw materials and facts that have no value unless they are transformed into understandable and useful information. (Alyan, 2012, p. 37).

2. 1. 1. 2 Information: It is the smallest single unit of information and is the result of processing data by subjecting it to special operations such as analysis and synthesis in order to extract the indicators and relationships contained in the data (Alian, 2012, p. 43).

- **Characteristics of information and dimensions of its quality:** There are several important characteristics of information, which are:

Timeliness: timeliness, **Accuracy:** correct and free of errors, **Validity:** suitability to the needs of beneficiaries, **flexibility:** adaptability to meet different needs, **Clarity:** free of ambiguity, **Reviewability:** agreement between different beneficiaries to review it, **Impartiality:** objectivity, **Accessibility:** ease The speed of obtaining it, **Measurability:** the possibility of quantifying it, **Comprehensiveness:** the degree to which it covers the needs of the beneficiaries. (Alian, 2012, pp. 48-50)

2. 1. 1. 3 Knowledge: definitions of a number of researchers in Table 1:

Table No. (1): researcher's definition of knowledge

Definition	Researcher
Experience that can be communicated and shared, or information in the activity.	(Najm Abboud, 2007, p. 25)
It is summarized, directed, organized information, and the experiences, skills and feelings of a person. The summary of knowledge is the product of the operations that take place on both data and information.	(Aljamous, 2013, p. 41)
It is the direct result of understanding the content of information, which adds value to it and can contribute to increasing the effectiveness of decision-making.	(Wen, 2009, P. 363-367)

Source: Prepared by the research based on the references listed.

- **The difference between data, information, and knowledge:** summarized in table 2

Table No. (2): The differences between data, information, and knowledge

Field difference	Data	Information
Arrangement	Irregular within an organizational structure	Regular within an organizational structure
Value	not defined	Determined by factors of value and influence
Usage	It is not used on the formal level	It is used on both the formal and informal levels
Source	Many sources	Specific Source
Precision	Low	High
Location in the system	Inputs	Outputs
The Size	Very Large	Relatively Small

Source: (Alyan, 2012, p. 45)

2.2.1 The importance of knowledge: The importance of knowledge is evident in the following points summarized in the following table:

Table No. (03): The importance of knowledge management according to some references

Importance	Reference
- Knowledge contributes to the flexibility of organizations by pushing them to adopt more flexible forms of coordination, design, and structuring. - Knowledge allows the organization to focus on the most creative departments, and stimulates the creativity and continuous innovation of its individuals and groups. - It contributes to the transformation of organizations into knowledge societies and adaptation to changes	(Al-Jamous, 2013, p. 31-32)
- It moved the true foundation of how the organization was created, developed, matured, and reshaped again. - Knowledge has become the basis for creating and sustaining competitive advantage.	(Al-Zayadat, 2008, p. 20)

Source: (Prepared by the researcher based on the listed sources)

2. 2. 2 Characteristics of knowledge:

Knowledge is characterized by characteristics that distinguish it and has different types, all of which are shown in the following:

It can be **generated**: by innovative individuals (Buffalo, 2013, p. 35). It can **die**: some knowledge dies when the person dies or when new knowledge replaces old knowledge. (Hassan, 2008, p. 29), it can be **possessed**: It is not limited to an individual or to a specific party and not others. (Al-Malkawi, 2007, p. 37), it can be **stored**: on paper, films, tapes, and now on electronic storage devices. (Najm, 2007, p. 33), it can be **classified**: whether tacit knowledge, apparent knowledge, or other classifications of knowledge. (Al-Jamous, 2013, p. 36), can be **shared**: the possibility of sharing knowledge and scientific expertise and also disseminating knowledge by the necessary means. (Al-Malkawi, 2007, p. 38), **inexhaustible**: it is used by the first and second individuals and so on throughout the chain of beneficiaries and remains after use. (Hassan, 2008, p. 31), **instantaneous**: a characteristic that does not mean randomness or the inability to manage it. It is required is to create a suitable climate for its generation. (Ghadhban, 2018, p. 77)

2. 2. 3 Types of Knowledge: The most famous model of knowledge is that presented by Nonaka, according to which knowledge is described into the following types:

2. 2. 3. 1 Explicit Knowledge: It is knowledge that can be documented, shared, and stored in documents and databases. It is formal, standard knowledge, which exists in the form of symbols and is expressed quantitatively, and is transferable, teaching and learning, and is represented by intellectual property.

