

## **The Reality of Knowledge Management in Palestinian Ministries**

واقع إدارة المعرفة في الوزارات الفلسطينية

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### **Abstract:**

This study aimed to explore the state of knowledge management in Palestinian ministries, covering the dimensions of knowledge management (knowledge generation and acquisition, knowledge dissemination and sharing, knowledge storage, knowledge retrieval, knowledge application, and knowledge monitoring). The study employed a descriptive methodology, with a population consisting of 1,961 administrative employees in ministries in the West Bank, and a stratified random sample of 322 employees was selected. Analysis results indicated that the application level of knowledge management dimensions was moderate, with a mean score for knowledge generation and acquisition of (3.2826), ranking sixth. Knowledge dissemination and sharing ranked third with a mean of (3.4540), knowledge storage ranked fourth with a mean of (3.4149), knowledge retrieval ranked second with a mean of (3.5012), knowledge application ranked fifth with a mean of (3.3832), and finally, knowledge monitoring ranked first with a mean of (3.5725). The study showed that ministries pay moderate attention to knowledge management, with an overall mean of (3.4347). No statistically significant differences were found based on gender or job level, while significant differences were found according to age and years of experience. The study recommended enhancing employees' knowledge generation skills through training courses, reducing bureaucracy to facilitate knowledge exchange, establishing specialized departments to assess and update stored knowledge, directing older employees to courses that enhance their understanding of knowledge management, and conducting further studies on the barriers to knowledge management in Palestinian ministries.

**Keywords:** Knowledge, Knowledge Management, Palestinian Ministries.

**المخلص:**

هدفت هذه الدراسة إلى التعرف على واقع إدارة المعرفة في الوزارات الفلسطينية، شملت أبعاد إدارة المعرفة (توليد واكتساب المعرفة، نشر وتقاسم المعرفة، تخزين المعرفة، استرجاع المعرفة، تطبيق المعرفة، الرقابة على المعرفة). استخدمت الدراسة المنهج الوصفي، حيث تكون مجتمع الدراسة من الموظفين الإداريين في الوزارات بالضفة الغربية، والبالغ عددهم (1961)، وتم اختيار عينة عشوائية طبقية مكونة من (322) موظفًا وموظفة، أظهرت نتائج التحليل أن مستوى تطبيق أبعاد إدارة المعرفة كان متوسطًا، حيث بلغ المتوسط الحسابي لتوليد المعرفة واكتسابها (3.2826) وترتيبها السادس، في حين جاء نشر وتقاسم المعرفة في الترتيب الثالث بمتوسط (3.4540)، وتخزين المعرفة في الترتيب الرابع بمتوسط (3.4149)، واسترجاع المعرفة في الترتيب الثاني بمتوسط (3.5012)، بينما جاء تطبيق المعرفة في الترتيب الخامس بمتوسط (3.3832)، وأخيرًا كانت الرقابة على المعرفة في الترتيب الأول بمتوسط (3.5725). بينت الدراسة أن الوزارات تهتم بإدارة المعرفة بمستوى متوسط بمتوسط كلي (3.4347)، ولم توجد فروق ذات دلالة إحصائية وفقًا لمتغيري الجنس والمستوى الوظيفي، بينما ظهرت فروق دالة إحصائية حسب العمر والخبرة. أوصت الدراسة بتطوير قدرات الموظفين في توليد المعرفة عبر دورات تدريبية، وتخفيف البيروقراطية لتسهيل تبادل المعرفة، وإنشاء أقسام متخصصة لتقييم وتحديث المعرفة المخزنة، وتوجيه الموظفين الأكبر سنًا لدورات تعزز فهمهم لإدارة المعرفة، وإجراء دراسات إضافية حول معوقات إدارة المعرفة في الوزارات الفلسطينية.

