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Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management

تطوير الأداء الخدماتي والإداري في بلدية غزة من خلال تطبيق إدارة المعرفة

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يقول تعالى في كتابه العزيز

﴿ يؤتى الحكمة من يشاء ومن يؤتى الحكمة فقد أوتى خيرا كثيرا ﴾

صدق الله العظيم

البقرة :الآية 269

Dedication

I Dedicate my thesis to

My Parents

My Sons ..... My Daughters

My Husband

Acknowledgment

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Abbreviations

Abbreviation	Description
MOG	**Municipality of Gaza**
KM	**Knowledge Management**
IT	**Information Technology**
IC	**Intellectual Capital**
HC	**Human Capital**
SC	**Structural Capital**
RC	**Relational Capital**
OP	**Organization Performance**
N/A	**Not Available**

Abstract

The study aims to study knowledge management as an effective tool for the development of administrative and service performance at the Municipality of Gaza, and to investigate the factor (infrastructure, intellectual capital , organization culture) that influence knowledge management implementation. Also the study aims to build a proposed framework for knowledge management implementation at Municipality of Gaza. The frame work illustrates knowledge process (acquisition, sharing and implementation) and the factors that influence the success of this process.

The research has utilized a combination of qualitative and quantitative methodologies. A questionnaire has been developed and tested by a pilot study and then distributed personally to a sample consisting of 240 employees and have 94% response rate The collected data was analyzed by statistical methods and manipulated through the SPSS software.

The study finds that 67.26% of the Municipality of Gaza staff agreed that there is a statistical significant effect of Knowledge Management implementation on development of administrative and service performance , this reveals that Knowledge Management is an effective tool and strongly affect performance; 64.93% of the Municipality staff agreed that there is a statistical significant effect of technological and physical infrastructure on Knowledge Management and performance. The results reveal that Information Technology strongly affects Knowledge Management implementation, while physical infrastructure has less impact on Knowledge Management implementation. The results show that the dimension of Structural Capital strongly affects Knowledge Management with a mean of 57.91, on the other hand Relational Capital has less impact on Knowledge Management implementation

The study recommends to Initiate a new core center as an infrastructure for knowledge creation and sharing with an experienced team who has not only management skills but a broad knowledge of the Municipality of Gaza strategy, rules, services and practices; also it recommends to set up strategies and plans that build a strong and solid experiences among the employees and to manage the mutual knowledge transfer between the organizations' members in a systematical approach in addition to that the strengthen internal & external communication through mutual exchange for the staff with municipalities that have mutual relations.

ملخـــص

هدفت الدراسة إلى التعرف على دور إدارة المعرفة في تطوير الأداء الخدماتي والإداري في بلدية غزة وذلك من خلال دراسة العوامل المؤثرة في تطبيق إدارة المعرفة والمتمثلة في البنية التحتية ، رأس المال الفكري ، ثقافة المؤسسة . كما وهدفت الدراسة إلى اقتراح نموذج لتطبيق إدارة المعرفة في البلدية .

اعتمدت الباحثة المنهج الوصفي التحليلي لإجراء الدراسة حيث تم اختيار عينة من فئة الموظفين حملة الشهادات العلمية وذوي العلاقة بالدراسة موضوع البحث والبالغ عددهم 240 ، كما واعتمدت الباحثة على الاستبانة كأداة رئيسية لجمع البيانات ، حيث حصلت الباحثة على 94% من الاستبيانات وتم استخدام برنامج الإحصائي لتحليل البيانات SPSS . وقد أظهرت نتائج الدراسة ما يلي :

- وجود علاقة ذات دلالة إحصائية بين تطبيق إدارة المعرفة وتطوير الأداء الخدماتي والإداري في البلدية .
- وجود علاقة ذات دلالة احصائية بين تكنولوجيا المعلومات وتطبيق إدارة المعرفة .
- وجود علاقة ذات دلالة احصائية بين رأس المال البشري وتطبيق إدارة المعرفة .
- عدم وجود علاقة ذات دلالة إحصائية بين كلاً من : رأس المال العلاقاتي ، ثقافة المؤسسة وتطبيق إدارة المعرفة .

وقد خرجت الدراسة بعدة توصيات بهدف تعزيز وتطوير إدارة المعرفة في بلدية غزة ، ومن أهمها إنشاء مركز لإدارة المعرفة في البلدية ، زيادة الوعي بدور وأهمية إدارة المعرفة في تطوير الأداء ، بالإضافة إلى الاهتمام برأس المال البشري المتمثل في الموظفين والعمل على تطوير قدراته وخبراته من خلال برامج التدريب و نظام الحوافز والمكافآت ، كما وأوصت الدراسة بأهمية وضوح استراتيجية وأهداف وأنظمة وقوانين البلدية لكافة الموظفين .

Chapter 1

General Introduction

1.1 Introduction:

The concept of knowledge management (KM), which has received a great deal of attention in recent years, refers to the developing body of methods, tools, techniques and values through which organizations can acquire, develop, measure, distribute and provide a return on their intellectual assets (Kamara et al. 2002), Knowledge is increasingly considered the most important asset of organizations (Carneiro, 2000).

knowledge has evolved with time. It started with family where sons learn from father through a long process of learning. With our new world and the progress of the business organization, people work together to benefit from each other. Today's efforts aim at knowledge being shared among large organizations which may be geographically spread over the world and active in different kinds of areas.

It has always been understood that know-how and expertise influence quality of work. However, the knowledge focus has tended to be on the individual and not on systematic considerations of broader work processes or knowledge mechanisms within organizations. KM has emerged to consider intellectual capital (IC) as intangible resource in organizations, while information technology (IT) is extensively used to support KM (Wiig, 2000).

Knowledge management could be defined as the effective management of ideas, skills and experiences of intellectual capital to achieve the over whole quality of business organizations. It has been recognized as one of the contemporary and perfect management tools that motivate researchers and decision makers to consider its cultural, social and technical aspects (Gloet and Terziovski , 2004; the researcher, 2012)

Because of its importance in initiating communication links that develop employees' performance, facilitate the customers' inquiries and administrative processes and reduce operational costs, Knowledge management has been recognized by many public and private organizations and institutions for effective performance and developed level of services provided.

1.2 Problem Statement

The Municipality of Gaza (MOG) is the biggest municipality in the Gaza Strip. Its administrative structure is composed of 8 general departments with 1497 employees distributed in different directories and sections. The process of knowledge management at the MOG depends on traditional procedure of knowledge transmitting as information and data are limited in specific departments or even in the memory of particular employees. This leads to the lack of knowledge, overlapping of duties, delay in service provision and to a waste of time and efforts.

This research aims to find a way to apply knowledge management at the MOG in order to achieve administrative excellence, develop service provision and customer satisfaction, through studying the success factors of KM implementation.

1.2.1 Main Question:

"What is the effect of Knowledge Management Implementation on the Service and Administrative Performance at the Municipality of Gaza"

1.2.2 Sub-questions:

1. To what extent does the Intellectual Capital affect the knowledge management process?
2. How far the culture of the Municipality of Gaza affects the knowledge management?
3. How far the Rules & Regulations of the Municipality of Gaza affect the knowledge management?
4. To what extent does the Information Technology Infrastructure affect the Knowledge Management at the Municipality of Gaza?
5. To what extent does the Physical Infrastructure affect the Knowledge Management at the Municipality of Gaza?

1.3 Research Objectives

The research aims to achieve the following objectives:

1. Study knowledge management as an effective tool for the development of administrative and service performance at MOG;
2. Investigate the factors (infrastructure, intellectual capital , organization culture) that influence knowledge management implementation at MOG;
3. Point out the traditional flow of Information at the Municipality of Gaza.

4. Build a proposed framework for knowledge management implementation at MOG. The frame work illustrates knowledge process (acquisition, sharing and implementation) and the factors that influence the success of this process.

1.4 Research Importance

1.4.1 Importance to the Researcher

- Encourage the researcher to disclose new framework for Knowledge Management at public organization

1.4.2 Importance to the University

- The study provides the academic libraries in Gaza with a new research concerning one of the most important institutions of Local Authorities (MOG)

1.4.3 Importance to the Municipality

- To play a role in the improvement of the administrative and service provision performance of the MOG.
- Facilitate the customers (civil) services and increase their satisfaction.
- To help the municipality to match with mutual national and international municipalities, institutions and fundraising agencies.

1.4.4 Study Importance to the Palestinian Society

This study may be used as a stepping stone for further empirical research on knowledge management and knowledge management strategies at Gaza Strip municipalities.

1.5 Research Methodology:

For the purpose of the research, the descriptive analytic methodology will be used to respond to study objectives.
A questionnaire will be used as an instrument to collect data from a sample population of the Municipality employees either male or female who are holding different positions at the Municipality.

1.6 Research Variables

Independent variables:

1. Infrastructure
2. Intellectual Capital
3. MOG Culture

Dependent variable

- Knowledge Management Implementation & Development of Administrative and service performance

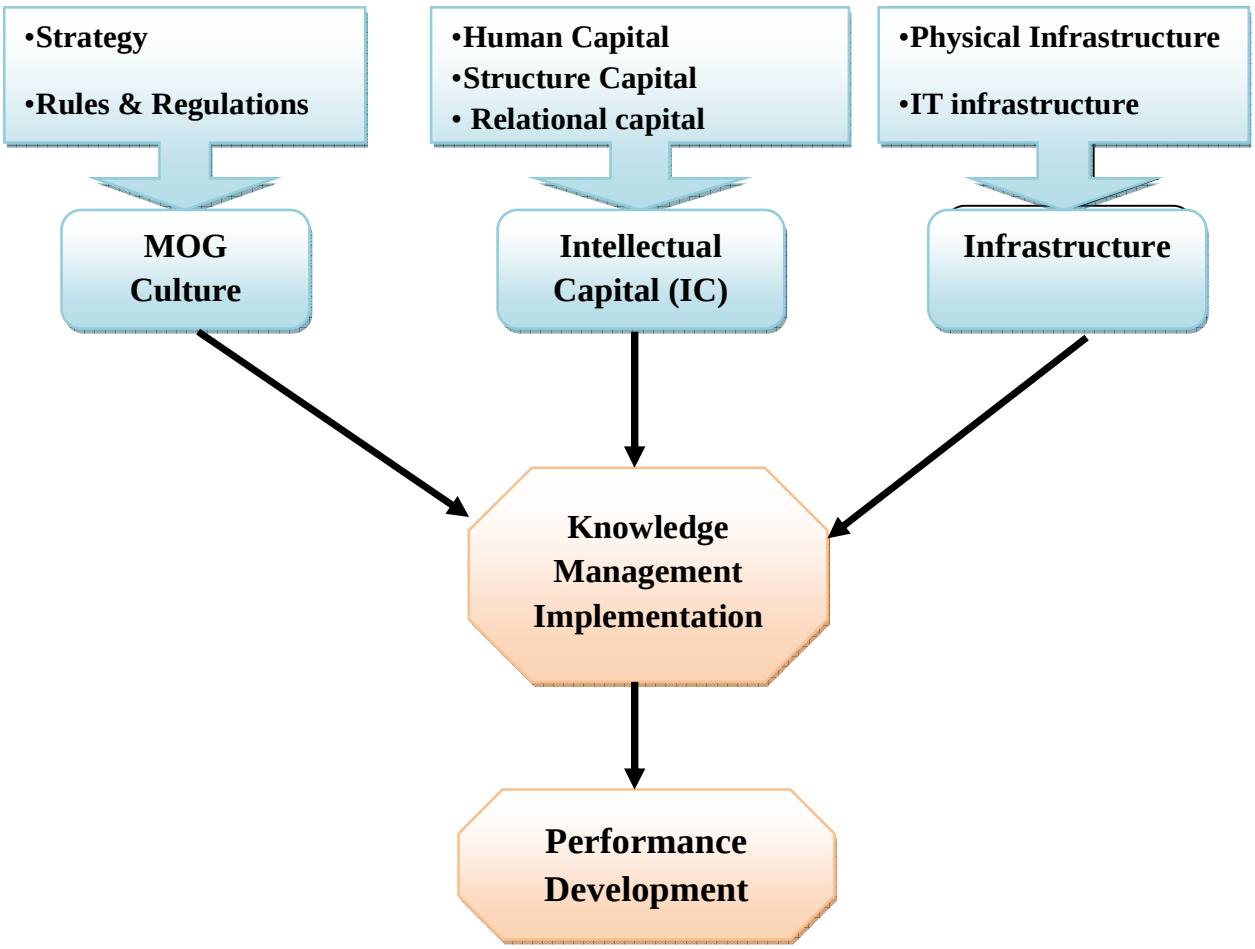


Figure (1.1): Conceptual Map – Researcher, 2012

1.7 Research Hypotheses

1- There is a statistical significant effect of the Infrastructure on knowledge management at 0.05 level.

Hence the following sub hypotheses are generated:

a) There is a statistical significant effect of the physical infrastructure on knowledge management at 0.05 levels.

b) There is a statistical significant effect of Information technology infrastructure on knowledge management at 0.05 level.

2- There is a statistical significant effect of the intellectual capital on knowledge management at 0.05 level.

Hence the following sub hypotheses are generated:

a) There is a statistical significant effect of the intellectual capital (Human Capital) on knowledge management at 0.05 levels.

b) There is a statistical significant effect of the intellectual capital (Structure Capital) on knowledge management at 0.05 level.

c) There is a statistical significant effect of the intellectual capital (Customer Relation Capital) on knowledge management at 0.05 level.

3- There is a statistical significant effect of the organization culture on knowledge management at 0.05 level.

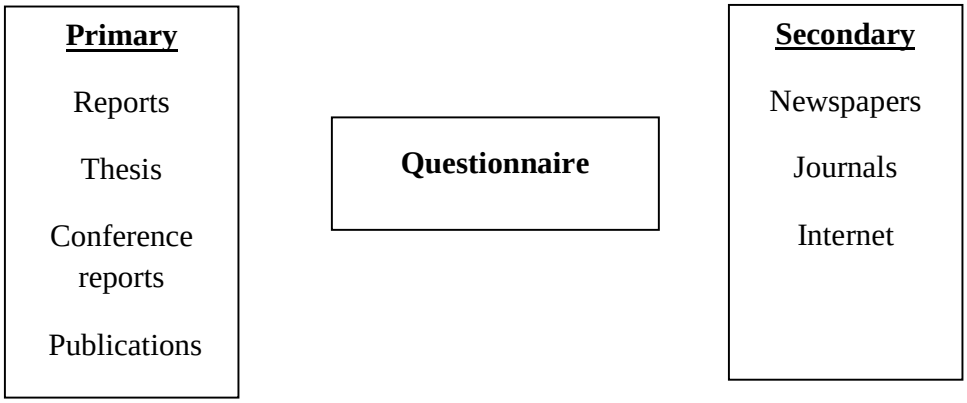
Hence the following sub hypotheses are generated:

a) There is a statistical significant effect of MOG strategy on knowledge management at 0.05 levels.

b) There is a statistical significant effect of MOG rules & regulations on knowledge management at 0.05 level.

4- There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to the ***individual characteristics.***

1.8 Data Sources:



1.9 Research Structure

The Study has seven chapters:

- **Chapter one** is an introduction which represents the conceptual frame of the research where it includes the problem statement, objectives, importance, variables, hypotheses, methodology, parameters, and limitations of the research.
- **Chapter two** introduces the theoretical framework which consists of three sections. While the first section introduces KM, the second section introduces infrastructure, the third section introduces Intellectual Capital (IC) , the fourth section introduces Organization Culture (OC), finally the last section introduce performance
- **Chapter three** includes the previous studies.
- **Chapter four** exposes the Municipality of Gaza .
- **Chapter five** presents the research methodology ,
- **Chapter six** presents data analysis and discusses the descriptive and analytical statistics for the research questionnaire and discusses the findings of the study.
- **Chapter seven** presents the conclusion and recommendations.

Chapter 2

Theoretical Framework

2.1 Knowledge Management

2.1.1 Introduction:

Nowadays, knowledge is concerned as the key source assets of organization and a critical source of competitive advantage, while management process plays a crucial role in the organization changes. So it can be considered that Knowledge management is the link of knowledge and management. In our new world it receives great attention although the first uses of the term knowledge management arises when Nicholas Henry (1974) used knowledge management in a manner that resembles our current understanding of the expression (Mathi, 2004).

The term Knowledge Management has different definitions, due to the distinct of understanding and analysis of its aspects; before drawing out some of KM definitions, it is important to understand the meaning and the differences to doing knowledge work successfully.

2.1.2 Definitions

A- Data, Information, Knowledge

Oxford dictionary (2001) defines knowledge as, set of information or whatever is acknowledged qualitatively by the organization or the worker within. While Harrington (2005) defines knowledge as a mix of experiences, practices, traditions, values, contextual information, expert insight, and a sound intuition that provides an environment and framework for evaluation and incorporating new experiences and information,

The three components defined as follows: data is the lowest point, an unstructured collection of facts and figures; information is the next level, and it is regarded as structured data; finally knowledge is defined as "information about information" (Theirauf, 1999; Frost, 2010)

(Kahn & Adams, 2000) viewed data as a set of facts, information represented as categorized, reviewed and scrutinized data and knowledge is the result of merging information with practice, perspective and expression. (Spiegler, 2000) mention that data does not include a value but Information include limited value and knowledge append insight, abstractive value, enhanced understanding .

