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Knowledge Management Processes and their Relationship with Organizational Intelligence :United Technology Electric Company(UTEC)Case Study.

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Abstract:

This study aims to test the correlation between knowledge management processes and organizational intelligence at UTECtires. The researcher used a case study methodology, and to achieve the study's objectives, data was collected through a questionnaire developed based on a set of previous studies, which was distributedelectronically to all tires. A total of 34questionnaires were returned. The study found a statistically significant positive correlation between the knowledge management processes variable, with its various dimensions (knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application), and the organizational intelligence variable. The study alsopresented a set of recommendations.

Key words :Knowledge Management Processes, Organizational Intelligence,UTECinstitution.

JEL Classification Codes:D83 ,D83 ,L62.

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1.Introduction :

Business organizations face many challenges due to the rapid changes and developments occurring in the business world. To confront these challenges, it has become imperative for them to integrate into the new global economy based on knowledge and the information revolution, which gives more importance to knowledge than other resources. with the organization's effective use of knowledge and growing interest in knowledge as strategic resource has placed business organizations in front of challenges of searching for the best ways and methods to acquire it and benefit from it.

With the intensification of competition in both quantity and quality, and despite the importance of the knowledge economy, focusing solely on past and current knowledge is no longer sufficient to ensure its survival and continuity. Instead, it has gone beyond this to the constant search for new knowledge in the future to enhance its activities in the external environment. Most organizations have turned to adopting modern strategies based on the use of best practices, which ensure the organization speed and flexibility in obtaining information and knowledge from its external environment to benefit from and invest in it internally by renewing its knowledge stock. Consequently, this leads to reorganizing its internal processes to meet the customer's needs and fulfill their desires, thus achieving an advantage over competitors, which is called organizational intelligence.

From what has been mentioned above, we can summarize the study problem in the following questions:

- What does knowledge managementmean? And what are itsprocesses ?
- What does organizational intelligence mean? And what are its most important dimensions?
- Is there a relationship between thevarious knowledge management processes and organizational intelligence at UTEC institution?

1.1 Study Hypotheses:

To answer the research problem, the following main hypothesis has been established:

- knowledge management processes(knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application) is significantly related to organizational intelligence atUTEC institution.

1.2 Study Objectives:

The study aims to:

- Developing a theoretical framework that encompasses both knowledge management and organizational intelligence, as well as the connection between the two.
- Describe the study variables and their different dimensions related to knowledge management processes and organizational intelligence at UTEC institution.
-Test the correlation relationship between knowledge management processes and organizational intelligence atUTEC institution.

1.3 Importance of the Study:

The importance of the is highlighted from the following aspects:

- The scarcity of arabic studies addressing the topic , despite the fact that knowledge management and organizational intelligence are critical and contemporary issues in modern management theory.
- The combination of knowledge management and organizational intelligence represents modern management strategies that businesses aim to leverage to adjust to the changing environment and capitalize on emerging opportunities.
-The researcher hopes that the managers of the institution can benefit from the finding reached.

1.4 Previous Studies:

1.4.1 study of **(Frederic Blondel, Serge Eduard, Mohamed Nabil El Mabrouki 2007)** titled: What is the relationship between economic intelligence and knowledge management within the company?

This research paper aimed to understand the relationship between the knowledge management approach and organizational intelligence and their impact on improving the competitive ability of institutions through better management of information and knowledge. The study included a sample of French industrial institutions, and contrary to expectations, the results showed no theoretical relationship between the two approaches. However, at the level of practice or application, the integration between them appears more(Blondel, Serge, & Elmabrouki, 2007, p. 158).