**الكلمات المفتاحية:** المعرفة، إدارة المعرفة، الوزارات الفلسطينية.

## • Introduction:

There is an implicit acknowledgment among thinkers and researchers that we have entered a new, different world, marked by immense and rapid development in technology and communications, and the exchange of data and information through easy and fast communication across geographically distant areas<sup>1</sup>. This advancement has transcended temporal and spatial boundaries, leading to a true revolution in various global fields.

Many thinkers and management enthusiasts have sought to find the best methods that enable organizations to confront their operational challenges and leverage them to enhance organizational performance. They introduced a range of well-known management concepts and approaches, such as Management by Objectives, Total Quality Management, and Information Management. These methods are integrated with knowledge management systems and applications, which have helped numerous global institutions and companies achieve their strategic goals through the optimal use of their available knowledge resources.

<sup>1</sup> Al-Thubaiti, Mohammed bin Abdullah. (2020). Knowledge Management as a Strategy for Performance Development, 1st ed., Zamzam Publishing House, Amman, Jordan, pp. 13-17.

In recent years, we have seen intensive discussions on the topic of knowledge management, which is the intangible intellectual capital of successful organizations. This topic has been widely celebrated in theoretical and applied research across scientific fields related to knowledge management, such as economics, sociology, and computer science. Prominent management scholars have also worked to identify the characteristics of knowledge management, with many research and academic institutions worldwide organizing conferences, intellectual seminars, and workshops on knowledge and its management, highlighting its genuine importance in organizational work<sup>2</sup>.

The credit for first drawing attention to the significance of knowledge in managing modern organizations, and predicting that it would play a fundamental role, goes to Peter Drucker, who addressed this in his article titled "Introduction to the New Organization"<sup>3</sup>. Later, several writers and thinkers supported Drucker's ideas, encouraging greater focus on knowledge management and its utilization as one of the most valuable assets within an institution<sup>4</sup>.

Governments in developed countries have recognized the importance of knowledge, its investment, and its management after studies from researchers and thinkers indicated that knowledge is the true wealth that fosters excellence. Additionally, global corporations have fully acknowledged the critical role of knowledge, understanding it as the only factor that achieves the desired competitive advantage and that knowledge alone is the formidable power that advanced organizations possess in achieving their objectives<sup>5</sup>.

## **1. Problem Statement:**

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<sup>2</sup> Al-Sheikh, Babikir Mubarak Othman. (2020). The Reality of Knowledge Management Application: An Exploratory Study of the Views of a Sample of Faculty Members in Several Economics and Administrative Sciences Colleges at Sudanese Universities, *Al-Manara Journal for Research and Studies*, Al Al-Bayt University, Vol. 26, Issue 3, pp. 63-100.

<sup>3</sup> Al-Thubaiti, Mohammed bin Abdullah. (2020). *Knowledge Management as a Strategy for Performance Development*, 1st ed., Zamzam Publishing House, Amman, Jordan, pp. 13-17.

<sup>4</sup> Saeed, Faisal Mohamed, and Adam, Bushra Al-Fadel. (2016). A Proposed Concept for Developing the Role of the University in Community Service in Light of National Standards for Higher Education Quality Assurance, Paper presented at the Sixth Arab International Conference on Quality Assurance in Higher Education, Sudan University of Science and Technology, Republic of Sudan.

<sup>5</sup> Al-Thubaiti, Mohammed bin Abdullah. (2020). *Knowledge Management as a Strategy for Performance Development*, 1st ed., Zamzam Publishing House, Amman, Jordan, pp. 13-17.

The study problem centers on the need to focus on information to improve the quality of various decisions made by administrations within ministries. Decision quality no longer relies solely on information but increasingly depends directly on knowledge, as decision-making is the culmination of knowledge and expertise. Therefore, knowledge management has become a vital asset in contemporary organizations. Its importance may be even greater in the public sector, given the scale and complexity of its challenges, represented by the diverse ministries within it.

This study answered the following questions:

1. What is the current state of knowledge management in Palestinian ministries?
2. Are there statistically significant differences at the ( $\alpha \leq 0.05$ ) level in respondents' perception of the level of application of knowledge management dimensions in Palestinian ministries based on the following variables: job title, years of service, educational qualification, age, and gender?