(Alryalat and ALHawari , 2008) present data as unprocessed facts, with no concern of any value and purpose, information is processed data - added value to determine purpose , knowledge interpretation of information- improves the understanding of purpose, used for solving problem.

From the above definitions the researcher concludes that data is meaningless raw information that stored in unstructured manner while information is meaningful, processed data and finally knowledge is a set of information and practices.

B- Knowledge Management

According to Nonaka and Konno (1998), knowledge management is a method for simplifying and improving the process of sharing, distributing, creating, and understanding company knowledge, a similar concept is that knowledge management movement is an attempt by organizations to capture, codify, organize, and redistribute the firm's tacit forms of intellectual capital or knowledge and make them explicit (Rothberg and Ericson, 2005).

"Knowledge management is about more than the management of hardware and software and solving problems of user friendliness. It is also concerned with making the best possible use of the creativity and expertise of people and the effective management of dynamic social processes which generate and exploit a wide range of differing types of knowledge" (Carlisle, 2002).

Yang and Wan (2004) provide a comprehensive view of the concept of KM that manages to identify all of the processes involved. They define KM as "the process of collecting and identifying useful information (i.e. knowledge acquisition), transferring tacit knowledge to explicit knowledge (i.e. knowledge creation or transfer), storing the knowledge in the repository (i.e. organisational memory), disseminating it through the whole organization (i.e. knowledge sharing), enabling employees to easily retrieve it (i.e. knowledge retrieval) and exploiting and usefully applying knowledge (i.e. knowledge leverage).

Gloet and Terziovski (2004) describe KM as the formalization of and access to experience, knowledge, and expertise that create new capabilities, enable superior performance, encourage innovation, and enhance customer value. Darroch and McNaughton (2002) indicate that KM is a management function that creates or locates knowledge, manages the flow of knowledge and ensures that knowledge is used effectively and efficiently for the long-term benefit of the organization.

Parikh (2001) defines KM as needs to view all organization activities as a process of producing knowledge to transport the firm into learning organization. Also Kim et al., (2004) define it as a methodical means of administrating the valuable resource, by promoting an incorporated approach to identifying, capturing, structuring, organizing, retrieving, sharing, and evaluating an enterprise's knowledge assets.

Goh (2005) defines KM as a methodical leveraging of data, information, proficiency and different structures of assets and resources to enhance organizational innovation, reaction, efficiency and capability.

Alryalat and AL-Hawari (2008) portray KM as a Procedure, process or practice to achieve process about knowledge, process for knowledge, and process from knowledge which leads to improve the internal and external operation.

While the above mentioned definitions refer to KM as a process of identifying , capturing and sharing knowledge in order to achieve goals and efficiency, the two definitions below represents KM from the technological insight, (Spector and Edmonds, 2005) said that KM is a technology that solves problems by concentrating and emphasizing on knowledge in situations of problem, and (Plessis and Boon, 2004) consider KM as a systematic and programmable approach for management of knowledge creating, sharing, exploitation and influencing as an organizational possession that strengthens capability, speed and effectiveness of the company in delivering of products and services for customer satisfaction in alignment with business strategy.

The most challenges that business organization face is to find the link between the provider of knowledge and the seeker for knowledge, in other word the way to transform the implicit to explicit knowledge

The researcher defines Knowledge Management as follows:

"Knowledge management is the effective management of ideas, skills and experiences of intellectual capital to get the right information to the right people at the right time in order to achieve the over whole quality of organization"

.

2.1.3 Knowledge Classification

Knowledge can be classified into three broad forms, namely public, shared and personal knowledge (Alavi, 2001). Public knowledge can be accessed through public domains such as internet or books. Shared knowledge on the other hand refers to knowledge that is exclusively held by employees and is only used in work. Personal knowledge is the least accessible knowledge and is used mainly in work and daily life. But the most prominent classification of knowledge is that knowledge is a set of tacit (implicit) and explicit knowledge. Tacit knowledge or the intangible knowledge is the intellectual personal energy that more difficult to create, capture and transfer such as values, relationship, norms, perspectives, behavior and attitude, on the other hand, explicit knowledge can be transmitted easily and articulated in formal language.

According to Nonaka and Takeuchi (1995), explicit knowledge can be expressed in words and numbers and can be easily communicated and shared in the form of hard data, scientific formulae, codified procedures or universal principles, while tacit knowledge is highly personal and hard to formalize.

There is no doubt that implicit knowledge is the pivot of business organization for excellence and innovation, but explicit knowledge has its importance as it complements the implicit knowledge.

Nonaka, Toyomo and Konno , 2002 defines knowledge by emphasizing on the relative, dynamic and humanistic dimension rather than traditional Western epistemology (the theory of knowledge) that focus on absolute, static and non-human view of knowledge. They agree that "knowledge is created in the spiral that goes through two seemingly antithetical concept such as order and chaos, micro and macro, part and whole, mind and body, tacit and explicit, self and other, deduction and induction and creativity and control" (Ali & Ahmad, 2006).

Basically, knowledge can be differentiated into two types, which are explicit knowledge and tacit knowledge, Table 2.1 presents this comparison

Table 2.1 : Comparison between Explicit and Tacit knowledge

Author(s)	Explicit	Tacit
Nonaka *et al.* (2002)	*Can be expressed in formed and specific language and shared in the form of data, scientific formula, specification *Can be processed, transmitted and stored relatively easily.	*Highly personal and hard to formalize. *It is deeply rooted in action, procedures, routines, commitment, ideas, values and emotions.
Van den Bosch & Van Wijk (2001)	*As it is articulated, codified and teachable, it is easier to transfer internally. *Much explicit knowledge is built on a foundation of tacitly shared knowledge.	*Difficult to articulate, codified and teach, since it is emanates from context-specific personal experience and learning-by-doing. *Often takes the form of rules and routines.
Lyons (2000)	*Knowledge that has in some way been documented or codified. *It is easily classified, categorized, combined, and distributed to others. *It is typically stored in a knowledge base or document management system.	*Knowledge held by human being.It is based upon personal experience that is accumulated over an extended period of time. *It is influenced by intangible factors. *Takes the form of rules of thumb, intuition, tips and techniques, internalized skills, best practices, gut instinct and even knowledge of who to contact for information which is not in one's own expertise.
Vorbek *et al.* (2001)	*Documented and ideally structured knowledge that is fairly easily accessible and that is available in different media.	*Exists in the head of the company's professionals. *Includes experiences, ideas, rules of thumb, tips and tricks that have not yet received attention from previous management models they deserve.

Source: (Ali & Ahmad, 2006)

2.1.4 Knowledge Management Models and Frameworks

KM process is essential in modern and successful organizations which look at knowledge as a major factor in competitiveness. KM has been seen as a fast response to weakness and threats that affect the way of organization business.

The KM frameworks that have been presented in the studies tend to focus on different aspects of KM and have different purposes. So different KM models, frameworks and processes exist in the literature will be described.

2.1.4.1 Knowledge Creation framework by Nonaka and Takeuchi

Nonaka and Takeuchi (1995) offer a SECI model of knowledge creation illustrated in figure 2.2. It focuses on knowledge spirals that explains the transformation of tacit knowledge into explicit knowledge and then back again as the basis for individual, group, and organizational innovation and learning

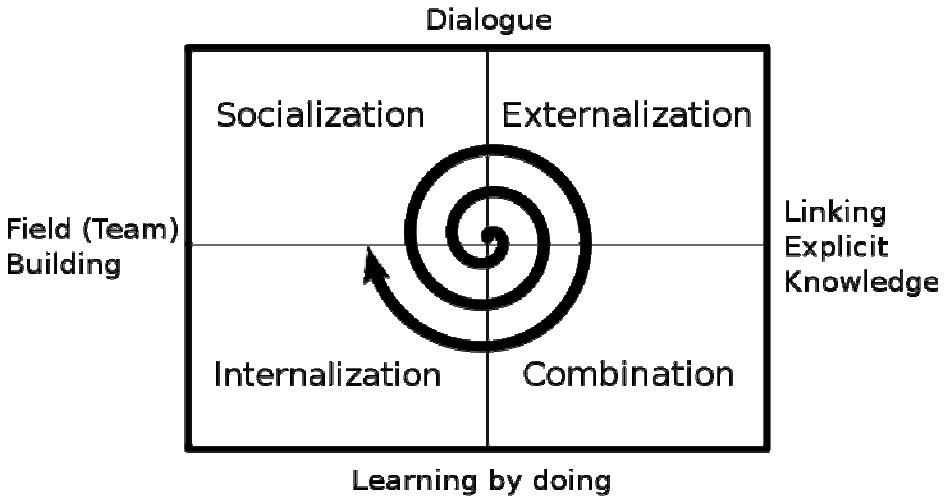


Figure (2.1) : SECI model (Girard,2010)

Socialization: is the first process, by which synthesized knowledge is created through the sharing of experiences between people as they develop shared mental models and technical skills. Since it is fundamentally experiential, it connects people through their tacit knowledge (Walker and Finegan, 2007).

To add, it is sharing knowledge through the interaction process either socially or between employees and customer on the organization level, they share experiences and spend time together.

Externalization comes next; it is the process of concept creation as tacit knowledge is converted to explicit and articulated in the communication process.

It can be defined as "a quintessential knowledge creation process in that tacit knowledge becomes explicit, taking the shapes of metaphors, analogies, concepts, hypotheses, or models" (Nonaka and Takeuchi, 1995).

Combination: the next process in which explicit knowledge is transformed through its integration by adding, combining and categorizing knowledge (Walker and Finegan, 2007). This integration of knowledge is also seen as a systemizing process. This mode of knowledge conversion involves combining different bodies

To add, it is the process of improvement of the collected information and organizing it logically

Internalization or the learning process, it is the final process, which occurs through the behavioral development of the operational knowledge. According to Nonaka and Takeuchi (1995), Internalization is a process related to “learning-by-doing”.

To add, Internalization is the conversion from explicit to implicit knowledge into individual mind who then reframe, extend and broaden it in a form of new knowledge.

The spiral of the SECI process becomes larger in scale as it expands both horizontally and vertically across the organization.

2.1.4.2 Knowledge Management Life Cycle Model

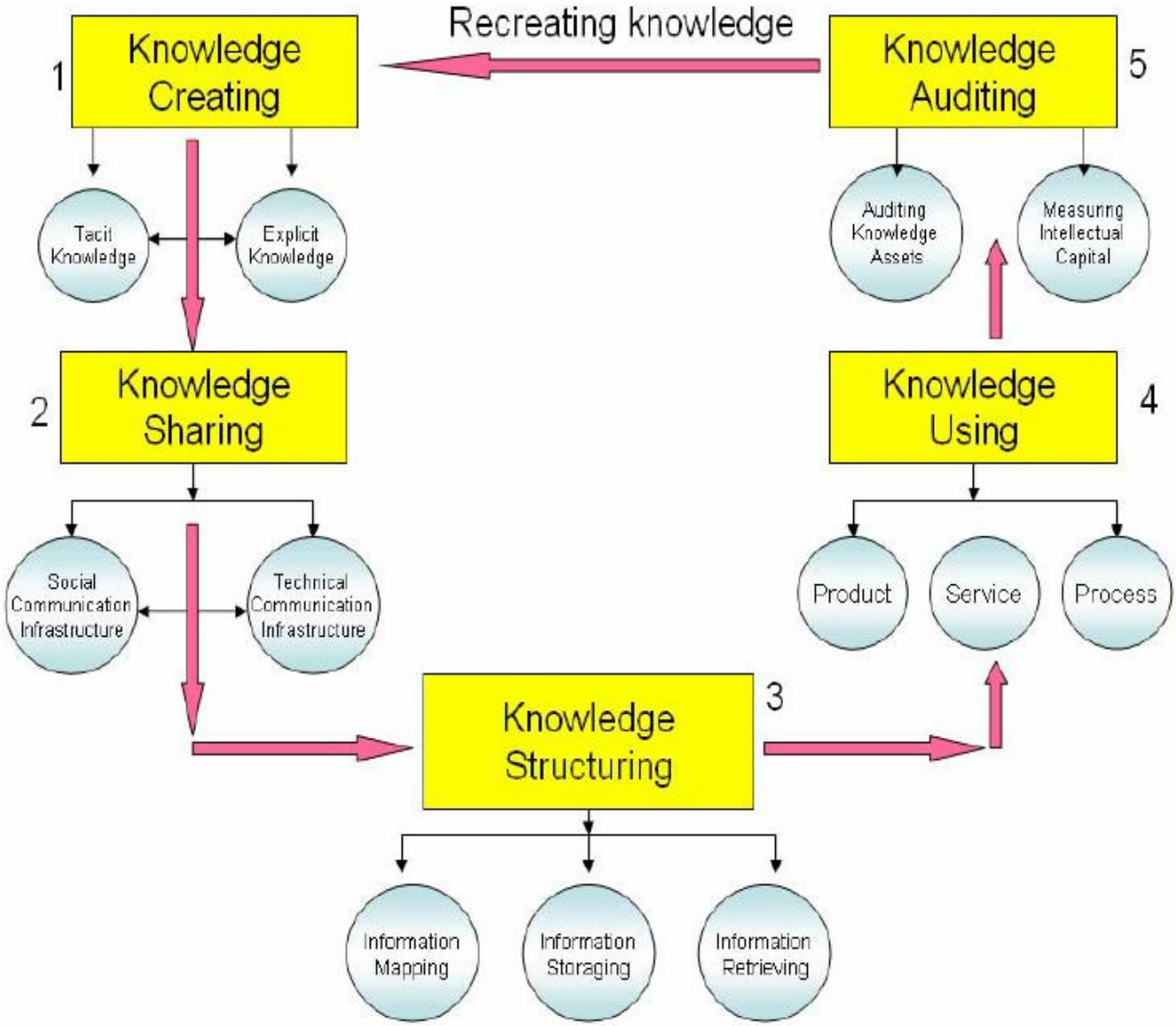


Figure (2.2): KM Life Cycle Model, SAĞSAN (2006)

SAĞSAN (2006) depicts the life cycle of Knowledge management under five stages : Knowledge Creating, Knowledge sharing , knowledge structuring, knowledge using and knowledge auditing.

- The first stage of KM life cycle is knowledge creating through which tacit and explicit knowledge can appear
- The second important stage of KM life cycle is knowledge sharing that involves creating knowledge by individuals and groups with their interactivity and connectivity in organizations. It is carried out by social and technical communication channels.
- The third stage of structuring knowledge is based on sorting, organizing, codifying, analyzing, and reporting information that provides information retrieval what organization needs in the future.
- At the fourth stage, Knowledge can be used in the organizations for determining organization's work processes and making strategies for sustainable competitive advantage.
- The final stage of the cycle is knowledge auditing that refers to the capacity of information processing in organizations

2.1.4.3 The Knowledge Management Process Model by Botha

In 2008, Botha et al., present the knowledge management process model (Figure 2.4), this model attempts to offer a more realistic overview of the KM process. The three broad categories overlap and interact with one another. The model further shows which of the three categories are more people oriented and which are more technology focused so the organization will know how to approach.

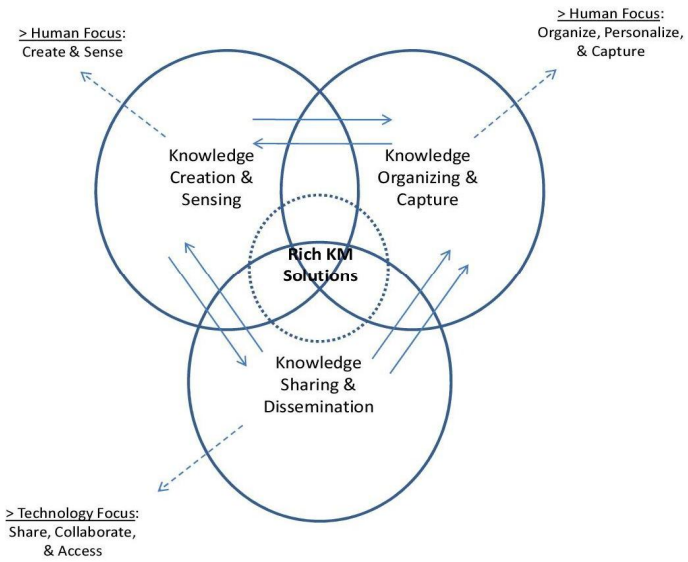


Figure (2.3): Botha et. al model, Frost, 2010

2.1.4.4 KM process model, Karadsheh, L., et. al (2009) ,

Karadsheh, L. , et el (2009) proposed and developed a conceptual and coherent Model of KM that emphasis on the knowledge infrastructure, knowledge combination, knowledge filtering, knowledge repository, knowledge sharing, knowledge application and finally, knowledge performance.

- Knowledge infrastructure is relied on building the appropriate culture for Knowledge Management System (KMS) through knowledge discovery, knowledge capture and knowledge acquisition that promote a knowledge understanding of the specific topics relevant to the organization's goals and objectives.

- The second element of the framework is concerned with knowledge combination to collect information discovered, captured and created into a single portfolio.

- Knowledge evaluation phase used to assess the knowledge based on the value; accuracy and relevance after the knowledge have been combined from different sources.

- The third stage is Knowledge filtering that prepares knowledge to be stored in the next phase, after going through classification, categorization and organization.