1.4.2study of **(Abdelkader Baaziz 2013)** titled "Synergie Triptyque, Knowledge Management ,Economic Intelligence and Business Intelligence"

This paper aims to investigate the impact of the integration between knowledge management, economic intelligence, and business intelligence on supporting the decision-making process and improving performance in a sample of Algerian institutions. The study concluded that knowledge management and economic intelligence are approaches that help organizations enhance their competitiveness through continuous monitoring of the external environment and following up on the internal environment to achieve adaptation. Furthermore, effective decision-making can only occur within the context of an intelligent organization where information from both the internal and external environments is available; this is where the integration between knowledge management, economic intelligence, and business intelligence appears(baaziz, 2013, p. 01).

1.4.3study of **(Beata Skowron-Grabowska, Tomasz Szczepanik, PetrBestaFuk 2019)** titled: Knowledge Management in Intelligent Organization.

The study aimed to clarify the importance of knowledge management for organizational intelligence. It included delivery companies as intelligent organizations that use knowledge management in their delivery services. The study concluded that knowledge management is among the factors that have enabled the surveyed companies to become intelligent and gain competitive advantages(Skowron-Grabowska, Szczepanik, & Besta, 2019, p. 1012).

Through the previous studies presented, we notice that there is a similarity between them and the current study regarding the objective, which is to try to identify the correlation between knowledge management processes and organizational intelligence. However, what distinguishes this study from previous studies, as far as the researcher knows, is its reliance on knowledge management processes represented in (knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application) and the dimensions of organizational intelligence represented in (understanding the environment, generating strategic options, continuous learning, sustainability). This study also focused on the tires of UTEC

2. Knowledge Management

Knowledge management is regarded as a contemporary management strategy that businesses aim to implement., by exploiting knowledge and encouraging continuous learning, with the aim of increasing the level of creativity and enhancing organizational performance. In this section, we will attempt to address the concept of knowledge management and its importance, in addition to its most prominent processes.

2.1 The Concept of Knowledge Management

There is no comprehensive definition of knowledge management due to the vastness of its field and its connection to many sciences that have addressed the subject, such as sociology and management, and organizational behavior studies. Many writers and researchers have contributed by presenting their views on the concept of knowledge management. Below are some important definitions of knowledge management:

Knowledge management is: "a structured strategic approach aimed at achieving specific objectives, through the effective utilization of the knowledge existing in the organization"(Laurent, 2005, p. 03).

It is also known as "a structured process through which business organizations seek to acquire, store, and disseminate knowledge in both its implicit and explicit forms among employees, in order to enhance the efficiency and productivity of their work"(Maciej, 2022, p. 24).

It also means "the planning of knowledge and the assets associated with intellectual capital, organizing, monitoring, coordinating, and synthesizing them. Knowledge management involves achieving the sustainability of knowledge, utilizing it, and investing in it, so as to achieve a positive impact on the results of competitive advantage "(Jyoti, Goopta, & Kotwal, 2011, p. 317).

Through the above, we can say that knowledge management is "an integrated methodology based on the process of capturing knowledge, classifying it, storing it, and then sharing it among the members of the organization, using a set of methods and tools to achieve best practices and improve organizational performance."

2.2 The importance of knowledge management:

The organization's focus on knowledge management will provide numerous benefits, which can be summarized in the following points(Ragaa & korichi , 2021, p. 104):

- Knowledge management reduces costs and increases revenues within the organization.
- Knowledge management serves as a system for coordinating various activities within the organization, ensuring commitment to achieving the goals of these activities.
- It enhances the organization's ability to improve organizational performance by constantly seeking and applying new knowledge.
- Knowledge management allows organizations to carry out diagnostics to access the required knowledge for acquisition and benefit from it.
- It helps knowledge management invest in intellectual capital to increase the organization's value.
- It acts as a motivational tool for organizations to enhance the innovative capabilities of employees in response to changes occurring in the business environment.
- It enables organizations to gain a competitive advantage by improving or offering new services and products to customers.

- Knowledge management harnesses all resources, both tangible and intangible, by providing a framework to enhance organizational knowledge.
- It maximizes knowledge itself by focusing on content.