## 2. Study Objectives:

The study aims to explore the current state of knowledge management (knowledge generation and acquisition, knowledge dissemination and sharing, knowledge storage, knowledge retrieval, knowledge application, and knowledge monitoring) in Palestinian ministries.

## 3. Study Significance:

The scientific significance of this study lies in enriching the existing knowledge with additional information about the application of knowledge management in the Palestinian public sector. This could make the study a valuable reference for researchers interested in knowledge management in the public sector in general, and in Palestine in particular. The practical significance of the study is reflected in its potential findings and recommendations, which may contribute to enhancing the application of knowledge management in the Palestinian public sector.

## 4. Conceptual Framework and Previous Studies:

Knowledge has evolved through various stages over time until it became a hallmark of the modern era<sup>6</sup>. Knowledge management has become a fundamental element of human

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<sup>6</sup> Ben Yahya, Souad. (2019). Knowledge Management and Its Impact on Organizational Innovation in Algerian Institutions: A Case Study of Condor Institution, Unpublished PhD Thesis, University of Algiers 3, Algeria, pp. 265-312.

resources in any organization aiming to ensure its survival amidst surrounding environmental changes, enhancing its competitive ability and aligning it with prevailing international standards. This drives the organization toward achieving the highest levels of leadership and excellence in its field<sup>7</sup>. To attain such leadership, an organization must adopt knowledge management principles, employ distinctive strategies, and utilize established models<sup>8</sup>. This study will address key terms related to knowledge management, its primary processes contributing to its goals, as well as the requirements and role it plays in knowledge management application.

The concept of knowledge and its management is a relatively modern one in management science, with growing interest over time<sup>9</sup>, leading to varied definitions by thinkers and researchers based on their perspectives of knowledge management<sup>10</sup>. The concept of knowledge management has gained considerable popularity among various management-related sciences. It refers to the utility dimensions that organize ideas, knowledge, and skills along a specified path to transform them into value through dissemination, investment, development, and subsequent consumption<sup>11</sup>. <sup>12</sup> defines it as "a process concerned with discovering, forming, and retrieving data and information, whether explicit or tacit."<sup>13</sup>

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<sup>7</sup> Morsi, Saeed Mahmoud, and Al-Deeb, Wesal Ibrahim. (2022). Knowledge Management: An Approach to Developing Institutional Performance: An Introduction to Developing Institutional Performance: An Analytical Study. Educational and Psychological Studies: Journal of the Faculty of Education, Zagazig University, Vol. 37, Issue. 116, pp. 401-440.

<sup>8</sup> Ben Sedira, El Hadi. (2021). Knowledge Management Requirements and Its Role in Applying and Adopting Knowledge Management: A Field Study in the Industrial-Commercial Complex - Ziban Mills, El Kantara, Journal of Economic and Administrative Research, Vol. 15, Issue 2, p. 295.

<sup>9</sup> Rashad, Abdel Nasser Mohamed and Habakah, Amal Saeed Mohammed. (2017). Institutional Performance Development and Achieving Sustainable Competitive Advantage at the Faculties of Education at Ain Shams and Majmaah Universities, Journal of Educational Administration, Egyptian Society for Comparative Education and Educational Administration, Year 4, Vol. 2017, Issue 16, pp. 22-24.

<sup>10</sup> Qanashi, Amna, and Hammahami, Mokhtar. (2018). The Relationship Between Knowledge Management and Administrative Innovation: A Case Study of Algeria Telecom, Journal of Indicator for Economic Studies, Vol. 2, Issue 3, pp. 123-133.

<sup>11</sup> Fanni, Ghaniya. (2021). Knowledge Management: A Study on Mechanisms and Application Challenges in the Organization, Tabna Journal for Academic Scientific Studies, Vol. 4, Issue 3, pp. 1137-1151.