2. 2. 3. 2 Tacit Knowledge: Tacit Knowledge is embodied in the phrase (we know more than we can say), informal self-knowledge, not transferable and taught, expressed qualitatively and intuitively, found in the work of individuals and teams within the organization, difficult to document and explain. Transfer it to others. Nonaka explained it as involving mental processes and mental models and requiring different means of conveying and understanding them. (AL-Jamous, 2013, p. 38)

Table No. (04): Comparison between the characteristics of tacit vs explicit knowledge

Tacit Knowledge	Explicit Knowledge
The ability to adapt to deal with exceptional and new circumstances.	The ability to disseminate, produce, access, and reapply in organizations.
Experience, know how, know why, and care for what.	Ability to teach and train.
Ability to collaborate, share vision, and transmit culture.	The ability to organize it, synthesize it, translate the vision into a message, and then into operating guidelines.
Training and guidance to transfer experiential knowledge from one person to another on face-to-face basis.	Transfer of knowledge through goods, services and documented processes.

Source: (Al-Nasser, 2014, p. 13)

We can provide another classification of knowledge, which is the classification that ranges from procedural knowledge to knowledge of purposes, as follows:

- Procedural knowledge or know-how: related to how things work or are done and matches common knowledge.
- Cognitive knowledge or Know-What: beyond basic skills and achieving higher expertise about the subject.
- Causal knowledge or Know-Why: It requires a deeper understanding of the interrelationships across areas of knowledge.
- Knowing the purposes or caring for why (Care-Why): requires a contextual and social set that directly or covertly directs, in the short or long term, strategic choices and the associated cost-benefit trade-offs.

The following (Alyan, 2012, p. 88)

2.3 Sources and maps of knowledge: Knowledge has several sources and also has maps known as knowledge maps, as follows:

2. 3. 1 Sources of knowledge: It is classified into two sources (Ghadhban, 2018, p. 82), namely internal sources and external sources.

2. 3. 1. 1 Internal sources of knowledge: The internal sources of knowledge are represented by (Alyan, 2012, p. 116):

A. People or members of the organization: significant components of knowledge preserved in the minds of individuals, the most important of which are:

- **Knowledge strategists:** They are experts on knowledge-based strategy and competition in the market and identify the knowledge gap for competitiveness.
- **Knowledge professionals:** They deal with knowledge as a subject and are responsible for causal knowledge or knowledge of (what) and technical know-how.
- **Knowledge workers:** They work in the field of knowledge in order to provide support and support factors for the knowledge professional. (Ghadban, 2018, pages 82-84)

B. Written books and documents: Much of the knowledge is found in books and documents, and is available to everyone, such as patents.

2. 3. 1. 2 External sources of knowledge: including:

- **Customers:** They are the renewable source of knowledge, and the source of knowledge of the needs that develop products. - **Suppliers:** They are the most important primary source of knowledge related to the industrial market, resources, specifications, and services. - **Competitors:** They are the most influential source who seek to make their knowledge difficult to imitate and rooted in the environment and culture of competing organizations. - **Partners:** They are the source that provides in a ready and quick way what the organization lacks in terms of knowledge and experience through partnership and alliance. - **Distributors:** an essential source of knowledge, because they are the closest to the various market elements (consumers and competitors). - **New workers:** they are either recent graduates who possess modern knowledge. Or employees with experience in other organizations.

2. 3. 2 Knowledge Map: Building knowledge maps is one of the most important challenges facing organizations to implement K M programs. (Ghadhban, 2018, page 87)

2. 3. 2. 1 The concept of the knowledge map: It can be said that the knowledge map is a manipulation of materials that accompany other information and knowledge.