2.3 Knowledge Management Processes:

Those interested in knowledge management see it as a series of integrated and interconnected activities and processes, so that each process depends on its predecessor in order to benefit from it. The most important of these processes are(Ragaa & korichi , 2021, pp. 105-106).

2.3.1Knowledge diagnosis: This process is crucial to the knowledge management program, as all other processes depend on it. Its purpose is to uncover the knowledge that is needed through a variety of mechanisms. To accomplish this, it is essential to recognize the existing knowledge within the organization, identify the owners of that knowledge and their respective locations, and pinpoint the targeted knowledge. This process is known as identifying the knowledge gap to access the necessary knowledge for problem-solving.

2.3.2 Generating **and acquiring knowledge:** from its various internal sources such as the knowledge possessed by experts and specialists, or found in the organization's databases and archives, or externally through conversations with customers and suppliers, or by learning from competitors using benchmarking methods. It is worth noting that the process of generating knowledge is a dynamic and interactive process aimed at creating relationships within the interaction between implicit and explicit knowledge, which in turn leads to the creation and generation of new knowledge. Furthermore, acquiring knowledge is not always a deliberate act; it can also occur by chance. Therefore, the organization must preserve this type of knowledge and store it for future reference when needed.

2.3.3 Knowledge Storage: After completing the process of creating and generating knowledge, it is stored in the organizational memory to ensure its safety and protect it from loss, damage, theft, or unauthorized access, for later retrieval with the help of information technology. This memory encompasses explicit knowledge found in written documents and electronic databases, along with implicit knowledge that resides in individuals' minds and their experiences.(Houhou & Lahchachi, 2012, p. 392).

2.3.4 Knowledge dissemination and distribution: This process is primarily based on the distribution, sharing, and transfer of knowledge, according to effective mechanisms that enable this.

2.3.5 Application of Knowledge: At this stage, the organization faces the challenge of utilizing the knowledge acquired and benefiting from it practically through problem-solving and making sound decisions, translating it into goods and services(Kotwal, 2021, p. 03).

3. Organizational Intelligence:

The rapid changes in the business environment have led organizations to adopt what is known as organizational intelligence, which requires them to adapt and adjust to these challenges to create and generate knowledge that enables them to exploit opportunities and avoid threats. Through this section,We will try to explore the concept of organizational intelligence and its various dimensions.

3.1 The concept of organizational intelligence:

The first serious attempts to provide a definition of the intelligent organization were in the 1990s by researchers Matheson and Matheson in their book titled **"The Intelligent Organization: Generating Value through Strategic Research and Development"** in (1998).From their point of view, the intelligent organization means "the extent to which the organization has the ability to adapt to changes in its environment quickly, by establishing an organizational culture that focuses

on effective strategic decision-making and harnessing all resources to achieve that"(Mufaddy Al-Kassasbeh, Mohammed Al Kassasbeh, & Al Faouri, 2016, p. 107).

According to Filos(2005), intelligent organizations are characterized by "a set of features, the most important of which are responsiveness and flexibility in acquiring knowledge that enables them to achieve their set goals by investing in opportunities and adapting to environmental changes"(Filos, 2005, p. 03).

Shariffi and Zhang(2000) believe that organizational intelligence means "the organization's ability to react quickly to changes, threats, and uncertainties in the work environment, represented by four essential elements: response to changes, efficiency, speed, and flexibility"(Shariffi & Zhang, 2001, p. 794).

Veryard(2004) adds that the intelligent organization is "a learning organization with qualified human resources and an advanced information system, with an organizational culture based on transparency and creativity; all these factors form a framework for the organization to deal with environmental opportunities and threatsbased on its knowledge base(Veryard, 2004)".

Therefore, Organizational intelligence represents a "set of intellectual and behavioral functions aimed at discovering and interpreting hidden contexts and producing knowledge, relying on an effective information system that ensures the process of making right decisions. It thus reflects the ability to adapt to new situations and find solutions to complex problems, through its interactive relationship between information, knowledge, action, and practice. Therefore, the important factor in organizational intelligenceis knowledge"(Reiter- Palmon & Hunter, 2023, p. 134).