<sup>12</sup> Abuulnasr, Medhat Mohamed Mahmoud. (2020). Knowledge Management, Third International Conference, Management, Training, Sustainable Development, and Digital Citizenship, Excellence Leaders Academy for Training, Consulting, and Human Development, Cairo, Egypt, p. 81.

<sup>13</sup> Rifai, Mamdouh Abdelaziz. (2020). Knowledge Management: An Intellectual Capital Approach, Author's Publications, Cairo, Egypt, p. 45.

describes it as "an ongoing organizational management direction toward innovation in intellectual capital and in the knowledge base by disseminating, sharing, and exchanging knowledge."

From the above, knowledge management can be understood as a set of organized and planned processes for creating, generating, disseminating, exchanging, and facilitating the application of knowledge resources within an institution to enhance professional performance and develop intellectual capital.

This leads us to conclude that knowledge management is based on three main elements: individuals, processes, and technology<sup>14</sup>. Individuals are the primary source of knowledge, as they enable the acquisition, generation, storage, dissemination, and application of knowledge within the institution. Processes represent the methods through which knowledge is acquired, generated, stored, distributed, and applied. Technology, on the other hand, serves as a tool for storing and retrieving knowledge when needed, as well as for acquiring, disseminating, and applying knowledge across various fields and functions within the organization<sup>15</sup>.

The study of<sup>16</sup> aimed to identify the reality of knowledge management in industrial organizations in Syria and to determine the level of crisis management in them, in addition to revealing the nature of the relationship between knowledge management and crisis management from the point of view of workers in industrial organizations in Syria. To achieve the objectives of the study, the descriptive analytical approach was adopted. The study community consisted of some workers in Syrian industrial organizations. The number of questionnaires distributed was 150, and 120 of them were returned with a response rate of (89%). The most important results reached by the study are: The level of knowledge management practice was at a high degree of agreement with a relative weight

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<sup>14</sup> Al-Sheikh, Babikir Mubarak Othman. (2020). The Reality of Knowledge Management Application: An Exploratory Study of the Views of a Sample of Faculty Members in Several Economics and Administrative Sciences Colleges at Sudanese Universities, *Al-Manara Journal for Research and Studies*, Al Al-Bayt University, Vol. 26, Issue 3, pp. 63-100.

<sup>15</sup> Khalifi, Issa, and Qwadriya, Rabiha. (2017). The Relationship Between Preserving Human Capital and Knowledge Management in Algerian Economic Institutions: A Case Study of Cable Industry - General Cable Branch, Biskra, Algeria, *Al-Quds Open University Journal for Administrative and Economic Research and Studies*, Vol. 2, Issue 7, pp. 227-234.

<sup>16</sup> Munther, Jawad Mowafaq. (2021). The Role of Knowledge Management in Crisis Management Effectiveness in Supply Chain Management (A Field Study on Industrial Organizations in Syria), Unpublished Master's Thesis, Syrian Arab Republic.

of (79%), and crisis management also at a high degree of agreement with a relative weight of (77%). There is a significant effect of knowledge management on crisis management in Syrian industrial organizations, which explained (74.2%). There is no statistically significant difference in knowledge management and crisis management in Syrian industrial organizations according to gender, job title, academic qualification, and number of years of experience. Among the most important recommendations of the study are: establishing the concept of knowledge management, strengthening the principles on which it is based, increasing its availability, and practicing its operations at all levels.