- The Knowledge repository phase serves as storage for the knowledge collected in the past stages. Therefore, Knowledge repository is viewed as organization memory and retention of knowledge assets.

- While the knowledge sharing is the core process and concerns in transferring and sharing knowledge among the individuals in the organization, knowledge application's purpose is to apply and represent information to knowledge seekers in appropriate matter

- The final phase of the model is knowledge performance which concentrates on evaluating every KM system performing according to the organization goals and objectives.

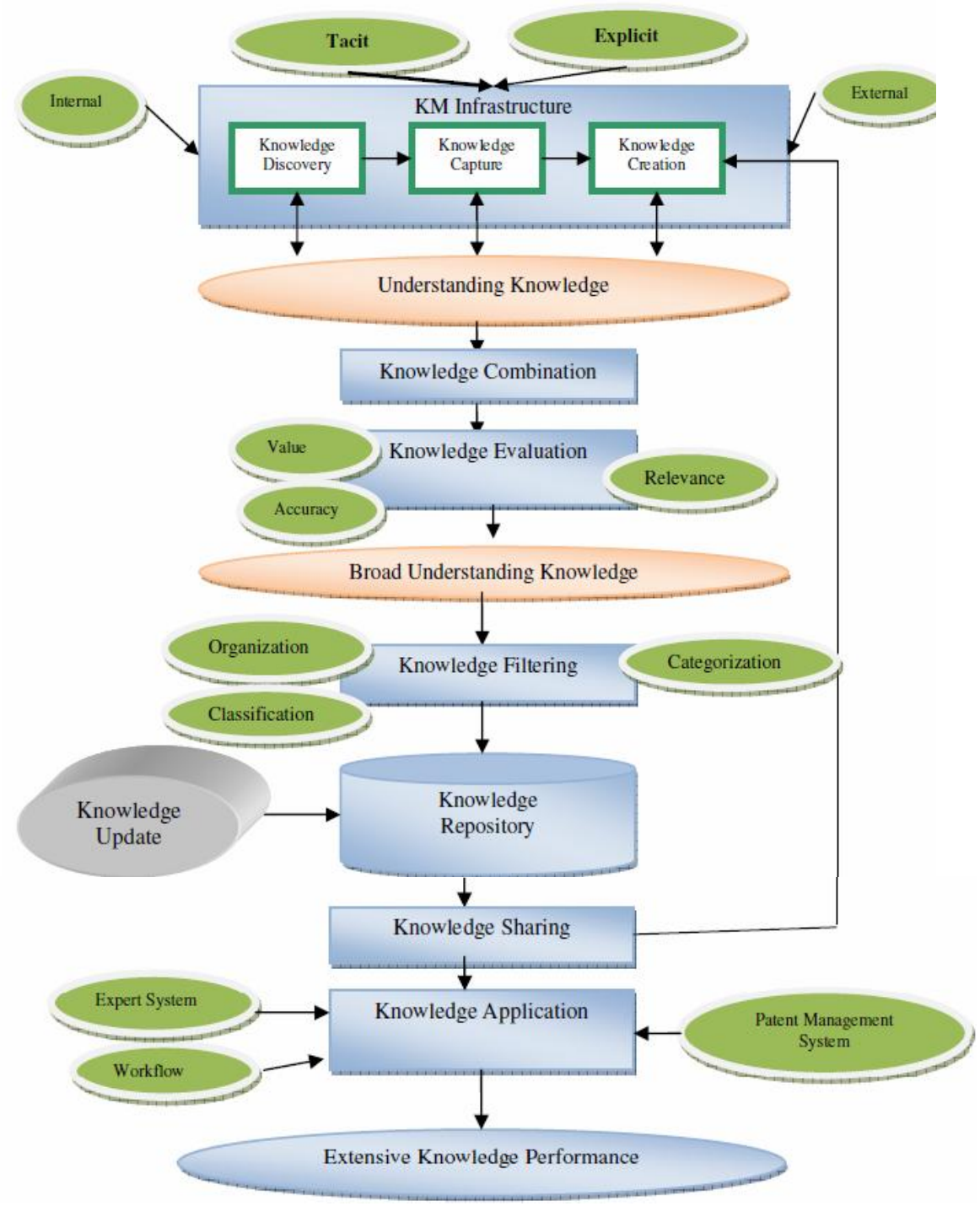


Figure (2.4) : KM Process Model, Karadsheh, L. et al. (2009)

2.1.4.5 The Knowledge Management Maturity Model

The K3M model is a roadmap that organizations follow to implement a series of increasingly sophisticated knowledge management practices in order to achieve the ultimate goal of Organizational. It is progressive in that each level depends on the layers below it. At the first four levels knowledge is encoding, delivering, and collecting in order to build an internal competence. Levels five through seven focus on ripening the spirit of innovation within the company until it is a deeply ingrained cultural value.

Level 1: represents the organizational reality as a single system for capturing and delivering knowledge. It answers the questions of who knows what and how activities are currently being performed.

level 2 : ensures clear management directives through the communication . It includes the executive view of how things are supposed to work.

Level 3 : This level deals with assessing whether individuals understand their work processes and what is expected from them.

Level 4: the company understands its explicit knowledge, the knowledgebase of the organization may be used to identify where projects and teams may benefit from sharing task responsibility.

Level 5: The knowledgebase is aligned to each role, and each resource can apply their creativity towards perfecting the roles they perform through continual process refinement.

Level 6: New ideas are captured and shared immediately across organizational boundaries to assist in the fulfillment of objectives.

Level 7: a set culture of knowledge creation where best practices are shared across departments with immediacy as standard operating procedure.

Level 8: a plateau from which the company is positioned to continuously deliver higher levels of value to all stakeholders

Organizational Self-Actualization is not a fixed state, but a process of development which does not end

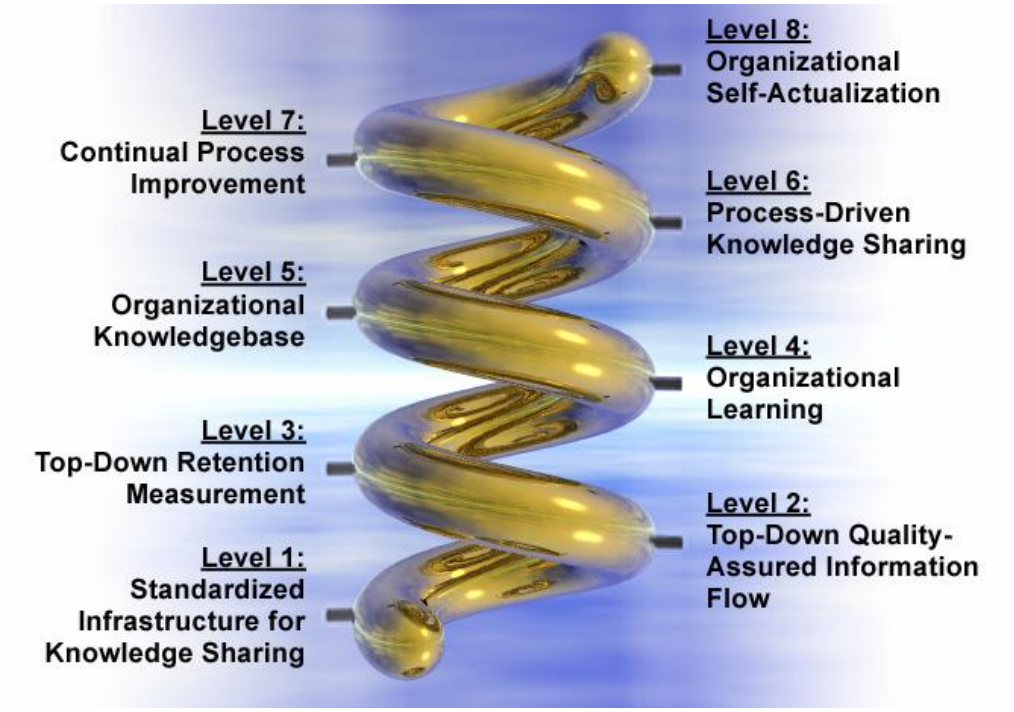


Figure (2.5): KM Maturity model, wisdomesource.com

The researcher presents KM process under three steps:

1. Knowledge acquisition;
2. Knowledge share;
3. Knowledge implementation.

1. Knowledge Acquisition

Nonaka , 1995 defines knowledge creation as “a continuous process of learning by acquiring a new context, a new view of the world and new knowledge in overcoming the individual boundaries and constraints imposed by existing information parameters. To learn and acquire new knowledge, individuals should interact and share implicit and explicit knowledge with each other" (Kamasak and Bulutlar, 2010).

There are different sources for knowledge creation as the organization can't create knowledge by itself. The two forms of tacit and explicit knowledge can appear while creating knowledge that is acquired from internal and external sources. The internal source are presented in the organization in the form of skills and experiences of the employees , operation process , services and administrative functions, organization strategy, on the other hand information and knowledge can be acquired externally form the local community and the whole stakeholders , but the main source of these knowledge is the customers as their satisfaction is the criteria for organization success

2. Knowledge sharing

The second process is knowledge sharing that is a social process where individuals with different knowledge interact and thereby create new knowledge, also technical communication channels is one of sharing tools.

(Capar , 2005; Sagan,2006) emphasizes that the ways and tools for effective knowledge sharing are : Formal social communication network, informal social communication network, teamwork, communities of practices, organizational learning, rumors and formal structured technological communication networks (e-mail, mobile communications, teleconferences, videoconferences, etc.).

He argues that, in order to construct these channels effectively, it depends on the stability and durability of organizational infrastructure. If organizational infrastructure is suitable for aligning the knowledge management system infrastructure, the successful knowledge sharing can be carried out.

3. Knowledge implementation

According to Alavi and Leidner (2001) if knowledge is viewed as a process, then the implied KM focus is on the knowledge flow and the processes of creating, sharing, and distributing knowledge, if knowledge is viewed as an object, then KM should focus upon the building and managing of knowledge stocks. If we are to understand the importance of tacit knowledge, as scholars such as Nonaka would argue, then any KM practices must prioritize the conversion of this knowledge into explicit knowledge and its management as tacit knowledge through social interaction.

Knowledge application's purpose is to apply and represent information to knowledge seekers in appropriate matter. Also, Knowledge application is the solution to wrapping knowledge to guarantee widespread usage. Moreover, knowledge application translates information into practical tools and applying the knowledge into real world. Knowledge application presents the knowledge in more clear and storable way (Sun, and Gang, 2006).

Lai and Chu (2000) Stated that knowledge can be available to individuals through human interactive processes or by using information technology. Moreover, technology can support knowledge applications by implanting knowledge into organizational practices. Likewise, knowledge can be pushed based on two strategies: push and pull , Push strategy makes a decision on what information is to be allocated to whom and automatically alert users of changes, while pull strategy is based on user requests and needs. Also, knowledge applications are based on technological components such as: workflow, expert system, patent management systems and enterprise information portal ,Consequently, applying and having a value adding knowledge culture guarantee successful execution (Hung, et al., 2007)

Implementing both tacit and explicit knowledge inside and outside the organization's boundaries with the purpose of achieving corporate objectives in the most efficient manner (Monavvarian and khamda, 2010). Knowledge is effectively applied during the developmental processes of an organization through rules and directives, routines and self-organized teams. Also knowledge is applied to formulate and refine the standards, procedures and processes developed to execute tasks within the organization (Sandhawalia and Dalcher, 2011).

Although the last step of knowledge management process is knowledge implementation the researcher consider the implementation process as a continuous integrated process that begins with knowledge acquisition and goes on knowledge sharing through social and technical communication tools to reach the step of using this knowledge to achieve goals through procedures, rules, decisions and processes.

2.1.5 Key success factors for knowledge management Implementation

Because the concept is new, there exist different views among researchers on how a knowledge management program can be designed and implemented in organizations.

NASA knowledge management team mention that organizations that succeeded in effectively managing their corporate knowledge did the following:

- Recognize and reward people for sharing knowledge
- Encourage and support communities of practice
- Strike a balance between long-term corporate needs (capturing knowledge) with short-term local needs (completing a task quickly)

They add that some organizations have achieved success in knowledge management through a centralized KM organization, others through an architecture that unites distributed activities. A knowledge architecture that ties together many distributed activities fits in well with NASA's current structure and builds on the strengths of individual Enterprises and organizations efforts in knowledge management.

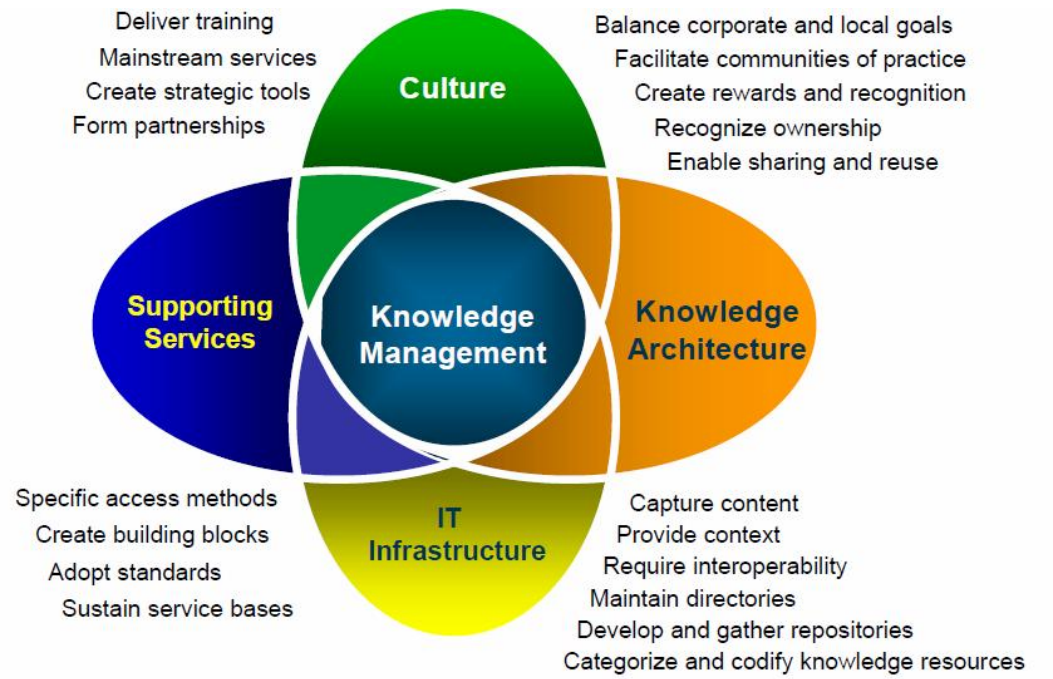


Figure (2.6) : Critical success factors for knowledge management, NASA, 2002

(Choi, B., 2005) suggests 10 factors be of vital importance for successful knowledge management initiatives:

1. Technology
2. Project management
3. Organizational culture
4. Organizational structure
5. Knowledge vision
6. Management support
7. Leadership and empowerment
8. Motivation and reward systems
9. A viable business case
10. Change management

According to Bose (2004), knowledge management consists of the following three components:

- People (human capital): who create, share and use knowledge, and who collectively comprise the organizational culture that nurtures and stimulates knowledge sharing.
- Process: the methods to acquire, create, organize, share and transfer knowledge.
- Technology: the mechanisms that store and provide access to data, information and knowledge created by people in various locations.

(Skyrme, 2001; Jafari, 2009) described seven knowledge layers that are possible in organizations as shown in the table below.

Table (2.2) : Knowledge Layers

Level Key	Activities
Customer Knowledge	Developing deep, knowledge-sharing relationships. Understanding the needs of your customers' customers. Articulating unmet needs. Identifying new opportunities.
Stakeholder Relationships	Improving knowledge flows between suppliers, employees, shareholders, Community etc., using this knowledge to inform key strategies.
Business Environment Insights	Systematic environmental scanning including political, economic, technology, social and environmental trends. Competitor analysis. Market intelligence systems.
Organizational Memory	Knowledge sharing. Best practice databases. Directories of expertise. Online documents, procedures and discussion forums. Intranets.
Knowledge in Processes	Embedding knowledge into business processes and management. Decision-making.
Knowledge in Products and Services	Knowledge embedded in products. Surround products with knowledge, e.g., in user guides, and enhanced knowledge-intensive services.
Knowledge in People	Knowledge-sharing fairs. Innovation workshops. Expert and learning networks. Communities of knowledge practice.

Source: (Jafari,2009)

After reviewing the previous models and studies regarding the factors for successful knowledge management , from the researcher point of view there have to be three main pillars for the successful of knowledge management implementation at the organization in order to improve the administrative and service performance , this will be presented with more details in the next section .

2.2. Infrastructure:

2.2.1 Introduction:

In response to the emergence of information society that is characterized by rapid development and accessibility of information, changes in global economy, as well as growing demands of society, most of the public and private organizations all over the world are undergoing major changes within the framework of knowledge management initiative for the best performance and practices. Much attention has been devoted to organization infrastructure as a base tool for effective KM implementation.

2.2.2 Definition:

Infrastructure is basic physical and organizational structures needed for the operation of a society or organization or the services and facilities necessary for an economy to function.