3.2 Dimensions of Organizational Intelligence:

The perspectives of scholars and authors on the definition of organizational intelligence dimensions have differed. For the purposes of this study., we will focus on the dimensions adopted by Shwaninger in (2009)(Lazarevic & Jelena Lukic, 2015, pp. 259-260)**:**

3.2.1Understanding the Environment: It means that the intelligent organization possesses an effective vigilance system that facilitates the process of making strategic decisions. The organization's environment represents a source of opportunities that can be exploited and threats that should be avoided. It consists of a set of variables, the most important of which are customers, suppliers, competitors, regulations and laws, political, economic, and social factors, and technological changes. To understand this environment, the organization must work on implementing a set of functions, which are(Matheson & Matheson, 2001, p. 52)

-Understanding environmental uncertainties:aadministrative leaders are responsible for understanding, analyzing and managing uncertainties and minimizing their risks and how to avoid them. All this gives a positive indication to employees that their organization is dealing with uncertainties realistically and seriously.

- The strategic perspective from outside to inside: This is a methodology adopted by leaders and managers when formulating strategies after analyzing the external environment and evaluating its current situation, to identify internal resources and ensure that strategies are compatible with external changes, achieving the desired results.

-Systemic thinking: It means focusing on how the parts of the system interact with each other to gain knowledge, learn, and improve performance through feedback.

3.2.2 Generating strategic options: This is the process by which a set of strategic options for the organization is established for it to choose from, meeting its needs. These options must align with the organization's mission, values, principles, and environment to achieve its strategic goals and maintain its competitive advantage and market positioning. When formulating strategic options, a set of factors should be taken into account, and these factors are(.Stacey, 2007, p. 68):

- The goals that the organization seeks to achieve.
-Constraints related to opportunities and threats.
-Constraints related to aspects of the organization's strengths and weaknesses.
- Values, principles, and ethics of senior leadership individuals.

3.2.3Continuous Learning: It means permanent learning in order to acquire knowledge and skills that give workers the opportunity to develop their skills and creative abilities, to face problems, make decisions and adapt to modern work methods and methods, to enable them to perform their tasks efficiently and effectively. The intelligent organization benefits from continuous education in the face of rapid changes in the business environment, such as intensified competition, and technical, technological, economic and social changes. The intelligent organization is a learning organization that is always responsive to change .

3.2.4Sustainability: Sustainability refers to the organization's ability to carry out its activities continuously and to maintain a constant presence in the business environment, while preserving business interests and meeting the requirements of customers and stakeholders.

4. The relationship between knowledge management and organizational intelligence.

Both the concepts of knowledge management and organizational intelligence are interrelated and integrated, supporting each other. In a study conducted by Mooghali and Azizi in (2008)using the questionnaire developed by Albrecht in (2003) to understand the relationshipbetweenthe two concepts, the correlation coefficient between them reached 0.931. Meanwhile, Yaghoubi andothers found that approximately 59.2% of the changes in organizational intelligence are explained by knowledge management through its strategic processes. Liebowitz (2001) adds that effective knowledge management is essential for improving organizational performance, solving problems, and making correct decisions. Cruz and Dominguez(2007) identified knowledge management as a critical factor for organizational intelligence, which helps in obtaining information from within the organization and its external environment to create and generate knowledge and make timely decisions. Lafter and others(2008)mention that intelligent organizations use knowledge management as an adaptive tool to deal with the constantly changing environment by identifying opportunities and avoiding threats early(Angelis, 2013, p. 809).