The study of <sup>17</sup> aimed to identify the effect of administrative communications management in Jordanian press institutions on crisis management through knowledge management as an intervening variable. The study population consisted of administrative employees in the upper, middle and executive management in Jordanian newspaper institutions issuing daily newspapers, numbering (7), where their number reached (637) employees. A proportional stratified random sample was taken, and it was found that the sample representing the community was (240) employees. To achieve the study objectives and test its hypotheses, a questionnaire consisting of (75) paragraphs was developed to collect data from the study sample, where (209) valid questionnaires were retrieved for analysis. Among the most important results reached by the study: There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for administrative communications management with its dimensions in crisis management with its dimensions (detecting warning signals, preparedness and prevention, containing or limiting damage, restoring activity, learning) combined and separately in Jordanian newspaper institutions, and there is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for knowledge management with its dimensions in crisis management with its dimensions combined (detecting warning signals, preparedness and prevention, containing damage or Reducing it, restoring activity, learning) in Jordanian press institutions, and among the most important recommendations of the study: that senior management should be keen to provide incentives (material or moral) to employees who contributed to the effective implementation of the established communications plan, and to emphasize the provision of diverse and modern means of communication on an ongoing basis to exchange information quickly between various administrative levels, provided that the cost of this does not exceed the expected results,

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<sup>17</sup> Al-Amad, Majd Marwan Abdel Rahim. 2020. The Impact of Administrative Communication Management on Crisis Management: Knowledge Management as an Intervening Variable: A Field Study in Jordanian Press Institutions. Ramah for Research and Studies, Vol. 2020, No. 44, pp. 287-342.

and to provide the necessary training for employees to implement the communications plan.

The study of <sup>18</sup>aimed to determine the impact of knowledge management on the strategic decision-making process, a case study of the Ministry of Culture in Libya, the study used the descriptive approach, a questionnaire was designed to collect the required data, the study community consisted of all employees in the Ministry of Culture's office, numbering (982), and a random sample was adopted, where (282) questionnaires were collected. The study found a statistically significant relationship between knowledge management and decision-making, and recommended making sure to utilize old experiences through workshops and work teams to ensure obtaining new knowledge, and working to provide workers with periodic bulletins and documents in the specialty to support their knowledge and experience, and striving to acquire knowledge and experience by relying on training and sending abroad.

## 5. Study Methodology:

The descriptive approach was used in the current study as it is suitable for this type of research. The descriptive approach is defined as "a scientific method of systematic analysis and interpretation to describe a particular phenomenon or problem and quantitatively depict it by collecting data and information on the phenomenon or problem, then classifying, analyzing, and subjecting it to studies"<sup>19</sup>. As it currently stands, the descriptive approach provides recommendations and suggestions that may help in adjusting reality.

### 5.1 Study Boundaries:

- **Spatial Boundaries:** The study was limited to Palestinian ministries in the West Bank.
- **Temporal Boundaries:** The study was conducted in 2024/2025.
- **Human Boundaries:** This study was limited to administrative employees working in ministries in the West Bank.

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<sup>18</sup> Al-Hamali, Saleh Al-Hamali, Abu Abdullah, Aisha Al-Hadi, and Muhammad, Ahmed Attia (2021). The Impact of Knowledge Management on Strategic Decision-Making: A Field Study of the Libyan Ministry of Culture. The Second National Conference for the Development of Higher Education Institutions in Libya. University of Bani Walid.

<sup>19</sup> Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*: John Wiley & Sons.

- **Procedural Boundaries:** The study is limited to measuring the levels of knowledge management, total quality management, and organizational immunity in Palestinian ministries.

## 5.2 Study Population and Sample:

The study population consisted of administrative employees working in ministries in the West Bank, totaling 1,961 employees. A stratified random sample was used, and the sample size was determined using Steven Thompson's formula<sup>20</sup>. Applying the formula, the study sample was set at 322 employees. The researcher used a questionnaire as the study tool to measure knowledge management, as referenced in previous studies<sup>21</sup>.

## 5.3 Response Rate:

The questionnaire was distributed electronically to the study sample of administrative employees working in ministries in the West Bank. A total of 350 questionnaires were distributed, and upon completion of data collection, 322 responses were obtained, achieving a response rate of 92%, which is considered sufficient and representative of the research population. The gender distribution among employees is significantly skewed towards males, with males constituting 221 respondents, representing 68.6% of the sample, while females make up 101 respondents, or 31.4%, indicating a notable gender disparity.