It can be generally defined as the set of interconnected structural elements that provide framework supporting an entire structure of development. It is an important term for judging a country or region's development (www.wikepedia.org)

2.2.3 KM infrastructure factors:

Many researchers have proposed factor or organizational resource as preconditions to influence effective knowledge management and some of the finding in the literature are briefly explained in table (2.3)

Table (2.3): Overview about KM infrastructure factors suggested for effective KM

Researcher	KM Infrastructure
Liebowitz (1999)	- Support from senior leadership - Chief knowledge officer - Knowledge repositories - Km system and tools (Technology) - Incentives to motivate people to share knowledge - Supportive culture
Choi (2000)	- Employee training - Employee involvement and empowerment - Teamwork - Top-management leadership and commitment - Organization constrains - Information system infrastructure
Gold et al. (2001)	- Technical infrastructure - Structural infrastructure - Cultural infrastructure
Soo et al. (2002)	- Database subsystem - Organization language subsystem - Networking subsystem - Transfer subsystem
Lee and Lee (2006)	- People - Organizational culture - Organizational structure - IT Support
Zaim el al. (2007)	- Organizational culture - Organizational structure - Technology - Intellectual Capital

Source: Qunik,U., (2008)

The researcher presents Information Technology and physical infrastructure as KM infrastructure success factors

2.2.3.1 Information Technology (IT):

- **Introduction:**

Information technology plays an important role in successful knowledge management initiatives. IT comprises the resource used by an organization to manage data, information and knowledge needed order to carry out its mission. IT may consist of computers, computer networks and other pieces of hardware, It also consists of software that enables the system to mange and process data, information and knowledge in ways that are useful for the organization. Modern information technology can collect, store, combine, distribute and present information. The low cost of computers and networks has created a potential infrastructure for knowledge sharing and opened up important knowledge management opportunities.

The processes used to integrate IT as an institutional resource are likely to be shaped by institutional size, mission , financial resource , traditions, and organization culture (Fedrick, 2001; Quink, 2008).

Pearlson (2001) takes a strategic approach to information systems by expanding information technology to include people and processes. According to Pearlson, this approach to information systems facilitates communication of data, information, and knowledge throughout an organization. The author presents a system hierarchy that begins with three main elements; people, processes, and technology and ends with organizational management, which oversees the design and structure of the system, and monitors its overall performance. Pearlson devotes the relationship between information systems and knowledge management. Pearlson addresses the two types of knowledge—tacit and explicit—and describes how information systems can be developed to capture, share, and manage these types of knowledge. He disperse the belief that information systems are synonymous with information technology. This is particularly important in the study of knowledge management, because many earlier initiatives focused on information technology, which resulted in expensive technology-based solutions that did not create effective knowledge management systems.

According to Davenport and Prusak (2000), more and more companies have instituted knowledge repositories, supporting such diverse types of knowledge as best practice, lessons learned, product development knowledge, customer knowledge, human resource management knowledge, and methods-based knowledge.

The computational power has little relevance to knowledge work, but the communication and storage capabilities of networked computers make it an important enabler of effective knowledge work. Through email, groupware, the Internet, and intranets, computers and networks can point to people with knowledge and connect people who need to share knowledge independent of time and place (Gottschalk, 2002).

Nobody can effectively deny that technology is important and change the way people and organization interact and work. It provides new ways to access to information and knowledge. Still, the question remains on whether physical infrastructure are important for knowledge share.

- **IT and Knowledge management:**

The technological advancements in the recent past have changed management styles, a big challenge related to implementing a KM is in transforming knowledge held by individuals, including process's and behaviors knowledge into a consistent technological format that can be easily shared among all the workers in the organization.

According to Yeh et al. 2006 , Information technology is central to the maintenance and organization of KM efforts , he added that information technology supports KM by facilitating quick searching, access to and retrieval of information, which in turn encourages cooperation and communication between members of an organization. Various information technology tools are available to organizations to aid effective KM (Syed-Ikhsan & Rowland 2004). The group of information technology tools that are utilized for the purpose of KM are known as KM systems (Alavi & Leidner 2001).

Gaffor and Cloete (2010) demonstrate that when an organization considers employing a specific KM tool it is necessary to do an analysis of the organization and its current systems in order to determine which tool would be the most effective in facilitating the organization's requirements, it is also important to know how the tool will be integrated with current systems and what degree of staff training and development would be required upon implementation of the tool Only when the worth of the tool is established and its value is overtly recognized, then it is most likely that it will be successfully utilized.

Many researchers have found that IT is a crucial element for efficient knowledge process as IT facilitates rapid collection, storage and exchange of knowledge and eliminate barriers to communication among departments in an organization. Table 2.4 represents this relation.

Table (2.4): KM Process and Role of IT

KM Process	Supporting IT	IT Enables
Knowledge Creation	Data mining, Learning tool	Combining new sources of knowledge, just in time learning
Knowledge storage / retrieval	Electronic bulletin boards, knowledge repositories, databases	Support of individual and organizational memory, Inter-group knowledge access
Knowledge transfer	Electronic bulletin boards, Discussion forums, knowledge directories	More extensive internal network, more communication channels available , faster access to knowledge sources
Knowledge application	Expert systems, workflow systems	Knowledge can be applied in many locations, more rapid application of new knowledge through workflow automation

Source : (Quink, 2008)

In 2003, Nevo presents the study "Developing Effective Knowledge Management Systems" as he develops a theoretical framework for identifying the best design features necessary to support effective KM in organizations. Then he applies this framework to identify possible weaknesses of 40 KMS in four different categories of tools: content management, knowledge sharing, knowledge retrieval, and general KMS, he finds that one of the problems in the design of existing KMS is the lack of a unified approach to meta-knowledge (knowledge about the knowledge). Also he proposes an empirical evaluation of users' meta-knowledge requirements using the Delphi methodology as well as conjoint analysis.

"Information Technologies for Knowledge Management", is another study conducted by Egbu and Botterill in 2002 , to identify the technologies that are currently used to manage knowledge in the construction industry and the effectiveness of these technologies , in addition, they attempt to highlight some of the challenges and complexities associated with managing knowledge in a project-based environment.
The researcher distribute a questionnaire among construction organizations and conducted interviews in order to obtain generalizable data about the role of IT for KM in five small, medium and large construction organizations. They revealed that conventional technologies, such as the telephone, are used more frequently to manage knowledge, than more radical IT, such as Groupware or video-conferencing. In construction organizations, the potential benefits of IT for KM, are not fully exploited and many have expressed a need for greater implementation of IT, appropriated by sufficient training and education of staff.

López ,p. S , et al. (2009) conducted another study regarding the relation between IT competency and knowledge management works. Through an empirical study of 162 Spanish firms, the work finds that IT competency has a direct effect on the processes of knowledge management: knowledge generation, knowledge transfer, and knowledge codification and storage. At the same time, IT competency also has an indirect effect on knowledge management by facilitating the development of organizational structures that favor the development and expansion of knowledge. Moreover, the findings of the research also have important implications for managers as Managers should not only focus on allocating sufficient resources for IT investments.

Lee et al. (2011) find in their study on 126 hospitals in Taiwan that KM infrastructure influence on market interrelation performance and knowledge management (KM) infrastructure is the foundation for managing and embodying valuable knowledge in firms.

Wuwongse, et al. ,2008 conducted another study about common infrastructure for knowledge and information management , he has presented a software infrastructure to commonly support the management of knowledge and information on the Internet and a intranet. They found that the infrastructure can be used to capture, preserve and manage the information and knowledge that belong to communication and organizations and it will play a crucial role in creating a universal sources of knowledge for humanity.

2.2.3.2 Physical Infrastructure:

- **Introduction:**

Although the technological infrastructure is an essential factor in knowledge transmitting, the physical infrastructure can facilitate easy contact among employees and increase interaction. To get most out of work force, employees have to stay at a comfortable offices with communication tools like phone, fax, internet.

Oxford dictionary defines physical infrastructure as the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise. These physical assets are facilities for service provision

The physical structure of an organization has an important role in knowledge transmitting through different departments and sections.

Although there is almost unanimous agreement that the closed offices provide privacy that are needed to work operation, modern organizations realize the importance of office environment, design and their effects on communication, which in turn affects performance. the modern utility of open offices accelerate the work as the team of the same department are connected smoothly and all information can be circulated in less time.

- **Physical Infrastructure and Knowledge management:**

Specialists in urban infrastructure draw a sharp distinction between provision and production of services, they consider this within their design of organization. In 2002, Aoife Brennan, Jasdeep S. Chugh, and Theresa Kline published their research concerning the effects of open office design in an article titled "Traditional versus Open Office Design: A Longitudinal Field Study." A gas and oil company in Canada relocated its employees from private offices to an open office design, where employees shared space with two to nine employees. Brennan, Chugh, and Kline interviewed twenty employees prior to the relocation, one month after, and again six months after. They found that, overall, the effects were negative, and results were consistent over time. Interestingly, the article stated that "The primary complaints listed by employees were lack of privacy and confidentiality and increased noise" (Brennan, Chugh, and Kline, 2002).

These findings coincided with many other studies cited in the article. This led the authors to propose that, "…open office designs do not facilitate communication among coworkers. In fact, employees often feel that open office designs decrease communication because they prohibit confidential conversations.

Greg R. Oldham conducted another study in 1988 on "Effects of changes in Workspace Partitions and Spatial Density on Employee Reactions: A Quasi-Experiment." This was a unique study because Oldham acknowledges in his introduction that open office design presents many problems. He conducted studies on two different variations of open office design. The first office had multiple height partitions between each desk. The second office was an open office with substantially more space per employee. Oldham administered a questionnaire to employees, and found that both of the variations had positive effects. More specifically, those employees who moved to the low density (more space per employee) office showed even more positive results. Oldham's explanation for this was that, "…the low density office provided protection from over-stimulation and at the same time allowed employees to observe how their own work relates to the work of others" (Oldham, 1988).

2.3 Intellectual Capital

2.3.1 Introduction :

Organization value depends on and includes the total worth of individuals and structure. It includes the knowledge, skills, and experience of each person, as well as the shared knowledge, skills and experience of all employees, companied by the organizational procedures and rules followed in the daily operation.

The competitive advantage within today's knowledge based economies has shifted from the tangible assets to intangible assets . The importance of intangible inputs, like intellectual capital and knowledge increased. Intellectual capital (IC) is the vital pillar for competitive advantage & a key driver of the organization real wealth that sought in the people, their knowledge and skills, internal processes and relation.

2.3.2. IC Background

A term first introduced by economist John Kenneth Galbraith in 1969, refers to the difference between an organization's market value and book value. Many researchers have come to regard intellectual capital as a firm's primary means of creating competitive advantage (Hsu and Fang, 2009).

The roots of this term are found in the economics field, but the label became popular when Skandia, Dow Chemicals, and the Canadian Imperial Bank of Commerce started to use it to denominate all their intangible firm resources. In particular, important differences between the book and market value of firms in the service industry prompted managerial interest in measures that could capture the invisible side of companies. (Vera, 2001).

2.3.3. Definitions:

The IC of an organization comprises such intangible resources and assets that an organization can use to create value by converting it into new processes, products, and services. IC is the knowledge, experience, and brainpower of employees as well as knowledge resources stored in an organization's databases, systems, processes, culture, and philosophy. Business has always relied on its intangible resources, along with tangible and capital resources, to create value and achieve the organization's goals (Al-Ali, 2003).

Intellectual Capital (IC) by definition is collective knowledge individually or collectively in an organization or society that can be used to produce wealth, multiply output of physical assets, gain competitive advantage, and/or to enhance the value of other types of capital (Casey, 2010). Intellectual capital (IC) is a term now in common usage across different fields of academic and managerial activity. It is related to, and sometimes interchangeable with, other terms such as 'knowledge capital', 'knowledge economy' and 'intangible assets' (Gowthorpe, 2009).

The IC literature generally agrees that IC is composed of three elements: structural capital, human capital, and relational capital. Structural capital refers to the non-human storehouses of knowledge in a firm that involve organizational structures, such as the organizational routines, the structure of the business, and various types of intellectual property. Human capital denotes the tacit knowledge embedded in the minds of the employees. Relational capital represents the knowledge embedded in the relationships with the outside environment (Chang et al., 2008).

It is sometimes referred to as goodwill, technologies, competence, other authors consider Intellectual capital as the sum of all knowledge firms utilize for competitive advantage more importantly, it is the conceptualization of different aspects of Intellectual capital that offers scholars a means to parsimoniously synthesize the approaches by which knowledge is accumulated and used in organizations. (Youndt, M.& Snell, S, 2004).

The researcher defines IC as an integrated system of HR (HC) , Organization structure (SC) and internal and external relations (Relational Capital) . The HR knowledge on the shape of skills and experiences and its flow and dissemination within the organization hierarchy through a continuous communication process accelerate goals achievement and efficiency improvement.

2.3.4 Components of Intellectual Capital

A number of authors have enforced their view of intellectual capital through the identification of the components that make up intellectual. IC represents the individual skills applied to satisfy customers. IC is the organizational capabilities of the enterprise, demanded by the market. Relationship capital is the strength of a franchise afforded by a business's ownership of rights (Cheng, 2004).

Human Capital represents anything related to people knowledge, education and competencies of individuals in realizing national tasks and goals. Education is 'the basic building block of human Capital , on the other hand, **Structural Capital** represents the 'non-human storehouses of knowledge, which are embedded in its technological, information and communications systems as represented by its hardware, software, databases, laboratories and organizational structures and **Relational Capital** is the comparison of measures of one country against another, or of one period against another that give meaning to the figures (Bontis,2004).

Human capital refers to the knowledge, skill, and experience of the employees (the talent base of the employees). **Structural capital** refers to the extension and manifestation of human capital. It includes tangibles such as the information technology systems, brand and company images, customer databases, organizational concepts and manuals (the non-human storehouse of information) **and relational** capital is defined as knowledge embedded within available through, and utilized by interactions among individuals and there networks of interrelationships, (the knowledge embedded in business networks), (Bataineh, & Zoabi (2011),).

Table 2.5 presents the components of intellectual capital as classified by various authors.

Table (2.5) : Components of Intellectual Capital

Component of Intellectual Capital	Research Studies
Human Capital – knowledge contributed by people in an organization	Edvinsson and Malone (1997), Stewart (1997), Roos et al. (1998), Allee (1999), Sullivan (1999), Harrison and Sullivan (2000), Joia (2000)
Alternative classification	
Human Centered Assets	Brooking (1996)
Individual Competence	Sveiby (1997)
Human Resources	Fletcher et al. (2003)
Structural Capital Knowledge owned by the organization	Edvinsson and Malone (2003)(1997), Stewart (1997), Roos et al. (1998), Allee (1999), Saint-Onge (1999), Fletcher et al.
Alternative Classification	
Infrastructure Assets	Brooking (1996)
Innovational Capital	Joia (2000)
Internal Structure	Sveiby (1997
Structural Assets	Sullivan (1999)
Intellectual Assets	Sullivan (1999), Harrison and Sullivan (2000)
Structural Resources	Fletcher (2003)
Additional Components	
Intellectual Property Assets	Brooking (1996)
Process Capital	Joaia (2000)
Customer Capital – Knowledge accessible to the organization from customers	Stewart (1997), Saint-Onge (1999)
Alternative naming	
Market Assets	Brooking (1996)
External Structure	Sveiby (1997)
External Capital	Allee (1999)
Relational Capital	Joia (2000)
Relational Resources	Fletcher et al. (2003)

Source : Mitchell (2010)

2.3.4.1. Human Capital (HC)

Although the dependence on technology has increased, but main competence is human and his knowledge. Employees are the most critical factor in KM, they create, share and use knowledge to complete their duties and tasks. The success of KM process depends upon employees' motivation and willingness to share their knowledge and use the knowledge of others. Generally, employees in small organizations share information more easily because contact is easier and most often face to face. In large organizations, knowledge sharing is more difficult because employees are organized and distributed at different place , so they interact among themselves.

Hofmann (2008) defines the HC as the technical skills, social competences and motivation of management and staff, patents, copyrights etc. HC defined as the source of organizational culture and innovation, development of this capital can be possible through considering the ideas of employees and listening to their suggestions to develop the business. It is possible to enlist the component of employee capital, which is also considered as the corporate capability of an enterprise, in the sense of benefiting from the acquired knowledge of the people in its body, such as know-how, training, professional adequacy, studies aimed at data production, studies aimed at forming capability/skill, the joy of entrepreneurship, invention, accepting and rejecting skills and revolutionize (Zerenler, 2008).

Employees generate IC through their competence, attitude and their intellectual agility. The competence includes skills and education, while attitude covers the behavioral component of the employees work. Intellectual agility enables an employee to change practices and to think of innovative solutions to problems (Salleh, 2007).

The researcher sees HC as the soul of organization body and an innovation source for success. Employees with technical, vocational and administrative skills and experiences, companied with creativity , attitude for learning and knowledge share have a crucial role in the development and improvement of the organization.,

Many Researchers found that employees involvement is one of the critical factors for knowledge management implementation success. The traditional focus on managing people has been broadened to managing organizational capabilities, managing relationships and managing learning and knowledge (Lengnick-Hall ,2003; Darroch, 2005)

According to Gloet and Terziovski (2004), a revitalization of the HRM function to respond to the demands of the knowledge economy and to develop linkages with KM requires major changes across four key practices areas: Roles, Responsibilities, Strategic focus and Learning focus. In coincidence , Gloet, (2000) mention that the rise of the knowledge economy has seen a proliferation of information and communication technologies, joined with greater organizational complexity. This will in turn lead to radical changes within HRM in order to be able to meet the changing demands in knowledge. Traditional HRM functioned under narrow operational boundaries; in the knowledge economy the role of HRM needs to expand, looking both within and outside the organization.