In the same context, Gilbert (2013) sees that intelligent organizations benefit from knowledge management by improving organizational performance, through enhancing the quality of their outputs represented in the goods and services provided to their customers. Knowledge management also rationalizes the use of resources, reduces costs, and saves time. Therefore, intelligent organizations are keen to enhance the efficiency of knowledge management by providing all its requirements (organizational structure, physical environment, information technology, etc.) and working on instilling a culture of knowledge management due to its importance in improving processes, solving problems, making decisions, and setting policies, plans, and strategies, as well as diagnosing the environment in which it is active(Gilbert, 2013, p. 33).

According to Baaziz (2013), knowledge management is an integral part of organizational intelligence; it represents the internal face of this intelligence as it constitutes the framework within

which individuals operate to perform the tasks assigned to them and the essential functions for the organization's operation. He adds that the support of knowledge management for intelligence will not be complete if the organization is not capable of reading and translating the signals coming from its external environment, along with the information, systems, and procedures it possesses that enable it to do so. In short, organizational intelligence depends on the availability of a knowledge management system, which represents the organizational memory as its fundamental pillar, providing the organization with the knowledge and information it needs, as well as how to exploit it and analyze new situations and circumstances to assist in decision-making. In other words, intelligence works to develop the latent absorptive capacities of the organization through knowledge management, and here lies the importance of the integration between knowledge management and organizational intelligence. In line with the above, Kadayam (2002) states that the closer the relationship between knowledge management and intelligence, the broader the organization's knowledge base and the greater the return on investment. This benefits the organization by enabling a quicker response to environmental conditions through the collection of structured and unstructured information, which gives the organization the ability to exhibit the desired behavior with agility and ease(Angelis, 2013, p. 810). Furthermore, organizational intelligence officials are in dire need of this knowledge base to optimally exploit information. Thus, organizational intelligence relies on knowledge management as a supporting information system that allows it to utilize information within the organization for strategic decision-making(baaziz, 2013, pp. 03-04).

Frederic Blandel (2007) adds that knowledge management is concerned with the immediate or current management of knowledge, while organizational intelligence has a future-oriented approach that focuses on important strategic information for the future of the organization. This information can serve as a reservoir for future knowledge management to prevent it from becoming outdated and to ensure it is updated. Thus, it acts as a determinant or supplier for the organization regarding the forthcoming knowledge that it must manage to align with various developments(Blondel, Serge, & Elmabrouki, 2007, p. 162).

5. Methodological Procedures of the Study

5.1 Study Methodology

The research utilized the case study method, which focuses on a single case in a precise and detailed manner, leading to conclusions and proposed solutions. The researcher used a questionnaire as a tool for collecting primary data to conduct the field research.

5.2 Study Community and Sample

The study community includes all the tiresof the **UTEC** institution at every level, totaling 36tires.This institution specializes in the manufacturing of electrical transformers and is located in the industrial area of Ain Oulmane (Setif - Algeria).To determine the study sample, we relied on a comprehensive research method for all members of the community by distributing 36electronic questionnaires, of which 34 were received.The choice was made to concentrate on tire staff, as they represent the community that fulfills the study's objectives. They have the expertise necessary to understand the concepts of knowledge management and organizational intelligence, it is clear that the majority were males at 94.11% compared to females.This is due to the fact that the institution under study functions within the industrial sector, which necessitates a higher presence of males.. The average age of the study participants is 40.5 years. As for the educational level, 95.10% of the research sample holds university degrees. Regarding years of experience, a significant percentage

estimated at 45.23% of those included in the research sample have more than 10 years of experience, making them more knowledgeable about the institution's reality.

5.3 Study Tool

The questionnaire consisted of three parts: the first pertains to the personal information of the sample individuals such as age, gender, educational level, and number of years of experience. The second part relates to questions concerning the independent variable, which is knowledge management (knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application), comprising 25 questions. The final part includes questions related to thedependent variable, which is organizational intelligence, totaling 16 questions. To measure the opinions and attitudes of the study sample based on their responses to questions for each dimension of the study variables, a five-point Likert scale was used, which is an important and widely used measure in social science studies.