In terms of age groups, the majority of administrative employees are aged 50 and above, with 139 employees (43.2%), followed by employees aged between 40 and under 50 years, totaling 116 employees (36%). The youngest age group, under 40, represents the smallest portion of the sample at 20.8%, with 67 employees, indicating that most employees are in older age groups, which may reflect a high level of experience in administrative work.

Regarding job titles, the vast majority hold the title of "Manager," with 299 employees (92.9%), while General Managers represent 5.35%, totaling 17 employees. Assistant Directors and Deputies make up the smallest portion, with 3 employees each, representing 0.9%, showing a clear dominance of the "Manager" title in the sample's organizational structure, which aligns with the hierarchical nature of organizations.

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<sup>20</sup> Thompson, S. K. (2012). *Sampling* (Vol. 755): John Wiley & Sons.

<sup>21</sup> Munther, Jawad Mowafaq. (2021). The Role of Knowledge Management in Crisis Management Effectiveness in Supply Chain Management (A Field Study on Industrial Organizations in Syria), Unpublished Master's Thesis, Syrian Arab Republic.

As for years of experience, the majority of employees have long-term work experience, with 226 employees (70.2%) having 15 years or more. This is followed by those with 10 to less than 15 years of experience (41 employees, 12.7%), those with 5 to less than 10 years (38 employees, 11.8%), and finally, those with less than 5 years of experience (17 employees, 5.35%). This distribution clearly indicates that extensive work experience is a predominant characteristic among the administrative employees in the ministries.

#### 5.4 Content Validity and Reliability:

The questionnaire was presented to a group of specialized reviewers who were asked to evaluate its items in terms of phrasing and their relevance to the intended domain. Reviewers were asked to either approve, revise, or delete items that were deemed unnecessary, or to suggest additional items. The majority opinion of the review committee was taken into account in the review process, ensuring the content validity of the questionnaire and finalizing the study tool.

The reliability coefficient was calculated using Cronbach's Alpha, with reliability scores for the questionnaire fields ranging between 0.883 and 0.978. This reliability range is considered suitable for scientific research purposes, particularly in economic and social studies, as recommended by<sup>22</sup>. This indicates that the reliability of the study tool is scientifically acceptable.

#### The State of Knowledge Management in Targeted Palestinian Ministries:

The overall level of the knowledge management variable indicates that ministries in the West Bank show moderate attention to the concept of knowledge management, with a mean score of 3.4347 and a standard deviation of 0.65851. The results reflect tangible efforts toward achieving knowledge management in the ministries; however, there is room for improvement in certain areas, particularly in generating, acquiring, and disseminating knowledge.

**Table (1): Summary of Responses on Knowledge Management Dimensions**

| Dimension                            | Mean  | Percentage | Rank |
|--------------------------------------|-------|------------|------|
| Knowledge Generation and Acquisition | 3.283 | 65.65%     | 6    |
| Knowledge Dissemination and Sharing  | 3.454 | 69.08%     | 3    |
| Knowledge Storage                    | 3.415 | 68.30%     | 4    |
| Knowledge Retrieval                  | 3.501 | 70.02%     | 2    |

<sup>22</sup> George, D. (2003). *SPSS for windows step by step: A simple study guide and reference, 17.0 update, 10/e*: Pearson Education India.

|                                    |       |        |   |
|------------------------------------|-------|--------|---|
| Knowledge Application              | 3.383 | 67.66% | 5 |
| Knowledge Monitoring               | 3.573 | 71.45% | 1 |
| Overall Knowledge Management Level | 3.435 | 68.69% |   |

As shown in Table (1), there is a weakness in knowledge generation, indicating a need for further efforts to enhance employees' capabilities to leverage their skills and available resources to produce valuable knowledge for work. This improvement should align with reducing bureaucratic constraints that sometimes hinder the development of more beneficial knowledge for the organization. Consequently, knowledge management practices appear at moderate levels rather than high levels in Palestinian ministries.