2.3.4.2. Structural Capital (SC)

Organizational structure is the formal system of task and authority relationships that control how people coordinated their actions and use resources to achieve organizational goals. Organizations can be structures on a continuum of being either totally centralizes (managers at the top of the hierarchy have all power to make important decisions for the organization) to totally decentralized (power of decision making is delegated to managers on lower levels) (Davison and Griffin, 2006; Quink, 2008)

Organizational structure may be defined as the manner in which individuals and posts are organized to make the performance of the organization's work possible (Ikhsan & Rowland 2004) . Organizational structure indicates an enduring configuration of tasks and activities . In other word, organizational structure is a set of method through which, the organization divided into distinct tasks and then create a harmony between different duties (Fazli & Alishahi 2012)

The SC is the mechanisms and structures, which help to support employees. It comprises all non-human storehouses of knowledge in organizations including the databases, organizational charts, process manuals, strategies, routines and anything whose value to the company is higher than its material value. It’s as what remains in the company when employees go home. In contrast to HC, SC can be owned by the organization and therefore can be traded. The SC deals with the mechanisms and structures of the organization that can help support employees in their quest for optimum intellectual performance and therefore overall business performance (Salleh, 2007).

SC has two alternatives, each has certain advantages and disadvantages, depending on the objectives of the organization . An advantage of centralization is that it lets top managers coordinate organization activities and keep the organization focused on its goals or mission , on the other hand, it can be problematic when top mangers become overloaded and immersed in operational decision as top-down directives can reinforce environment of fear, destruct and internal competition, reducing collaboration and integrative actions.

An advantage of decentralization is that it has more flexibility by allowing lower level mangers to make on-the-spot decision.

In this regard, Anheier (2000) argues that many nonprofit organizations are facing a challenge in that they are subject to both centralizing and decentralizing tendencies. While some parts of the organization task environment are best centralized , such as controlling or fund-raising; other parts of the organization task environment could be either decentralized of centralized depending on managerial preferences or the prevailing organizational culture; other parts, typically those involving greater uncertainty or ambiguity are best organized in a decentralize way.

The most important components of organization structure include Formalization, Centralization, and Control . Centralization refers to the hierarchical level that has authority to make decision. If decisions are delegated to lower levels the organization is decentralized and if decision making power authority is kept at the top level it is centralized (Ferrell and Skinner, 1988; Zheng et al., 2010). Chen and Huang claim that decentralized and informal structure will leads to higher performance, while centralization creates a no participatory environment that reduces communication, commitment, and involvement with tasks among participant (Chen and Huang, 2007). Also (Germain et al., 2008) studied the effect of structure on the performance mediating supply chain management and found that in stable environment, formal structure has a positive effect on the performance while in dynamic atmosphere negative effect is attained. Also Nonaka (1994) argues that a top-down bureaucratic structure is not conducive to the process of creating knowledge within an organization, as only top management have the power and ability to create information which they use as a mere tool instead of a tangible product. Conversely, in a bottom up organizational model only lower-level and middle-level employees are responsible for knowledge creation, which is also not favorable. What is required, however, is a model that takes into account all organizational members who work together collectively to generate knowledge.

The organizational structure has to promote communication within the organization boundaries and facilitate the effective flow of knowledge , also it has to be flexible to strengthen the teams works. This means that knowledge creation and sharing is not the role of individuals or departments it is the role of the whole organization with support from top management. This agrees with Goh, (2002) who illustrates that Knowledge management refers not only to managing the KM processes , but also managing and crating an organization structure and culture that facilitates and encourages the creation , storing , sharing and application of knowledge that enables a corporate strategic advantage . If organizations introduce a knowledge management initiative without having a managerial support structure in place, they will soon find that the investment in knowledge management does not produce the benefits they strived for .

The SC is the hierarchy of the organization levels, formed to portray the formal organizational relationship among different departments and sections and the kind of power and control management that used. This hierarchy is flexible to manage processes in line with organization's strategy and goals, also SC is influenced by the external and internal environment (the researcher)

2.3.4.3. Relational Capital

RC acts as a bridge and a catalyst on the operations of IC, it is the main requirement and determinant in converting IC into market value and thereupon organization business performance. Without RC, market value or organizational performance cannot be achieved. RC is most directly related to a company's business performance. The cultivation of RC relies on the support from HC, SC and innovation (Chen, 2004).

The knowledge of marketing channels and customer relationships is the main theme of RC. Frustrated managers often do not recognize that they can tap into a wealth of knowledge from their own clients. After all, understanding what customers want in a product or a service better than anyone else is what makes someone a business leader as opposed to a follower. RC represents the potential an organization has due to its intangibles, these intangibles include the knowledge embedded in customers, suppliers, the government or related industry associations (Bontis, 2008).

RC is defined as the knowledge embedded in the marketing channels and customer relationships that an organization develops through the course of conducting business (Salleh, 2007). The RC puts forward the value of the relationship of an enterprise with customers, suppliers and the rest of the society for consideration and states the loyalty of mentioned ones to the enterprise (Zerenler, 2008).

Many companies still do not realize how important the high quality multilateral relationships are and therefore they miss the benefits of the synergy effects, which are of great relevance. Since creating such relationships does not require heavy investments, there is actually no excuse for low quality relationships or destructive relationships with other companies or institutions. The relationship with suppliers and partners is of highest importance since they are direct participants in the value creation system for the end users. These systems go beyond limits of individual companies and they provide opportunity for networking of various professions (Zagreb, 2007).

The above mentioned definitions define the relational capital as customer capital, the researcher mention that customer relational capital is the essence of the relational capital and the profitable investment of organization whether public or private, the reputation of organizations depends of the satisfaction of customers or citizens who seek for high quality service.

Although the customer relation is very important capital for knowledge and the success of organization, another relations are also essential and source of knowledge needed for the organization work, this include external relation with stakeholder who are community, government, other organizations and institutions, also the internal relationship among employees in the same organization are very important for knowledge flow and work success.

Many research studies the (RC) at private organizations and it relation with organization performance, but less study it at public and service organizations , Zaharova1& Zelmene, 2004 study this relation and present the similarities between public and private organization .

Table (2.6) : Analysis of customer related business process

Customer related process	Application of KM (Critical, Significant, Minor, N/A)	Similarity to related public service process (Identical , Similar, N/A)
Identify customer needs and wants	**Significant**. KM methods (e.g. data mining) can be used to gather information from various sources, conduct advanced information analysis	**Similar**. Methods are same. Drivers/ objectives different: in private sector – profitability, competition; in public sector – political and social factors)
Measure customer satisfaction	**Significant**. KM methods can be used in processing, analysis and interpretation of customer satisfaction surveys	**Identical**. From customer satisfaction prospective there is no difference whether it is a private or public service
Monitor changes in market	**Significant**. This process is usually connected with gathering and analysis of various unstructured information, therefore the application of KM approach could be expedient (classification, storage/ finding, trends analysis etc.)	**N/A**. There is no competitive market (by definition) in public sector
Identify market (customer) segments	**Critical**. Customer segmentation usually is based on rather advanced customer data analysis (multidimensional correlation analysis, data mining)	**Identical**. Although drivers in public and private sector are different, customer segmentation approach used in private sector can be to a full extent applied in public sector as well
Select channels of distribution	**Significant**. KM tools can be applied to understand customer preferences and cost information to determine optimal channel strategy	**Identical**. There is no factors which could create difference in this process in public un private sector
Develop pricing strategy	**Critical**. Advanced data analysis methods (including data mining) could be used to get precise cost related information and set correct prices	**Similar**. The base cost accounting principles could be same. Application of costing information is different – in private sector to determine profit maximization price, in public sector – most effective usage of public resources as well to provide factual information for political decisions

Source: Zaharova1& Zelmene (2004)

2.3.5. Knowledge Management & Intellectual Capital

KM and IC are complementary concepts and cannot be separated. Where IC is considered as an organization's strategic valuable resource of wealth creation, KM are the activity used to transform these resources into services that create value for customers and organization competitive advantage. This means that the successful management of IC is closely linked to the KM processes of the organization which in turn implies that the successful implementation and usage of KM ensures the acquisition and growth of IC

Peter F. Drucker said that knowledge will be the only competitive resource for companies in the future. Knowledge management (KM) has emerged as a major issue that managers must deal with, if the organizations want to maintain their competitive advantage. (Hung et al., 2006). Most researches have either focused on the link between knowledge management and organizational performance, or on the link between intellectual capital and corporate performance.

In many different sectors, knowledge management and intellectual resources are increasingly important factors in the successful achievement of organizational objectives (Striukova et al., 2008). McKeen (2006) finds that social capital mediates the relationship between structural capital and KM, also (Lin and Huang, 2005) find that the effects of human capital on career mobility are fully mediated by social capital .

Takeuchi (1995) examine human capital and social capital as mediating variables on the relationship between high performance work systems and OP, while Wang and Chang (2005) find that innovation capital and process capital (structural capital) mediate the relationship between human capital and OP, and process capital mediates the relationship between innovation capital and OP. And Andreou et al. (2007) suggest that human capital, technology capital, and process capital all have an indirect effect on business performance for high-tech industries.

According to Gloet and Terziovski (2004), it is essential to have the simultaneous approach of soft human resource management practices (human capital) and hard information technology practices (structural capital) in order to enhance innovation performance, which in turn has an impact on OP. Similarly, IC is an organizational resource that commonly exists as a resource bundle that affects OP (Bontis et al., 2008).

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2.4. Organizational Culture (OC)

2.4.1. Introduction

Sometimes knowledge is formal but most of the time it has implicational nature related to the behaviors in organization. Trust and confidence of the organization plays a crucial role in the employees' viewpoint about the possession of their personal knowledge (Rahgozar, 2012). So that the accepted organization culture plays an important role in relations between different responsible units in organizations for strengthening or weakening culture of knowledge. In some organizations mistake which could be explained and justified logically are accepted or even welcomed, but in other organizations only one mistake or even unintended defeat can terminate in dismissal of an employee.

In fact appropriate culture can provide the situation for appropriate knowledge management in an organization as culture affects the way individuals make decisions, feel, perform tasks, set objectives, and administer the necessary resources to achieve objectives. Also , organizational culture may impact the level of employee creativity, the strength of employee motivation.

Although organizational culture has an impact on recruitment and retention, individuals tend to be attracted to and remain engaged in organizations that they perceive to be compatible. Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked.

2.4.2. Definitions

Each organization has different rules, experiences, values, regulations, vision and mission. Knowing this will help to realize that each one defines organization culture a little differently.

Wikepedia defines Organization culture as a collective behavior of humans that are part of an organization, it is also formed by the organization values, visions, norms, working language, systems, and symbols, it includes beliefs and habits. On the other hand Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.

Denison, Haaland, and Goelzer (2004) found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture..

Organizational culture is a social environment that drives an organization's formal and informal expectations of individuals, defines the types of people who will fit into the organization, shapes individuals' freedoms to pursue actions without prior approval, and affects how people interact with others both inside and outside the organization (Gupta and Govindarajan, 2000; Holowetzki, 2002).

The previous studies have shown different factors of organizational culture that influence knowledge management and organization performance , this study consider Strategy , Rules and regulations as (OC) factor

2.4.3. Organizational Strategy (OS)

Organizations need to analyze and plan their strategies in terms of the knowledge they currently possess and the knowledge they will need for future work process .

Organizational strategy specifies the organization’s mission, vision and objectives for long term and develops policies and plans in terms of projects and programs, created to achieve the organization’s objectives. It also allocates resources to implement them

Strategy is an action plan describing the allocation of resources and activities for dealing with the environment to achieve organizational goals (Gholampourrad, 2003). In fact, business strategy is a manner through which a firm decides to compete that encompasses the pursuit, achievement and maintenance of competitive advantage in an industry (Morgan and Strong, 2003).

The strategy has to be ‘doing the right thing’ which is effectiveness, rather than ‘doing things right’ which is efficiency. Malhotra, strongly advocates taking advantage of your knowledge ahead of your competitor and making that knowledge obsolete before your competitor does it. (Malhotra , 2001)

(Fahey, 1996; Jaffari, 2009) stated that both strategy and knowledge are dynamic, multifaceted concepts. A company’s strategy might involve its existing strategic position, or where its executives want its strategy to take it in the future. Furthermore, it is possible to perceive the strategy knowledge relationship in terms of how knowledge and its effective management can create strategic or competitive advantage.

The implementation of a KM requires an organization strategy that is based on contributions by various members of the organization with adequate support and dedication from top management as this influences how resources and time are allocated for executing the KM plan (Yeh et al. 2006).

Based on the above, an effective KM requires an organization strategy with long-term commitment from all organization members and leadership that enthusiasm for improvement and receptive to global changes.

2.4.4. Rules & Regulations:

The second way in which culture can affect knowledge management is related to rules and regulation and permanent use. Although rules and regulations of the organization are useful tools in implementing KM and vise versa, the researcher hasn't found theoretical studies regarding this dimension

The dictionary defines a rule as principle, or condition that governs procedure or behavior; A rule designed to control the conduct of those to whom it applies. Regulations are official rules, and have to be followed. (www.dictionary.com)

A rule is concrete when it applies to a limited number of situations known in advance. A rule is abstract when it applies to an indefinite number of situations that share some typical recurring traits, Hayek asserts that coordination take place through two distinct types of order, organized order and spontaneous order, organized orders are characterized mainly by that fact that they obey human design and essentially managed by command, that is concrete and formalized rules. In contrast, spontaneous orders are complex system, whose foremost trait is they are not " the result of human design" even if they are " the result of human action" , they thus obey abstract and non-finalized rules. (Hayek,1973; Richebe, N., 2002),

The absence of clear rules or the avoidance of implementation, can create situations that undermine board authority, jeopardize organizational efficiency and risk the smooth functioning of the group (Berl, 2005). So an organization should establish the rules and regulations that guide its operations, this rules is classified into administrative rules and financial rules, the administrative rules include the as recruitment, promotion, evaluation, holidays, and retirement, and work acts, on the other hand the financial rules consists of salaries, incentives, , financial control and auditing.

Other researchers consider rules as formalization , Formalization measures the extent to which an organization uses rules and procedures to prescribe behavior (Liao et al., 2011). The nature of formalization is the degree to which the workers are provided with rules and procedures (Nahm et al., 2003).

The most important components of organization structure include Formalization, Centralization, and Control (Ferrell and Skinner, 1988; Zheng et al., 2010), where organizational control is a cycle that includes the three stages of target setting, measuring or monitoring and feedback and control in the bureaucracy can consist of rules, standards, and internal procedures (Ferrell and Skinner, 1988; Fazli and Alishahi, 2012).

In organization with high formalization, there are explicit rules which are likely to impede the spontaneity and flexibility needed for internal innovation (Chen and Huang, 2007), In work setup formalization refers to rules, procedure and written documentation such as policy manuals and job descriptions (Daft, 2001).

According to Keiser, Beck and Tainio , 2001, the formal rules enable organizational learning and knowledge and increase the effectiveness of organizational communication. While Gold et al., 2001 said that rules and directives help sequencing problem solving and decision making, which in turn facilitate knowledge accumulation.

Organizational rules play a crucial role in the use of dispersed knowledge in organizations, so better understanding of the roles is necessary to improve understanding of organizational learning process (Richebe 2002). Ichijo, Von Krogh and Nonaka highlighted that knowledge processes require flexibility and less emphasis on work rules (Quink,2008).

Rules and regulation are the statements that presents acts , commitment and conditions that organization have on a written document and use through daily work routine to guide decisions and achieve outcomes, It is guidelines for managing the organization. (the researcher)

2.4.5. Organizational Culture & KM

Culture is the heart of knowledge management, the success or failure of organization depends on culture, many researches and studies have been done in the field of organizational culture and knowledge management, which will be highlighted .

Studies on the role of culture in knowledge management have focused on such issues as: the effect of organizational culture on knowledge sharing behaviors (DeLong & Fahey, 2000); the influence of culture on the capabilities provided by KM (Gold, Malhotra & Segars, 2001); Constructive cultures (emphasizing values related to encouragement, affiliation, achievement, and self-actualization) tended to achieve greater KM success Baltahazard and Cooke (2003).

Alavi, Kayworth & Leidner (200) cite expertise, formalization, innovativeness, collaboration and autonomy as the values of organizational culture that lead to effective knowledge management.

Gold, et al. (2001) found that more supportive, encouraging organizational cultures positively influence KM infrastructure capability and resulting KM practice. Leinder (2006) determined that organizational cultures rating high in solidarity (tendency to pursue shared objectives) will result in a perception of knowledge as being owned by the organization, which, in turn, leads to greater levels of knowledge sharing.

According to Martin (2000), the key to effective management of knowledge is to create an organizational culture that understands why knowledge is important and then to create processes to put that knowledge into action, he also ads that knowledge management aims at adding value for customers through the acquisition, creation, sharing, and reuse of any aspect of knowledge relevant to the organization and its environment, internal and external. On the other hand Factors such as trust among coworkers, interaction between staff, existence of reward system and participative decision making have been shown to positively impact knowledge sharing (Al-Alawi et al., 2007)

2.5 Organization Performance

2.5.1 Definition

Performance is what is expected of a fully qualified and experienced person in the position. Organizational performance comprises the actual output or results of an organization according to its goals and objectives. It has been the most important issue for organization in order to consider which factors influence it.