There are three types of knowledge maps, according to what was known:

- Documented cartographic knowledge materials, such as sites such as departments, databases, and the like.
- Maps of individuals and groups in their work sites of expertise.
- Maps of quoted and learned lessons attributed to their original reports and stories taken from them.

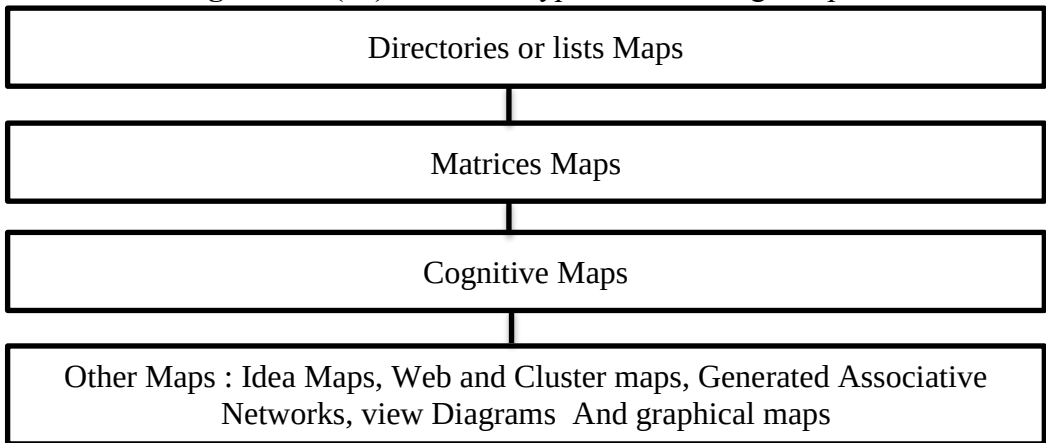
Accordingly, the knowledge map has traditionally been directed towards:

- Public knowledge that is usually available to the organization.
- Specific experience, means those in the organization or in other ones.
- Locations, meaning “Where” for stories and anecdotes to help the reader understand the experiences of past practices. (Al-Aali, 2005, p. 29)

2. 3. 2. 2 Classifications of knowledge maps: They can be classified in two appropriate ways: the form of knowledge (Forme) and its purpose (Purpose). (Alian, 2012, p. 118)

2. 3. 2. 3 The form and uses of maps: We distinguish maps of guides and lists, matrices and divisions, reflective maps, and other maps (Al-Aali, 2005, page 30).

Figure No. (01): Different types of knowledge maps



Source: (Alyan2012, p.119)

3. Basics of knowledge management:

Knowledge management is one of the modern concepts in administrative thought. We will discuss its most important implications in the following:

3.1 The concept of knowledge management:

We address this concept through some researchers' definitions (Table 05):

Table No. (05): Different definitions of knowledge management

Definition	Reference
It is the term that expresses the processes, tools and behaviors that are jointly formulated and performed by the organization's beneficiaries, to acquire, store and distribute knowledge to be reflected in business processes to reach the best applications with the intention of long-term competition and adaptation.	(Al-Kubaisi, 2005, p. 42)
The result of the interaction between the individual and the organization on the one hand, and the integration between explicit knowledge and implicit knowledge on the other hand.	(Muslim, 2014, p. 22)
It is a set of different and precisely defined approaches and processes for searching for critical positive and negative knowledge, managing it (organizing it) and employing it in various types of activities, identifying new strategies and products, improving human resources management, as well as achieving a number of pressing goals.	(Wiig, 1993, P.16)
It is the work required to obtain the best outputs from knowledge sources.	(Fernandez & Sabherwal, 2010, P.04)

Source: (Prepared by the researcher based on the listed sources)

3.2 The importance of knowledge management and its objectives:

3. 2.1 The importance of knowledge management: Knowledge management derives its importance from the fact that:

- Supports organization's efforts to benefit from all tangible and intangible assets, by providing a framework to enhance organizational knowledge.
 - An opportunity to obtain a permanent competitive advantage for the organization, by enabling the organization to be more innovative.
 - An integrated, systematic process for coordinating the activities of various institutions towards achieving their goals.
 - It contributes to motivating institutions to renew themselves and confront unstable environmental changes.
 - It contributes to maximizing the value itself by focusing on the content.
- (Ghadhban, 2018, p. 92)

3. 2. 2 Objectives of knowledge management: Knowledge management aims to achieve the following:

- Capturing knowledge from its sources, storing it, and then reusing it.
- Relying on attracting greater intellectual capital in order to solve the problems facing the organization.
- Identifying core knowledge and how to obtain and protect it.
- Creativity, awareness, purposeful design, adaptation to disturbance and environmental complexity, self-organization, intelligence, and learning.
- Creating value for the business by planning and operations' quality, managing, developing employees, managing customers, evaluating production. (Al-Kubaisi, 2005, p. 44)

3. 3 areas of knowledge management: According to Wiig, there are 4 areas that should be managed together in a good way, (Figure 8) which are:

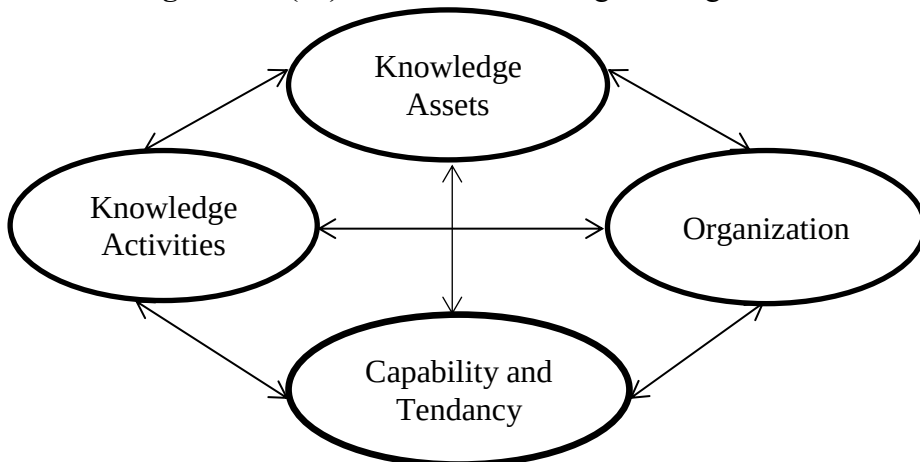
3. 3. 1 The field of knowledge assets: contains expertise, experiences, skills, and prowess.

3. 3. 2 The field of knowledge activities: contains the collection, generation, construction, transfer, monitoring, use and evaluation.

3. 3. 3 The field of capabilities and inclinations: It includes the capabilities and inclinations of individuals, as well as organization's capabilities to build and use knowledge to achieve its goals.

3. 3. 4 Organization scope: includes the organization's goals, strategies, culture, and practices. (Alyan, 2012, p. 198)

Figure No. (02): Areas of Knowledge Management



Source: (WIIG, 1995, P. 23)

4. Basics of applying Knowledge Management:

4.1 Knowledge Management application requirements: There are necessary requirements for the success of the Knowledge Management application, which are:

4. 1.1 Providing human resources: Providing human resources that have the necessary competencies and skills required by the process of establishing and implementing the organization's knowledge management system. These are the knowledge individuals (knowledge managers, knowledge makers and knowledge workers) who must carry out the activities necessary to generate, preserve and distribute knowledge while preparing Software for that. (Al-Malkawi, 2007, p. 85)

4. 1.2 Organizational leadership style: The appropriate leader for knowledge management is characterized by three basic qualities, which are the ability to clarify the vision for others and serve as a role model for them, in addition to the ability to link this vision to more than one content that concerns the organization and through which it works.