### 5.5 Hypothesis Testing:

There are no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) in respondents' perceptions of the level of knowledge management application in Palestinian ministries, attributed to the following variables: job title, years of service, educational qualification, age, and gender.

#### Firstly: Gender:

To test this hypothesis, an Independent Sample T-Test was conducted as follows:

**Table (2): Differences in Respondents' Responses by Gender**

| Variable             | Gender | Mean  | Standard Deviation | df  | T    | P-Value | Statistical Significance |
|----------------------|--------|-------|--------------------|-----|------|---------|--------------------------|
| Knowledge Management | Male   | 3.461 | 0.6302             | 320 | 1.04 | 0.3     | Not significant          |
|                      | Female | 3.378 | 0.71665            |     |      |         |                          |

As shown in Table (2), there are no statistically significant differences at the level ( $\alpha \leq 0.05$ ) in respondents' responses to the knowledge management variable attributed to gender. This is because systems and regulations are applied equally to all, regardless of gender.

#### Secondly: Age Group:

To test this hypothesis, the study used a One-Way Analysis of Variance (ANOVA), as shown in Table (3) below:

**Table (3): ANOVA Results for Age Group**

|  | Source of Variation | df | Sum of Squares | Mean Square | F    | Significance Level |
|--|---------------------|----|----------------|-------------|------|--------------------|
|  | Between Groups      | 2  | 3.593          | 1.796       | 4.23 | 0.015              |

|                             |               |     |         |       |  |  |
|-----------------------------|---------------|-----|---------|-------|--|--|
| <b>Knowledge Management</b> | Within Groups | 319 | 135.606 | 0.425 |  |  |
|                             | Total         | 321 | 139.198 |       |  |  |

The ANOVA test results indicate that there are differences in respondents' perceptions of the knowledge management variable according to the age group variable. Table (4) further illustrates the significance of these differences based on the Least Significant Difference (LSD) test for post-hoc comparisons.

**Table (4): Least Significant Difference (LSD) Test for Age Group**

| Variable             | Comparison                 | Difference | Standard Error | Significance Level |
|----------------------|----------------------------|------------|----------------|--------------------|
| Knowledge Management | < 40 years vs. 40-50 years | -0.02000   | 0.100          | 0.844              |
|                      | < 40 years vs. > 50 years  | 0.20027    | 0.097          | 0.040              |
|                      | 40-50 years vs. < 40 years | 0.02000    | 0.100          | 0.844              |
|                      | 40-50 years vs. > 50 years | 0.21998    | 0.082          | 0.008              |
|                      | > 50 years vs. < 40 years  | -0.20027   | 0.097          | 0.040              |
|                      | > 50 years vs. 40-50 years | -0.21998   | 0.082          | 0.008              |

The table above shows that there are statistically significant differences in respondents' perceptions of knowledge management at a significance level of 0.040 between those under 40 and those over 50, with the younger group (< 40) scoring higher by a difference of 0.20027. Additionally, there is a statistically significant difference at a significance level of 0.008 between respondents aged 40-50 and those over 50, favoring the 40-50 age group with a difference of 0.21998.

### Thirdly: Job Level:

To test this hypothesis, the study used a One-Way Analysis of Variance (ANOVA), as shown in Table (5) below:

**Table (5): ANOVA Results for Job Level**

|                      | Source of Variation | Df  | Sum of Squares | Mean Square | F     | Significance Level |
|----------------------|---------------------|-----|----------------|-------------|-------|--------------------|
| Knowledge Management | Between Groups      | 3   | 0.209          | 0.070       | 0.159 | 0.924              |
|                      | Within Groups       | 318 | 138.989        | 0.437       |       |                    |
|                      | Total               | 321 | 139.198        |             |       |                    |

The ANOVA test results indicate that there are no significant differences in respondents' perceptions of the knowledge management variable according to job level. This suggests that all administrative levels perceived the same level of knowledge management, likely because knowledge has become accessible to everyone through computerized systems in

the ministries, particularly as the study's target population consists primarily of senior management, despite differences in job titles.