The term “performance” should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2001). Performance is equivalent to the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity (Javier, 2002; Abu-Jarad et al., 2010), However, according to Daft (2000), organizational performance is the organization’s ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000), Richardo (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

One of the best places to start improvements is with an examination of the organization's work culture. The strongest component of the work culture is the beliefs and attitudes of the employees. It is the people who make up the culture. For example, if these cultural norms contain beliefs such as, "Around here, nobody dares make waves" or, "Do just enough to get by and people will leave you alone," the organization's performance will reflect those beliefs. Moreover, if the cultural belief system contains positive approaches, such as, "Winners are rewarded here" or, "People really care if you do a good job in this outfit," that also will be reflected in the organization's performance.. Those norms are almost invisible, but if we would like to improve performance and profitability, norms are one of the first places to look into (Stewart, 2010; Abu-Jarad et al., 2010).

Organizational performance is described as the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival. Hence, performance should not be wholly equated with certain profit margin, high market share, or having the best products, although they may be the result from fully achieving the description of performance. He added that organizational performance is influenced by multitude factors that are combined in unique ways to both enhance and detract performance (Griffin, 2003; Abu-Jarad,2010)

Chien (2004) found that there were five major factors determining organizational performance, namely:
(i) Leadership styles and environment,
(ii) Organizational culture,
(iii) Job design,
(iv) Model of motive, and
(v) Human resource policies

Performance Measures:

- Productivity (output)
- Efficiency (output/input)
- Effectiveness (utility, benefit)
- Quality

2.5.2 Organization Performance & KM

KM has the potential to help organizations to select, organize, capture, distribute, and transfer significant information, knowledge, and expertise which enables improvement of organizational performance.

Tanriverdi (2005) found that knowledge management is a critical organizational capability through which IT influences firm performance. His study shows that KM capability leads to superior firm performance. The KM capability creates and exploits cross-unit synergies from the product, customer, and managerial knowledge resources of the firm. These synergies increase the financial performance of the firm.

Since knowledge is rapidly becoming a very important measure of the organizational future performance (Choi and Lee, 2003), many researches has highlighted the importance of knowledge in company performance, and organizations are increasingly concerned with managing their knowledge effectively to keep ahead of the competition. Yet, according to Kalling (2003), current research into KM does not identify or offer a clear understanding of the role of KM in improving organization's performance.

Many scholars have tried to assess KM’s contribution such as Chen et al., (2007), who claim that knowledge work can lead to new technologies to develop new products and ways of working. Moreover, the knowledge base of a company is commonly viewed as the fundamental underlying factor in performance levels (Lai and Lee, 2007).

Chapter 3

Previous Studies

3.1 Introduction

The third chapter of the previous studies includes thirty studies that are relative to the research topic from the researcher point of view; twenty one of which are English studies while nine studies are written in Arabic, four of them is a master thesis prepared at the Islamic university at Gaza , one is a master thesis form Hebron university.

3.2 Arabic Studies:

3.2.1 Modallalah, 2012

Knowledge Management Implementation at the Palestinian Governmental Organizations and its Effect on Performance- Case study Presidency of Council of Ministers

The purpose of this study is to identify the infrastructure of implementing Knowledge management in The Palestinian Governmental Institutions, and determine its impact on Organizational performance. Also, to propose the recommendations needed to create the appropriate working environment in the Presidency of Council of Ministers to implement KM. The Study adopted the descriptive analytical method to achieve its aims. Survey questionnaire were personally distributed to all (46) technical, administrative and supervisory employees working at the Presidency of Council of Ministers. A total of (44) fully answered questionnaires were received from the respondents, at return rate of 95.7%.

The study found that there is a Lack of availability of KM implementation infrastructure in the Presidency of Council of Ministers by 55.78%. These infrastructure requirements vary as follows: Information Technology 59.53%, Organizational Culture 56.74%, Personnel 53.18%, Leadership 53.14%, also it found that there is significant relationship between the availability of KM implementation infrastructure and the level of performance in the Presidency of Council of Ministers by 0.829.

The Study Recommended to Rebuild the public employee as an intellectual capital and the most effective factor to achieve Institutional success, throughout investing and developing the employees knowledge abilities and to adopt a strategy for knowledge management, as a scientific and applicable methodology to achieve the optimal implementation of KM processes in Presidency of Council of Ministers.

3.2.2 Madi, 2011

Managers Attitudes toward Knowledge Management Role in Job Performance in the Main Municipalities of Gaza Strip

This study aimed at identifying the extent of application of knowledge management concept in the main municipalities of the Gaza Strip and its effect on the job performance from managers' perspective. The descriptive analytic methodology was used to respond to study objectives. Complete census technique was used to collect data from study population of (388) employee using delivery and collection questionnaire. This population includes the Managers and supervisors employees in the main municipalities (Jabalia, Gaza, Dair Al Balah, Khan Younis, and Rafah).

The study found that There is an acceptable level of knowledge management adoption by the main municipalities in the Gaza Strip. There are positive attitudes among managers of the main municipalities toward the knowledge management role in job performance, also the study found that there is a significant relationship between knowledge management processes (knowledge creation, storage, distribution, application, Management Technology, Knowledge, knowledge Team) and the level of job performance.

The study recommended to build organizational culture that adopts the KM process; also it recommended to apply KM at all administrative activities ; finally the study recommended to improve the organizational climate, developing performance appraisal system based on clear criteria .

3.2.3 Koraz, 2011

Organizational Memory Impact on the Intellectual Capital Case Study - Gaza Power Generating Company

The study aims to highlight the concepts of organizational memory and intellectual capital and to investigate the impact of the organizational memory on the intellectual capital by the staff of Gaza Power Generating Company. The study use the qualitative analytical approach, and an adaptable model generated to represent the organizational memory through the experiences, data archiving systems, standard operating procedures, organization’s polices and the learning facilities to investigate the impact of these elements on the intellectual capital through its main components; human capital and structural capital. In addition, a questionnaire has been developed and tested by a pilot study and then distributed to a sample consisting of 106 employees where 92% response rate achieved.

The most notable finding of the study was the presence of the impact of the organizational memory on the intellectual capital, while the organization's polices had the highest impact on both the human capital and structural capital.

The study recommended the necessity of creating the awareness of the organizational memory at the organizations and it's great role in the development of the intellectual capital and to setup structured and organized systems for its elements.

3.2.4 Bin Ahmad & Mushraf , 2011

The Relationship between Intellectual capital and Business Performance: An empirical study in Iraqi industry

The objective of this study is to investigate the factors that effect business performance among Iraqi companies. On the other hand it will be looking forward to know the relationship between intellectual capital and Iraqi industry's' performance. This study involves investigating the factor and problems face by Iraqi industry. The main concern of this study is to investigate the problem which Iraqi industry is facing in term of improving their performance. A questionnaires was distributed among the 320 managers of Iraqi companies, especially managers.

The result of the study emphasize there is positive the relationship between intellectual capital (consists of customer capital, human capital, structural capital, relation capital) and businesses performance (consists of innovation, rate of new product development, customer satisfaction, customer retention and operating costs).

The study recommended that further research will be needed to confirm the result in another sample.

3.2.5 Al-Jabari, 2010

The reality of knowledge management at the municipalities of Hebron and Bethlehem from their manager's perspective.

The study aims to realize the reality of knowledge management at Hebron and Bethlehem municipalities and to define the role of knowledge management in improving performance. The researcher relied on the descriptive analytical method to achieve the goal of this study. A questionnaire was used as an instrument to collect data, the questionnaires were distributed by mean of comprehensive survey, the number of distributed questionnaires was 255 and those that were returned and found usable are 194.

The Results at the reality of knowledge management was low at municipalities of Hebron and Bethlehem governorates from point of view of their administrators, whereas results showed considerable realization at administrators on concept of knowledge management with differences of statistical consideration attribute to variation of educational Qualifications.

Based on the findings the researcher suggested a number of recommendations such as the necessity to develop the organizational structure of the municipalities which shall include a specialized department to manage knowledge in municipalities, and to include knowledge management to the strategic plans of municipalities, and to start specialized team from department of human resources, IT and planning and development departments whose duties shall include the spread of the concept of knowledge management and organizing knowledge management operations.

3.2.6 Analoui, et al., 2010

Parameters of managerial effectiveness: The case of senior managers in the Muscat Municipality, Oman

This paper seeks to report on the findings of a recent study which explores the ways/factors which influence and/or determine the effectiveness of the senior management in the Muscat Municipality, Oman, by assessing the perception of senior managers concerning the influences (parameters) on their effectiveness. The research has utilized a combination of qualitative and quantitative methodologies. Analoui's model of "eight parameters for effectiveness" has been used as a basis to explore the awareness, perceptions, skills, organizational standards, motivation, degree of demands and constraints, and the presence of choices and opportunities for effectiveness.

The study found that Analoui's model of "managerial effectiveness" is applicable to the public sector in Oman. Senior managers are aware of their own effectiveness and better understanding of their effectiveness requires paying attention to the identified parameters and contexts in which they perform their tasks. Unfortunately, little attention has been paid to their management development.

The study is suggested that senior managers should be enabled: to communicate effectively with other people; to manage their own time and use it effectively; to make decisions/resolve problems; and to lead and motivate employees effectively at work. The reward system needs revising and a learning environment ought to be established to foster transformational leadership.

3.2.7 Atteiah, 2008

The intellectual Capital and Knowledge Management: Relation and Effect

The study investigates the impact of IC on the KM in the governmental banking sector at El-Dywania in Iraq and studies if the governmental banks' systems have the IC that allow the organizations to implement the fully utilization of its experiences. The study presents that IC is formed from the knowledge, applied experience, techniques, and customer relation and provides the organization by the competitive advantages by increasing the organization value. The IC is consisting from the human, structure and RC and it is valuable when it copes with the different knowledge levels; cognitive knowledge, advanced skills, understanding and self motivated creativity. A questionnaire and interviews were the research instruments.

The study found that IC is affecting KM through the knowledge; both types tacit and explicit, where the actual present of the tacit knowledge is proportional according to the management support. In addition, the study explores the importance of individuals' knowledge in improving the organization performance.

The researcher recommended to determine the qualifications' gab in the business market and then to design matching education and training programs to implement periodic individuals' knowledge evaluation and join the result with the intensive and rewards systems, to construct infrastructure for the IC and to work more on improving the knowledge at the workplace.

3.2.8 Shorafa, 2008

The role of knowledge management and information technology in achieving the competitive advantages of banks operating in the Gaza Strip

The study aims to identify the role of knowledge management and information technology and between the competitive advantages of banks operating in the Gaza Strip A questionnaire was used to conclude that banks operating in the Gaza Strip are applying knowledge management technology system in all units and sections, its care to take advantage of the uses of information technology and communication, benefit from the skills, expertise available ,invest the cadres and knowledge in the field of development to reach the level of coexistence And communicate with external world in light of advanced information technology.

The Results of the study showed that there is no organizational unit or a special section for knowledge management and information technology within any bank in the Gaza Strip but it is applied knowledge management systems and information technology within the banks.

The study recommended to give officials in the banking sector in Gaza Strip attention to knowledge management, and work to establish a specialized department for knowledge management and information technology, Deepen understanding and awareness of officials in the banks to the great challenges , continuous obstacles and intense competition faced by the banking sector in the Gaza Strip, present and future.

3.2.9 Al- Alawi , et al. , 2007

Organizational culture and knowledge sharing: Critical success factors.

This research aims at investigating the role of certain factors of organizational culture in the success of knowledge sharing. Such factors as interpersonal trust, communication between staff, information systems, rewards and organization structure play an important role in defining the relationships between staff and in turn, providing possibilities to break obstacles to knowledge sharing. This research is intended to contribute in helping businesses understand the essential role of organizational culture in nourishing knowledge and spreading it in order to become leaders in utilizing their know-how and enjoying prosperity thereafter.

The research findings indicate that trust, communication, information systems, rewards and organization structure are positively related to knowledge sharing in organizations.

The conclusions of this study are based on interpreting the results of a survey and a number of interviews with staff from various organizations in Bahrain from the public and private sectors. The authors believe that further research is required to address governmental sector institutions, where organizational politics dominate a role in hoarding knowledge, through such methods as case studies and observation.

3.3 International Studies

3.3.1 Fazli & Alishahi , 2012

Investigating the Relationships between Organizational Factors (Culture, Structure, Strategy) and Performance through Knowledge Management

The paper aims to study the effect of organizational characteristics including organizational culture, organizational structure and organizational strategy on the performance and also knowledge management as a mediator. In the study, organizational culture dimensions consist of Involvement, Consistency, Adaptability, and Mission. Organizational structure dimensions include Formalization, Centralization, and Control. Organizational strategy dimensions are Risk taking, Analysis, and Aggressiveness. Also knowledge management as mediator variable, consisting of knowledge Acquisition, knowledge Conversion, and knowledge Application . Finally, performance in this study is a dependent variable and includes Efficiency, Services & Documentation, Payment facilities, Resources, and Claims pending.

A survey was conducted in different branches of SADERAT bank in Tehran. 190 questionnaires consist of multiple choice questions using was distributed among individual sample.

The results suggested that culture have positive influence on the performance and also strategy and knowledge management affect performance positively, while structure doesn't have significant relationship with performance. The findings also confirm that knowledge management mediates the impact of organizational culture and strategy on the performance.

3.3.2 Tubigi & Alshawi , 2012

The Impact of Knowledge Management Processes on Organizational Performance

In today's increasingly competitive business environment, the use of knowledge to gain a competitive advantage has become a serious concern for all organizations. However, despite the increasing number of studies relating to Knowledge Management (KM) in developed countries, few studies have explored this issue within the context of developing countries. Moreover, some industries have been affected more acutely than others in the transition to a knowledge-based economy. Towards covering this gap, this study aims at investigating the impact of Knowledge Management processes on Organizational Performance (OP).

In this paper, the authors propose a conceptual model through an in-depth investigation of the previous and current studies in the area of Knowledge Management and Organizational Performance.

Through an extensive classification of Knowledge Management processes, the proposed model explores the impact of each Knowledge Management process on improving the level of Organizational Performance. It is envisaged that this model can play a role in guiding the process of Knowledge Management implementation in order to maximize the beneficial effects of Knowledge Management processes on Organizational Performance.

3.3.3 Salmaninezhad & Daneshvar , 2012

Relationship Analysis between Intellectual Capital and Knowledge Management (Case study: Tehran Science & Technology Park

The study aims to appear the effects of intellectual capital dimensions on knowledge management success. With a comprehensive survey and distributing two questionnaires among 27 managers of organizations in Tehran science and technology park, the study aligned the unit of analysis more closely with the practitioners' level of implementation. Using only the organization as the unit of analysis that provides little guidance for business leaders in how they can influence the success of knowledge management programs,

The researchers found that the main dimension of IC toward KM success is structural capital. Although, human & relational capital have some effects in this way, but it is not significant relationship.

The study suggested that if they promote culture, communications, processes and objectives of organizations, they could hope to improve our KM skills.

3.3.4 Kruger & Johnson, 2011

Is there a correlation between knowledge management maturity and organizational performance?

The paper aims to assess the correlation between the successful institutionalization of KM and organizational performance (OP) in a developing economy. The authors apply an inventory developed by Kruger and Snyman to a set of nine organizations distributed over three economic sectors in South Africa.

The study revealed that in five out of the nine organizations there is a clearly identifiable relationship between KM maturity and OP in South Africa in both entities over the period under investigation. In certain instances, the correlations were not easily noticeable and/or were non-existent. From a mathematical perspective, in comparing the correlation between growth in KM maturity and year-on-year growth in OP, it was revealed that six of the eight companies that recorded positive growth in KM maturity also recorded positive (year-on-year) growth in OP.

The findings supported the hypothesis that companies that recorded higher OP also recorded higher KM maturity and/or companies that recorded lower OP also recorded lower KM maturity. However, in comparison to peer organizations within their respective industries, findings indicate that there are conditions were companies that achieved higher OP scores reported lower KM maturity scores and/or conditions where company that achieved lower OP scores, reported higher KM maturity scores.

3.3.5 Gilaninia, et al., 2011

Dimensions of Knowledge Management on Good Urban Governance (Case Study: Municipality of Rasht City, Iran)

The main purpose is to study the effect of knowledge on good urban governance in the city of Rasht. The study is a descriptive survey. The study population included all employees of the municipality of Rasht that the number of people was 2191 and the sample size was 327 people. Methods of descriptive statistics and statistical tests are t-test and Pearson correlation.

According to the results and findings of the theoretical principles and analytical information collected through the field the results of statistical analysis can be concluded the independent variables of knowledge management (knowledge utilization, knowledge sharing, knowledge creation, organizational learning, knowledge storage, knowledge acquisition) affections good urban governance.

The study recommended that for good urban governance, municipal officials, employees and managers have the ability to create organizations that are looking to gain knowledge and arrangements made between that awareness and knowledge of individual staff members communicate. Employees should be encouraged to work in a team deal between the individual and multiplexed together and share knowledge.

3.3.6 Carvalho & Fidélis , 2011

Citizen complaints as a new source of information for local environmental governance

The purpose of the paper is to focus on the relevance of citizen complaints as a new source of information for local environmental governance. It represents an initial attempt to construct a fresh approach to the field , with an empirical study of a Portuguese Municipality.