4. 1. 3 Organizational structure: This organizational structure should be characterized by sufficient flexibility so that knowledge individuals can unleash their creativity and work freely to discover, generate and exchange knowledge while defining and renewing procedures, means, facilities and processes related to knowledge management.

4. 1. 4 Infrastructure related to technology (technology): Providing technology infrastructure, such as computers and related software: software, electronic search engines, and various means related, such as information technology and information systems. (Al-Malkawi, 2007, p. 85)

4. 1. 5 Organizational culture: It represents the values and beliefs that guide the human behavior of individuals and is considered one of the most important factors and basic foundations necessary for knowledge management. A study conducted on by Mc Donogh & Dayer highlighted that Americas in 2001: There are four challenges facing knowledge management in the two companies, which are:

- A. Not having enough time for employees to manage knowledge.
- B. Current culture of organization does not encourage knowledge sharing.
- C. Lack of understanding regarding Knowledge Management (its benefits).

D.Inability to measure the benefits of Knowledge Management. (Al-Jamous, 2013, p. 178)

4. 2 Knowledge management processes: In this study, we focus on four fundamental processes. Before discussing these fundamental processes, we will refer to two necessary processes as well: diagnosis and knowledge acquisition. (Shahed, 2011, p. 29)

4. 2. 1 Diagnosing knowledge: The process of accessing the required knowledge is considered one of the most difficult and permanent obstacles in the life of the organization. Therefore, diagnosing knowledge is a very important matter. Therefore, if organizations want to recruit their cognitive capabilities, they must work in two directions, the first of which is to know their internal knowledge and the organization's capabilities. As a whole or its individuals and their experiences, in addition to researching the organization's external sources, that is, its surrounding cognitive environment, which should be carefully monitored and determined in a way that is compatible with the organization's goals and working to link the organization with it (Shahid, 2011, p. 29).

4. 2. 2 Acquiring knowledge: The process of acquiring knowledge is represented by the mechanisms related to finding and creating knowledge in order to retain it, then distribute it and use it. After the stage of cognitive diagnosis comes the process of acquiring knowledge from its various sources. It may be internal, such as knowledge repositories, or through sharing experiences, skills, and practices, or attending Conferences, seminars, dialogue and communication between various individuals and groups within the organization, and they may be from external sources that are committed to bringing, preparing and sharing them using modern means and technology. (Hassan, 2008, page 27)

4. 2. 3 Generation: The process of generating organizational knowledge involves developing new content or replacing existing content with regard to both tacit and explicit knowledge and can be generated through social and collaborative processes or through individual learning processes, as the (SECI) model highlights: (Takeuchi Nonaka &) which includes concepts related to the places of knowledge generation, cognitive assets, the continuous interaction between tacit and explicit knowledge, and the

growth of the spiral flow of knowledge as it moves between the individual, group, and organizational levels. (Al-Nasser, 2014, pp. 51-52)

There are four processes for generating knowledge from implicit to explicit and vice versa, which are as follows (Al-Banna, 2014, p. 83):

- A. Extraction: The transformation of knowledge from implicit to explicit in which an individual's knowledge becomes available for transfer.
- B. Nurturing: transforming knowledge from tacit to tacit through meetings, chatting, and sharing experiences.
- C. Interconnection: Declared knowledge is communicated from one party to another depending on the means of communication.
- D. Globalization: The individual obtains knowledge of what happens to him in a new learning process that he enhances, analyzes, and links to his own mental contents, which generates a new type of knowledge for him as implicit knowledge.

4. 2. 4 Knowledge storage: represents the link between both knowledge capture and the process of extracting it, it returns to organizational memory, which includes knowledge contained in various forms such as written documents and information stored in databases. (Hassan, 2008, p. 28)

4. 2. 5 Distribution of knowledge: By transferring the correct knowledge to individuals who need it at the right time to carry out essential tasks, relying on appropriate means of communication. (Al-Batayneh, 2010, p. 56)

4. 2. 6 Application of knowledge: Application of knowledge is more important than knowledge itself. Knowledge comes from work and how to teach it to others, as it requires learning and explanation, and learning comes through experimentation and application, which improves the level of knowledge and deepens it. (Al-Aali, 2005, p. 45)

4. 3 Knowledge Management Strategies, obstacles, and challenges:

In this section, we discuss the main strategies for knowledge management, as well as the obstacles to their application and success factors, in addition to the challenges they face.