#### Fourthly: Years of Experience:

To test this hypothesis, the study used a One-Way Analysis of Variance (ANOVA), as shown in Table (6) below:

**Table (6): ANOVA Results for Years of Experience**

|                      | Source of Variation | Df  | Sum of Squares | Mean Square | F     | Significance Level |
|----------------------|---------------------|-----|----------------|-------------|-------|--------------------|
| Knowledge Management | Between Groups      | 3   | 4.861          | 1.620       | 3.836 | 0.01               |
|                      | Within Groups       | 318 | 134.337        | 0.422       |       |                    |
|                      | Total               | 321 | 139.198        |             |       |                    |

The ANOVA test results indicate significant differences in respondents' perceptions of the knowledge management variable according to years of experience. Table (7) provides details on the significance of these differences based on the Least Significant Difference (LSD) test for post-hoc comparisons.

**Table (7): Least Significant Difference (LSD) Test for Years of Experience**

| Variable             | Comparison                 | Difference | Standard Error | Significance Level |
|----------------------|----------------------------|------------|----------------|--------------------|
| Knowledge Management | 5-10 years vs. 10-15 years | 0.34518    | 0.14636        | 0.019              |
|                      | 5-10 years vs. 15+ years   | 0.38345    | 0.11396        | ≤0.001             |
|                      | 10-15 years vs. 5-10 years | -0.34518   | 0.14636        | 0.019              |
|                      | 15+ years vs. 5-10 years   | -0.38345   | 0.11396        | ≤0.001             |

Table (7) shows statistically significant differences between those with 5-10 years of experience and those with 10-15 years of experience, favoring the 5-10 years group with a difference of 0.34518. Similarly, significant differences were found between those with 5-10 years of experience and those with 15+ years, also favoring the 5-10 years group with a difference of 0.38345.

These differences may be attributed to newer employees in the ministries perceiving knowledge management as more mature, while those with longer experience, being more familiar with the work environment, perceive knowledge management at a lower level and see more room for improvement. This perspective may lead longer-tenured employees to assess knowledge management as less developed.

- **Summary of Findings and Recommendations:**

**Findings:**

1. The overall level of knowledge generation and acquisition was moderate, with a mean score of 3.2826, ranking sixth among knowledge management dimensions.
2. Knowledge dissemination and sharing also appeared at a moderate level, with a mean score of 3.4540, ranked third among knowledge management dimensions.
3. The knowledge storage dimension was moderate, with a mean score of 3.4149, ranking fourth among knowledge management dimensions.
4. Knowledge retrieval was moderate, with a mean score of 3.5012, ranking second among knowledge management dimensions.
5. Knowledge application had a moderate level, with a mean score of 3.3832, ranked fifth among knowledge management dimensions.
6. Knowledge monitoring had the highest relative importance, with a mean score of 3.5725, ranking first among knowledge management dimensions.
7. The ministries in the West Bank showed a moderate overall attention to knowledge management, with a mean score of 3.4347.
8. No statistically significant differences were found in respondents' perceptions of knowledge management based on gender or job level.
9. Statistically significant differences were found in respondents' perceptions of knowledge management based on age and years of experience.

**Recommendations:**

1. Enhance the knowledge generation capabilities of employees in Palestinian ministries by conducting specialized training courses focused on creating and producing knowledge. This requires a training plan through the Civil Service Bureau and the School of Public Administration, emphasizing knowledge management.
2. Reduce bureaucratic influence by making decisions that streamline organizational structures to facilitate knowledge exchange among different administrative levels within the organization.
3. Ministries should evaluate the quality of stored knowledge and update it continuously by establishing specialized sections and departments dedicated to comprehensive knowledge management.
4. Target employees over the age of 40 with specialized knowledge management courses to foster positive attitudes toward knowledge management within the ministries.

5. Conduct additional studies to explore the barriers limiting the success of knowledge management processes in Palestinian ministries.

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