5.4 Validity and Reliability of the Study Tool

To ensure the validity of the questionnaire, it was presented to a group of specialized referees from professors and academic researchers to verify the accuracy of the items, their comprehensiveness, and the correctness of their language. Their opinions were taken into account to make the necessary adjustments. The validity coefficient reached 92.10%, while the reliability was measured using Cronbach's alpha for each dimension of the study variables, which was 83.60%, indicating that the tool has very acceptable reliability.

5.5Statistical Analysis Tools

To process the collected data and to conduct statistical analysis, we relied on a set of statistical methods: such as percentages, arithmetic mean, standard deviation, and Spearman's correlation coefficient with the help of the statistical program (SPSS25).

5.6Testing the Normal Distribution of Study Variables

In order to determine the distribution of the data and how closely it approximates a normal distribution, we conducted a normal distribution test based on the Kolmogorov-Smirnov test, and the results of this test are shown in the following table:

Table N °(1): Normal Distribution Test (Kolmogorov-Smirnov Test)

Variable	Significance Level
knowledge diagnosis	0.000
knowledge generation and acquisition	0.003
knowledge storage	0.000
knowledge dissemination and distribution	0.000
knowledge application	0.015
Organizational Intelligence	0.000

Source: Computer outputs using (SPSS 25) program.

It is clear from the above table that the significance level for each variable is less than the adopted significance level of 5%, and thus we can say that the data is characterized as normally distributed.

6. Analyzing the result and Hypothesis Testing

6.1 Description of the dimensions of the knowledge management processes variable

In the following table, a description of the dimensions of the knowledge management processes variable

Table N° (2): Descriptive statistics for the knowledge management processes variable

The independent variable	the arithmetic mean	standard deviation	relative importance
knowledge diagnosis	3.71	0.91	74.20%
knowledge generation and acquisition	3.12	1.16	62.40%
knowledge storage	3.51	0.66	70.20%
knowledge dissemination and distribution	3.96	0.84	79.20%
knowledge application	3.69	1.03	73.80%
Knowledge management processes	3.59	1.13	71.80%

Source: Computer outputs using (SPSS 25) program.

It is clear from the table above that the responses of the respondents to the questionnaire questions related to the variable of knowledge management processes leaned towards agreement, as the arithmetic means exceeded the hypothetical average (3) for all dimensions, with an overall mean of (3.59), a standard deviation of (1.13), and a relative importance of (71.8%). This indicates that the level of practicing knowledge management processes at UTEC is above average. Additionally, the agreement on the dimension of knowledge dissemination and distribution was higher than that of the other dimensions, as it received the highest arithmetic mean (3.96) and a relative importance of (79.35%). This can be attributed to their high level of awareness regarding this dimension, as the process of knowledge dissemination and distribution is vital to ensure the improvement of individual performance through continuous learning, thereby fostering individual and collective creativity, which reflects on enhancing organizational performance and achieving competitive advantage.

6.2Description of the dimensions of organizational intelligence

The following table presents a description of the dimensions of organizational intelligence.

Table N° (3): Descriptive statistics for the variable of organizational intelligence.

The dependent variable	the arithmetic mean	standard deviation	relative importance
Understanding the Environment	4.15	1.03	83%
Generating strategic options	3.74	1.11	74.80%
Continuous Learning	4.06	0.92	81.20%
Sustainability	3.82	0.88	76.40%
Organizational Intelligence	3.94	1.01	78.80%

Source: Computer outputs using (SPSS 25) program.