4. 3.1 Knowledge Management Strategies: According to Nonaka, there are two strategies:

4. 3. 1.1 Codification Strategy: It relies on explicit knowledge as formal, standardized knowledge that can be described, measured, transferred, and

exchanged and can be easily transformed into a knowledge base that the company can circulate (Najm, 2007, pp. 63-64).

4. 3. 1. 2 Personalization Strategy: It is based on tacit, non-codable knowledge as it is interactive and dialogic in the face-to-face relationship of individuals. It can be learned through direct observation. It is especially adopted by consulting companies. (Boran, 2016, p. 72) “Nonaka” model was followed by contributions linking it to the organization’s policies:

- A. **Stereotype policies:** by which the organization maintains, disseminates, and uses knowledge without realizing it.
- B. **Formal policies:** Managers create an environment through processes for managing available knowledge.
- C. **Integrative policies:** Managers' awareness of knowledge management makes them manage it effectively (Japanese organizations). (Al-Oqab, 2008, p. 51)

4. 3. 2 Factors of failure in implementing Knowledge Management: (FOLEY & PRUSAK) identified several factors for the failure of knowledge management, which are:

- The inability to develop and define a working definition of knowledge management is determined by the failure to define the distinction between data, information and knowledge.
- Weak rational deductive thinking (conclusions, assumptions and prevailing beliefs).
- The belief that knowledge exists outside the minds of individuals and vice versa is true (mostly implicit).
- Ignoring the primary goal of knowledge management, which is to create shared contexts through dialogue. (Muslim, 2015, p. 53-54)

Third: Factors that help the success of Knowledge Management: (Rastogi, 2000) summarized the factors for the success of knowledge management as follows:

- Innovate and work on continuous learning opportunities for individuals.
- Providing opportunities for individuals to participate in dialogue, discussion, and research.
- Reward and encourage the spirit of cooperation and team learning, with an emphasis on its continuity. (Ghadhban, 2018, p. 110-111)

4. 3. 3 Challenges of Knowledge Management: McDermott pointed out four challenges:

- A. Technical Challenge:** designing systems and information that help individuals think together.
- B. Social Challenge:** Developing organizations that share knowledge and support intellectual diversity to encourage creativity.
- C. Management Challenge:** Related to creating an environment for evaluating knowledge sharing.
- D. Personal Challenge:** Sharing ideas and striving to know the best. (Muslim, 2015, p. 54-55)

5. CONCLUSION:

Through this study we reached the following results:

Proving the main hypothesis of the study:

Knowledge is the backbone of the modern economy. It results from giving value to information, which is the output of data processing, and knowledge management in it is a tool for organizing knowledge in the organization to benefit from its value through knowledge acquisition and dissemination.

We also reached other additional results, which are:

- The importance of a deep understanding of knowledge concepts and methods of organizing it in the organization through a good understanding of the foundations of knowledge management.
- To develop intellectual capital, applying knowledge management in the organization effectively achieves this goal.
- Knowledge management is considered as an effective tool to keep pace with the changes occurring in the environment to make the organization capable of facing these environmental challenges.
- Knowledge and Human Resources constitute the most valuable resource of the organization (source of creativity and excellence).
- **Suggestions and Recommendations:**
 - Introduction of knowledge management and intellectual capital within the organization's structures through its organizational structure.
 - Taking advantage of modern technologies in knowledge processes, including collecting, storing, disseminating and applying knowledge.

- Effective use of the experienced knowledge of veteran employees: to benefit from it in transferring tacit knowledge.
- Use of the human resources information system and orientation to using computers and information technology.
- Focus on excellence through creativity, based on cognitive enhancement, education and training.

6. List of References:

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