The paper comprises a brief literature review around the concept of environmental governance, the role played by institutions, and the challenges of local environmental governance. An empirical study of a Portuguese municipality based on environmental complaints submitted to its City Council and a comparative analysis between the results garnered from the empirical study and the areas of intervention in the Municipal Environmental Plan.

The results suggest that the information gathered from public complaints on environmental issues has the potential to reveal the most significant environmental problems from the standpoint of local actors. This knowledge is relevant for self-evaluation by local authorities whilst remaining a promising avenue for local public participation in decision-making processes.

3.3.7 Daud & Fadzilah , 2011

How intellectual capital mediates the relationship between knowledge management processes and organizational performance?

The primary objective of the study is to examine the relationship between knowledge management processes and organizational performance, and to analyze the mediating effects of intellectual capital on the relationship between knowledge management processes and organizational performance. The self-administered questionnaire was distributed to the owner or senior manager of small and medium enterprises (SMEs) multimedia super corridor (MSC) status organizations. A total of 289 useable questionnaires were collected from them.

The results reveal that knowledge management processes were confirmed as the antecedents of intellectual capital; and intellectual capital was established as a mediator between knowledge management processes and organizational performance.

Findings show that the combination of knowledge management processes as organizational capability with intellectual capital as organizational strategic assets facilitates improvements in organizational performance.

3.3.8 Bhatti, et al., 2011

The effect of knowledge management practices on organizational performance: A conceptual study

As organizations increasingly become aware of knowledge as a key strategic asset, they are being forced to revise their strategy on how to effectively utilize that asset to not only achieve competitive advantage but maintain it as well. Previous researches have provided many reasons for failure to implement knowledge management properly.

This study focuses on the integrative effect of processes, intellectual capital, culture and strategy with cohesion of all stake holders on knowledge management which effects organizational performance. A sharing culture should be developed, to create knowledge sharing environment. The strategy should be developed with the active participation of the middle management and their input should be given importance.

This study fills that gap and presents a conceptual frame work model of process, intellectual capital, culture and strategy (PICS) for successful implementation of knowledge management. The effective utilization of knowledge will not only create competitive advantage but maintains it as well, that would improve organizational performance.

3.3.9 Mills & Smith, 2011

Knowledge management and organizational performance: a decomposed view

The purpose of this paper is to evaluate the impact of specific knowledge management resources (i.e. knowledge management enablers and processes) on organizational performance. The study uses survey data from 189 managers and structural equation modeling to assess the links between specific knowledge management resources and organizational performance. The survey findings were based on a single dataset, so the same observations may not apply to other settings. The survey also did not provide in-depth insight into the key capabilities of individual firms and the circumstances under which some resources are directly related to organizational performance

The results show that some knowledge resources (e.g. organizational structure, knowledge application) are directly related to organizational performance, while others (e.g. technology, knowledge conversion), though important preconditions for knowledge management, are not directly related to organizational performance.

The study provides evidence linking particular knowledge resources to organizational performance. Such insights can help firms better target their investments and enhance the success of their knowledge management initiatives.

3.3.10 Gaffoor & Cloete, 2010

Knowledge management in local government: The case of Stellenbosch Municipality

The goals of the study were, to investigate the extent to which Stellenbosch Municipality demonstrates readiness for implementing KM practices in its organization through the assessment of existing KM enablers present in that organization and to identify general principles demonstrated by Stellenbosch Municipality that can be used for wider application in the South African local government sphere. The main role players in KM in the Municipality that were focused on in this case study were the Corporate Services, Strategic Services and Financial Services directorates. Theoretical data were obtained through documentary assessment and empirical data were attained by means of interviews with municipal personnel present in the selected departments.

The research indicated that the concept of KM is still an indistinct and novel idea among senior personnel members of Stellenbosch Municipality and that a greater awareness of its importance and subsequent benefits needs to be instilled among senior managers.

The study recommended that if the municipality wants to become a knowledge-based organization and ultimately achieve organizational effectiveness, it has to devise an explicit KM strategy, to build an organizational memory (also known as a knowledge repository); to reward employees and create incentives for contributions to knowledge generation, sharing and management; to actively implement a KM division within the organization.

3.3.11 Salavatim et al., 2010

A Model for Adoption of Knowledge Management in Iranian Public Organizations

The study examines knowledge management in the public organizations in Iran. It aims to provide a conceptual framework for application of knowledge management in public organizations. The study indicates that an increasing tendency for implementation of knowledge management in organizations is emerging. The study holds that a knowledge management framework for public organizations is different from this in the public sector, because public sector is stakeholder-dependent while the private is shareholder-dependent.

Based on the research, the researchers provide a conceptual model . They study different kinds of knowledge management models to find the answer of the questions: How it is possible to manage knowledge in public organizations effectively? and what is the suitable model for knowledge management in public organizations of Iran?

Based on analyzing the data, organizational factors have the most direct effectiveness on knowledge management to achieve success. Therefore these processes are important for knowledge management: culture of creating knowledge, leadership of knowledge, knowledge resources, knowledge portal, knowledge based structure and knowledge based process. Contextual factors and knowledge citizenship indirectly affect on organizational factors which affect on knowledge management in public organizations.

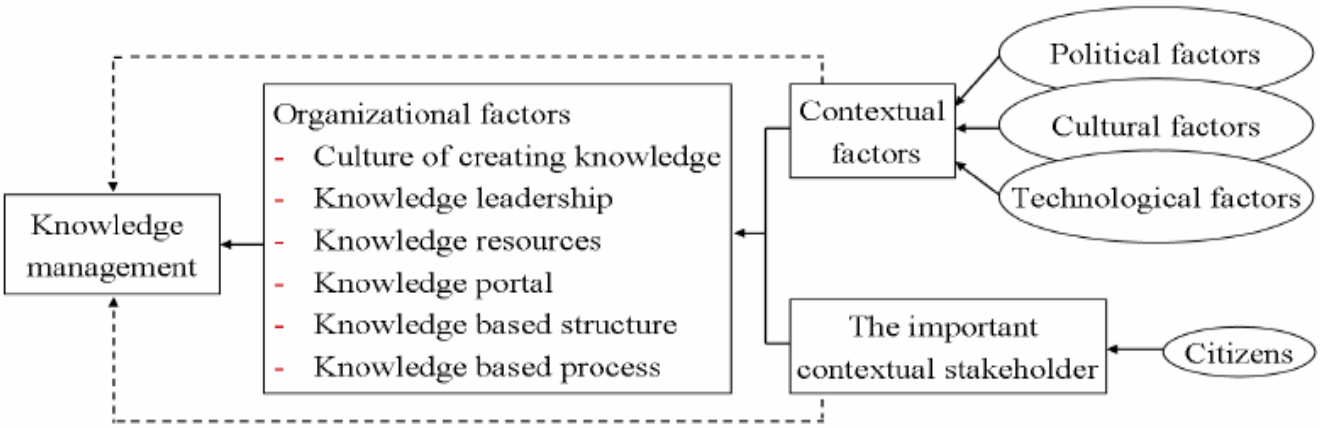

Figure (3.1) : Conceptual model of KM in public organizations of Iran, Salavatim et al., 2010

3.3.12 Zack et al., 2009

Knowledge management and organizational performance: an exploratory analysis

The purpose of this paper is to report the results of an exploratory investigation of the organizational impact of knowledge management (KM). The paper examines the relationship between KM practices and performance outcomes. It was expected that a direct relationship between KM practices and organizational performance would be observed. It was also expected that organizational performance would mediate the relationship between KM practices and financial performance.

A search of the literature revealed 12 KM practices whose performance impact was assessed via a survey of business organizations. KM practices showed a direct relationship with intermediate measures of organizational performance, and organizational performance showed a significant and direct relationship to financial performance. There was no significant relationship found between KM practices and financial performance.

The researcher findings are important for both practitioners and academics as it encourages them to focus their KM initiatives on specific intermediate performance outcomes.

3.3.13 Metaxiotis, & Ergazakis, 2008

Exploring Stakeholder Knowledge Partnerships in a Knowledge City: a Conceptual Model

The purpose of the paper is to advance the research in the KC area by exploring stakeholder knowledge partnerships in a knowledge city. Knowledge cities (KCs) are cities in which both the private and the public sectors value knowledge, nurture knowledge, spend money on supporting knowledge dissemination and discovery and harness knowledge to create products and services that add value and create wealth.

The paper finds that the main issues related to local government-stakeholder partnerships are discussed and several processes are analyzed that can facilitate more effective two-way knowledge transfers between local government and stakeholders in a KC, which are fundamental for establishing successful knowledge partnerships. Also KM has to be considered an important building block in the improvement of public services and successful realization of e-government initiatives in the government institutions and municipalities.

Based on the research, the authors' main discussion highlights the need for more effective local government and stakeholder knowledge partnerships to better support knowledge management (KM) initiatives in a KC and proposes a conceptual model, as a good research starting-point, to assist local governments develop and capitalize on more effective knowledge-based stakeholder partnerships.

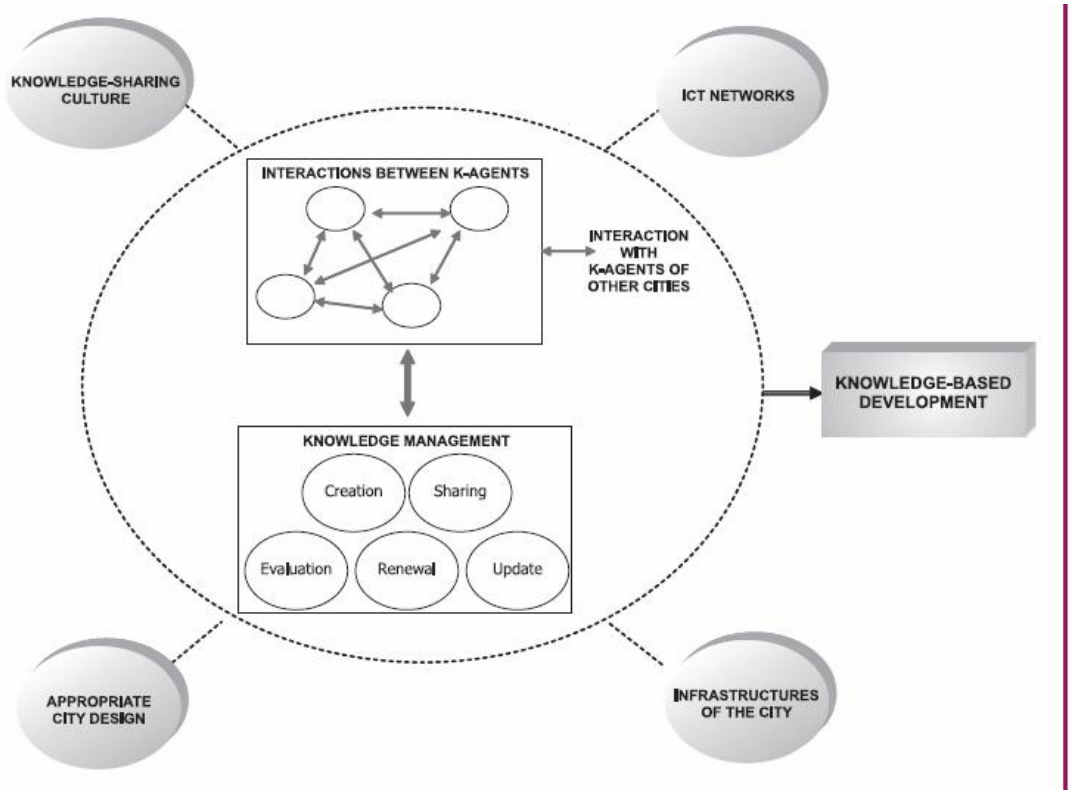

Figure (3.2) : The Knowledge City concept, Metaxiotis & Ergazakis, 2008

3.3.14 Lai & Lee, 2007

Relationships of organizational culture toward knowledge activities

This study seeks to explore factors affecting the implementation of knowledge activities, which are the organizational culture which many knowledge management programs adopt. The main problem under investigation is to assess the importance of organizational culture within an enterprise and to ascertain how it can ensure that knowledge activities would continue to be fitting and proper in an enterprise.

An empirical survey was conducted in 154 Taiwanese companies to investigate understanding of the organizational cultures, determine enablers and barriers to implement knowledge activities.

The study suggested that enterprises should adopt an entrepreneurial culture when establishing knowledge activities, the study implies that the awareness of the external versus internal focus of the organizations will make the organization more or less aware of adoptions in organizational culture efforts and either more or less conducive to implementing knowledge activities.

3.3.15 Palacios & Galván, 2006

Intellectual capital within Iberian municipalities (network)

The study seeks to study the implementation of an intellectual capital model in a network of cities. It provides a case study consisting of 25 key development institutions from six different border cities in Spain and Portugal. Using the SWOT methodology, a set of strategic criteria was established to guide local authority decision making. An internet-based technology platform, with a registered brand, has been set up and is currently functioning (www.redkognopolis.org).

One of the main findings of the case concerns the use of key organizations. Certain aspects have been identified which need to be improved in the future.

The study has introduced several innovative elements: it is a network, where the city entities work together by sharing knowledge; it consists of small cities; and it involves cross-border interaction among Spanish and Portuguese regions.

3.3.16 Chen et al., 2006

On the Relationship between Knowledge Management Readiness and Intellectual Capital

The purpose of this paper is to determine whether or not there is a significant link between Intellectual capital and KM readiness, The survey instruments employed in this study were adapted from the scale of Hung's (2005) knowledge management maturity model, which assesses knowledge management readiness. they used a scale of 12 perspectives and scores based on the Likert scale of 0 to 5 points for one hundred items. In addition, they employed a revised version of Chen's (2005) questionnaire to evaluate intellectual capital. It was based on 64 key indicators and four constructs of intellectual capital, namely, human capital, structural capital, innovative capital, and customer capital.

The data for these indicators was collected from the Taiwan Economic Journal Data Base (TEJ). The questionnaire was sent to 500 Taiwanese EMBA students selected from four local universities. Almost all the students were Chief Executive Officers with an average of twelve years experience in their respective industries. In total, 158 responses were received, a response rate of approximately 31%.

The findings have different implications, since knowledge management readiness in different industries shows significant diversity. This suggests that business leaders attach different levels of importance to knowledge management.

3.3.17 Rasooli, 2005

Knowledge Management in Call Centers

The purpose of the thesis is to gain better understanding of how organizations with entirely knowledge-based service are using information and knowledge management in their call centers. The research explore, describes and begins to explain how information and knowledge in call center of two biggest car makers in Iran is going to be managed. As in the research there are two case studies, the comparison have been conducted within the each case.

The study found more similarities than difference between the companies as regards to the theories provided. It was found that companies already have implemented an information system in their call center, have mostly focused on the management of explicit knowledge (designing, organizing and providing access to a knowledge base) rather than creating an atmosphere for transforming tacit knowledge of experts to explicit knowledge .

In addition the study revealed that in both companies, tendencies to focus on technology rather than people and process has obscured that real benefits that knowledge management can bring.

3.3.18 Ikhsan & Rowland , 2004

Knowledge Management in a public organization: a study on the relationship between organizational elements and the performance of Knowledge transfer

The paper investigates the relationship between organizational elements and the performance of knowledge transfer. Five main independent variables were identified- organizational culture, organizational structure, technology, people and political directive.

To achieve an in depth empirical study, the Ministry of Entrepreneur Development of Malaysia was chosen for a case study, the findings are based on replied to a questionnaire survey done from Sept. to Dec. 2001.

The results reveal that there are significant relationship between some of the variables and either the creation of knowledge assets or the performance of knowledge transfer. The study recommended that it is necessary for organization to consider some of the elements that show a relationship between the tested variables in implementing a knowledge management strategy in a organization.

3.3.19 Con &X., Pandya, V.K., (2003)

Issues of Knowledge Management in the Public Sector

The new economy not only poses challenges, but also offers opportunities for both private and public sectors alike. To meet the challenges and take the opportunities, government must take active initiatives to adopt new management tools, techniques and philosophies of the private sector and adapt to its circumstance. Knowledge management (KM) is such an area that needs to be further explored and exploited for its full benefits to be reaped. Key issues, challenges, and opportunities of KM in the public sector need to be addressed and better understood. This paper proposes the key issues and initial stages for development of a conceptual KM framework for public sector. A study of KM in the public sector is being undertaken, based on which an in-depth research and result will follow.

The research concludes that KM as a discipline is still in its infancy, especially in the public sector, evidenced by little discussion in the current literature. Hence there are still many issues, which are not known. However, governments are realizing its importance for running the public sector and starting to practice it. Issues, challenges, and opportunities exist in the process.

The study recommended that to succeed in the attempt, special considerations to lack of awareness, public and private sector difference, and the need for a generic KM framework to be developed must be taken into account.

3.3.20 Choi, B., (2005)

Knowledge Management Enablers, Processes, and Organizational Performance: An Integration and Empirical Examination

The primary objective of this dissertation is to delineate an integrative view of knowledge management and provide some guidelines. The study proposed an integrated model for knowledge management, including knowledge management enablers (e.g. organizational culture, organizational structure, people, and information technology), knowledge creation processes, organizational creativity, and organizational performance. It also investigated the relationship among knowledge management components empirically. The main study was conducted through mail survey and interviews, which covered 127 organizations and its 1290 middle managers in Korea.