It is clear from the table above that the responses of the respondents to the questionnaire regarding the variable of organizational intelligence leaned towards agreement, as the arithmetic means exceeded the hypothetical mean (3) for all dimensions, with an overall mean of (3.94), a standard deviation of (1.01), and a relative importance of (78.8%). This indicates that the level of organizational intelligence practice at UTEC is above average. Additionally, the agreement on the dimension of understanding the environment was higher than the other dimensions, as it received the highest arithmetic mean (4.15) and a relative importance of (83%). This is attributed to their heightened awareness regarding this dimension, as understanding the environment is essential for any organization to ensure survival and sustainability. It enables the organization to identify opportunities to exploit, avoid threats, and build strategies that help the organization face competitors and respond to customer desires and needs through the provision of innovative products and services.

6.3 Testing the Hypotheses:

In this section, we attempt to test the correlation relationships between the study variables included in the main hypothesis, and for this purpose, the Pearson correlation coefficient was usedas shown in table (4).

The Main Hypothesis:

- knowledge management processes (knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application) is significantly related to organizational intelligence at UTEC institution.

Table N° (4):the relationship between knowledge management processes and organizational intelligence.

Organizational Intelligence			dependent variable / independent variable
Decision	The value of statisticalsignificance	Pearson correlation coefficient **r**	
thereis a sigificant correlation	0.000	394.0	knowledge diagnosis
thereis a significant correlation	0.002	0.323	knowledge generation and acquisition
thereis a significant correlation	0.001	0.512	knowledge storage
thereis a significant correlation	0.000	0.490	knowledge dissemination and distribution
thereis a significant correlation	0.000	0.455	knowledge application
thereis a significant correlation	0.000	0.430	Knowledge management processes

Source: Computer outputs using (SPSS 25) program.

It is clear from the table that there is a statistically significant positive correlation at the 5% significance level between the variable of knowledge management processes and organizational intelligence, where the correlation coefficient ranged between (0.323 - 0.512). Therefore, the null hypothesis is rejected, and the alternative hypothesis of the main hypothesis is accepted, which states: there is a significant correlation between knowledge management processes(knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application) and organizational intelligence at UTEC institution and this aligns with previous study. We can interpret this relationship between knowledge management processes and organizational intelligence by noting that the institution under study's focus on knowledge management processes through seeking knowledge and converting it into knowledge assets relies on organizational intelligence to achieve adaptability. Thus, knowledge management is the fundamental pillar upon which organizational intelligence is built.

7. Study Results:

The study reached the following results:

-Recent trends in management focus on intellectual assets such as knowledge more than on material assets, as the maximization of the latter is linked to the availability of intellectual assets or knowledge.

-Both knowledge management and organizational intelligence are integrated concepts that strategically manage information internally (knowledge management) and externally (organizational intelligence) to obtain information and knowledge to adapt to environmental changes.

- The dominance of male employees over females at UTEC is 94.11%, with an average age of 40.50 years, and 95.10% of them hold university degrees, with a significant percentage estimated at 45.23% having experience.

- The application of both knowledge management processes and organizational intelligence in UTEC institution was above average, with the arithmetic mean for both being 3.59 and 3.94, respectively.
-The results of the main hypothesis test showed a significant correlation between knowledge management processes(knowledge diagnosis, knowledge generation and acquisition, knowledge storage, knowledge dissemination and distribution, knowledge application) and organizational intelligence at UTEC.

8. Study Recommendations:

- The necessity of promoting the application of organizational intelligence conceptsparticularly in formulating policy, goals and strategiesto keep pace with global changes and challenges and to enhance the institution's competitive capabilities.
- create an environment which is conductive to knowledge management and organizational intelligence through means like promoting the right organizational atmosphere, shaping effective organizational structures, using information technology, as well as strategy planning.
- Creating a conducive learning environment that encourages individuals in the organization, so that people in all positions learn and share new techniques and expertise.This is done through both training and continuous development programs.
- Establishing an effective information system that ensures the continuous flow and exchange of information among employees to ensure they perform their daily tasks efficiently and effectively, as well as to enable the institution to make sound decisions.
- Implementing an effective incentive system that contributes to continuous learning, encourages knowledge sharing among employees, and enhances creativity and innovation.

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