The study found that organizational culture variables are found to be essential for knowledge creation, collaboration is positively related with socialization, externalization, and internalization while it does not affect the combination mode. In particular, trust is a significant predictor of all knowledge creation processes; Centralization is negatively related with socialization, externalization, and internalization while it is not significantly related with combination. By contrast, formalization and T-shaped skills of members do not significantly affect knowledge creation. Information technology support is significantly related with knowledge combination only. Knowledge creation is positively related with organizational creativity, which is positively related with organizational performance.

The finding confirms that an organization can achieve strategic benefits of knowledge management through effective knowledge creation.

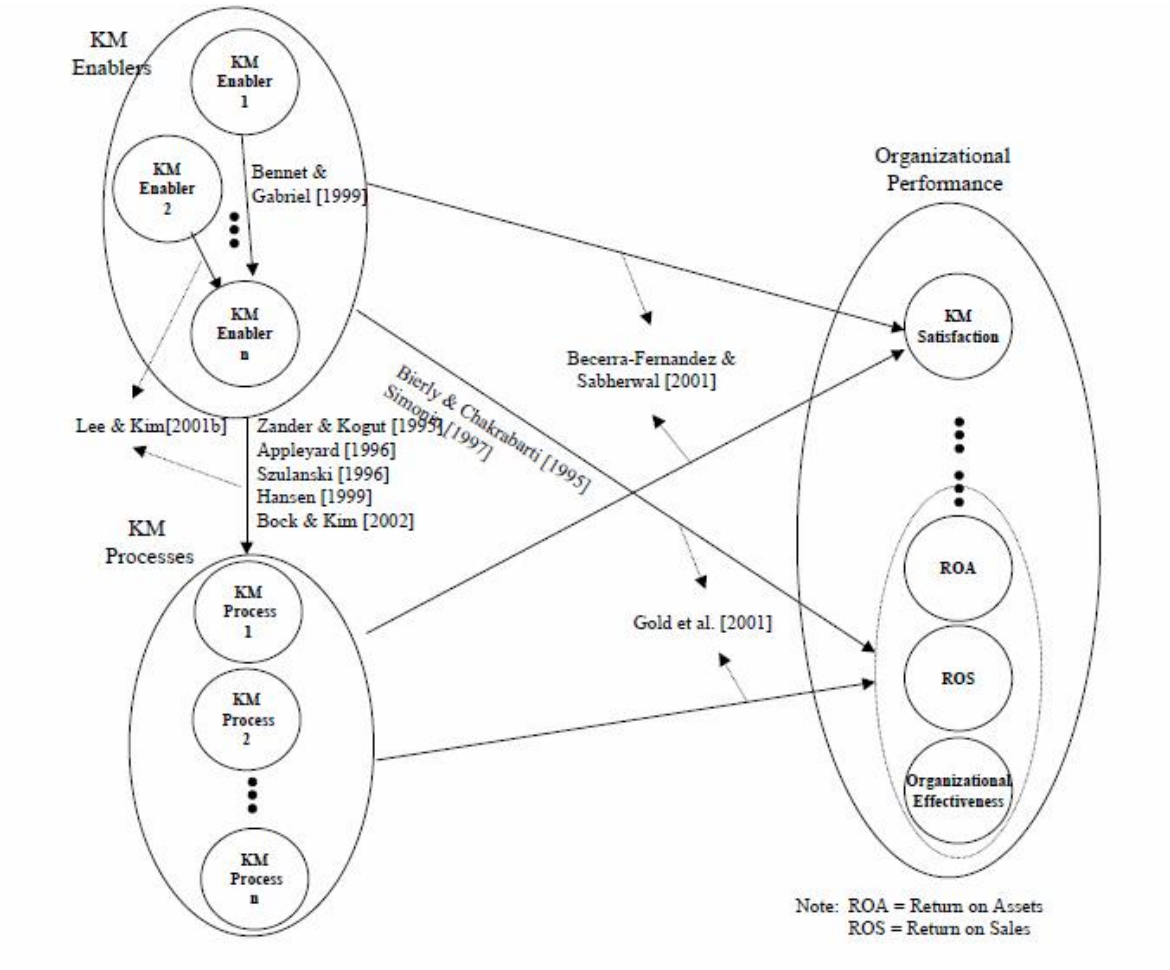

Figure (3.3): Models for Studying Knowledge Management, Choi,2005

3.3.21 Zaharova & Zelmene , 2004

Knowledge Management in Delivering Customer Oriented Services in Public Sector

The paper addresses the question whether the knowledge management approach that has proven to be successful in business environment is applicable to the provision of public sector services. Today in response to the changes in global economy, growing customer demands and increasing IT possibilities the public sector adapts approaches that have proven to be successful in business environment. The answer to the question of the paper is based on research of academic and business literature, as well as experience gained from participation in Riga municipality e-city project (Riga is the capital of Latvia).

The study concluded that there are no theoretical obstacles for employment of KM in public sector CRM implementation, improving quality and efficiency of public services gaining similar benefits as in the private sector; Employment of KM allows standardization and automation of customer service and support processes, as well as introduction of customer-centric universal front office service delivery model in public sector institutions. It could improve and more consistent public service quality; more accessible services, aligned with customer preferences (channel selection possibility); more streamlined and efficient customer service process.

The study found that the public sector is lagging behind the private sector in applying modern customer-centric service methods and currently is focusing on the implementation of CRM initiatives providing basic CRM functionality and there is a need for extensive application of KM in the provision of public services is not widespread yet; it could become a common practice as soon as CRM implementation initiatives are successfully completed.

3.4 Comments on the previous studies:

The review of Arabic and international previous studies that are directly related to the subject facilitate the preparation of the study's theoretical framework, also the findings and frameworks of the previous studies enrich the researcher study. From the researcher point of view, the most important comments on previous studies are :

- The overall previous studies presented the importance of knowledge management as an effective tool for development of organization performance . while some of those studies studied the private sector as provided by (Koraz,2011; Shorafa , 2008 ; Bin Ahmad & Musharaf, 2011; Al-Alawi et al, 2007; Fazli and Alishahi, 2012; Lai, 2007) others studied the public organization such as the Modallalah, 2012; Madi,2011; Al-Jabari, 2010; Analoui et al., 20110; Atteiah , 2008; Salmaninezhad, 2012; Gilaninia et al., 2011, Carvalho, 2011 Metaxiotis, 2008; Palacios, 2006; Zaharova, 2004 ; Cong, 2003)

- Meanwhile, the local studies reveal the lack of KM implementation at public and private organizations as provided by Koraz,2011; Shorafa , 2008 ; Modallalah, 2012; Madi,2011; Al-Jabari, 2010; also they haven't suggested proposed frameworks or models to KM implementation, International studies confirms the lack of KM awareness at public organization specially at Municipalities as provided by (Gaffor, 2010; Palacios, 2006; Zahorva, 2004; Ikhsan, 2004; Cong, 2003)

- Although the previous studies have different perspectives regarding KM process and the dimension of success factors, they agreed of the acquisition , sharing and using of KM as the most important processes for KM implementation and this was provided by Madi, 2011; Al- Alawi, 2007; Tubigi, 2012; Gilaninia, 2011; Daud, 2011; Metaxiotis, 2008) , also they agreed of IC , IT infrastructure and organizational culture as the success factors for KM implementation as revealed through Modallalah, 2012; Bin ahmad, 2011; Al Jabari, 2010; Atteiah, 2008

- Some of the studies considered organization culture, structure and strategy as an important factors for performance through KM and this was presented in the studies of Fazli & Alishahhi, 2012; Mills & Smithe, 2011; Salvatim et al., 2010 ; Metaxiotis, 2008; Lai &Lee, 2007; Choi, 2005; Ikhsan, 2004

- However, a review of the management literature reveals that the relationship between Rules and regulations and KM is still vague. Hence this study will try to fill the gap from the perspective of resource-based view.

- The researcher noticed the diversity of methodology used in the previous studies between descriptive approach, analytical approach and a case study, also the varied method of population determination as most of the studies defined the population, while others depends on theory-based literature , case studies frameworks and empirical studies.

- Based on the previous studies , there is a need for more effective studies regarding KM at public service organization .

Contribution

- The study examines the shortfalls of KM implementation at (MOG) the biggest municipality at the Gaza Strip by deriving organizational KM requirements that are drawn from organizational theories and knowledge management processes.

- In addition, the study identifies the KM success factors at MOG in order to facilitate a more effective KM implementation.

- The study conclude the whole factors discussed at several previous studies . Also , the study added new KM implementation success factors as physical infrastructure (Buildings), and organization rules and regulations.

- The study provide a framework to assist MOG in implementing KM center that best fit their needs.

- The research has both academic and practical contributions by improving our understanding of how users select knowledge. The dimensions of knowledge management implementation.

Chapter 4

Municipality of Gaza

(MOG)

4.1 Introduction

The Municipality of Gaza (MOG) is the biggest municipality in the Gaza Strip. The Strip is located at the Eastern coast of the Mediterranean Sea, borders Israel to the east and north and Egypt to the south. It is approximately 45 kilometers long between 6 and 12 km wide, with a total area of 365 km2 and a population of about 1.5 million.

MOG was established in 1893 and the last municipal council was composed in March 2008. Through its long historical existence, MOG provide the service for the population of Gaza City (about 650,000) who lives in 19 neighborhoods in the Gaza city at 55 km2.

4.2 MOG Vision:

"We strive to make Gaza City a civilized economical and cultural centre of the Gaza Strip, providing excellent municipal services within a sustainable environment and conscious community participation, where security and social justice prevail, and city history and heritage are made a source of dignity."

4.3 MOG developmental Objectives:

4.3.1 Municipal Services and Infrastructure:

- Improving water network and reducing waste.
- Increasing water resources, improving water quality, and rationalizing consumption.
- Improving efficiency of water network, pumping stations, and treatment plants.
- Development of rainwater collection and reuse systems.
- Improving road networks and lighting.

4.3.2 Environment and Public Health:

- Increasing the efficiency of solid waste collection and transfer.
- Increasing the efficiency of the final disposal of solid waste.
- Reducing air pollution and noise, and elimination of insects and rodents.

4.3.3 Local Economy:

- Creation of new jobs.
- Encouraging the private sector and investments to increase municipal revenues.
- Creation of investment sources for the Municipality.
- Strengthening the Municipality's ability to raise funds from different resources.
- Improving the collection of taxes and fees.

4.3.4 Culture and Sport:

- Increasing the interest for reading for all, including women and children.
- Provision and development of qualified media personnel.
- Publicizing the municipal activities.
- Improving of sport activities infrastructure.

4.3.5 Planning and Ruling:

- Updating the city master plan.
- Completion of the city specific plans.
- Segregation of the industrial facilities from the residential zones.
- Amendment of building laws and regulations to meet the community needs.
- Improving municipal electronic infrastructure.
- Computerization of all departments in the Municipality.

4.3.6 Security and Disasters:

- Improving communication and participation efficiency in disaster situations.
- Improve public ability to deal with disaster situations.
- Improving buildings compliance with safety and security regulations.
- Guarding citizens lives on beaches.

4.4 MOG structure:

MOG structure is composed of 8 General Directories (GD) with 1497 employees distributed in different directories and sections. The municipality has a top-down, hierarchical organizational structure, which is not the most conducive to KM efforts, in that it is characterized by a bureaucratic nature and thus it is not very responsive to changes being made. Furthermore, it is also a deterrent to horizontal communication flows

Table (4.1) Employees Classification as per Education

Education level	Male employees	Female employees
Bachelor's degree	189	29
High study	14	0
Diplomas	155	20
Tawjehi	228	18
Less than Tawjehi	843	1
Total	1429	68
Total employees	**1497**	

Table (4.2) Employees Classification as per position

Education level	Male employees	Female employees
General Director	8	0
Director	23	1
Deputy Director	20	3
Head of Department	24	7
Head of Unit	154	16
Employee	1200	41
Total	1429	68
Total	**1497**	

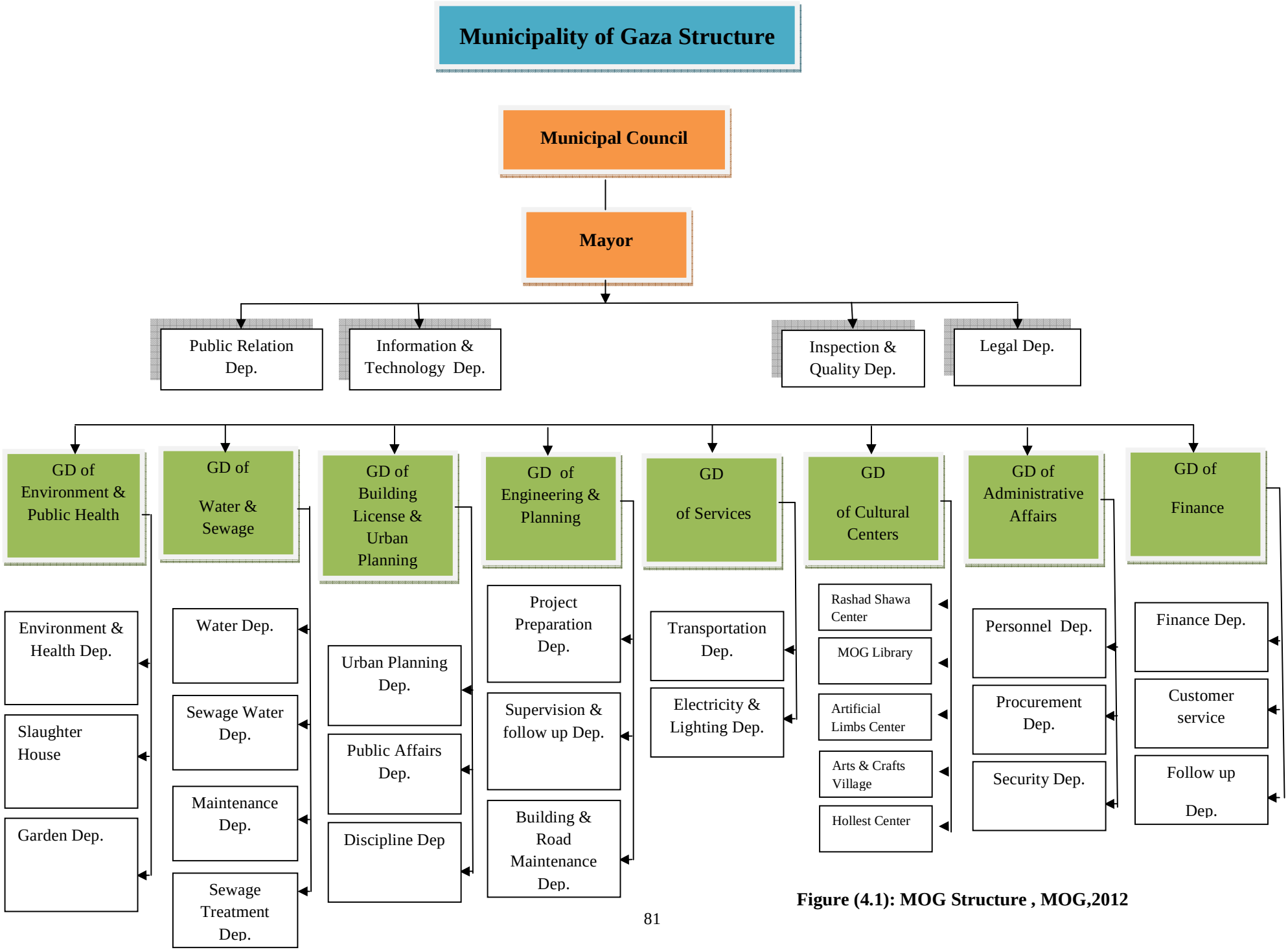

Figure (4.1): MOG Structure , MOG,2012

4.5 Flow of information at MOG:

The process of knowledge management at the MOG depends on traditional procedure of knowledge transmitting under the routine based concept; knowledge is centralized at one department or limited in the mind of a particular employee.

Knowledge is transmitted as information or data on vertical way from the top level (Mayor) to a particular GD which transmit to other levels at the same department and finally the information is stored at the archiving system without sharing with other department at the MOG. Consequently a delay of service provision and waste of time and efforts occur.

According to (Nonaka, 1998) generating new knowledge can't be a specialized activity of single unit or department, but it is a way of behavior mindsets including all the departments and ever using single person in organization

4.6. Proposed framework for Knowledge Management at MOG:

Although the previous researches agree the importance of applying knowledge management at public organizations, the question now is how to find the way to apply KM at MOG as the structure of MOG represents abroad tasks and responsibilities distributed among 8 General Directories. So there is a comprehensive need for more concentrated study to find out the model that encompasses the whole MOG.

In this paper, a framework is suggested to apply KM through the presence of a core center for knowledge management, as illustrated in figure (4.3).

The process of KM at MOG can be considered as a dynamic cycle of input and output , MOG generates knowledge through interacting with internal environment (employees) and external environment (civil & stakeholders), by face-to-face communication or shared experience through meeting or workshops in which the staff discuss what is important and consider others suggestions.

The knowledge collected combined with strategy, rules, skills and experiences is processed in order to create new knowledge in the shape of service, projects , criteria

In order to proceed in the knowledge management process effectively, MOG has to consider two important factors; Human Resources (employees) and the Infrastructure.

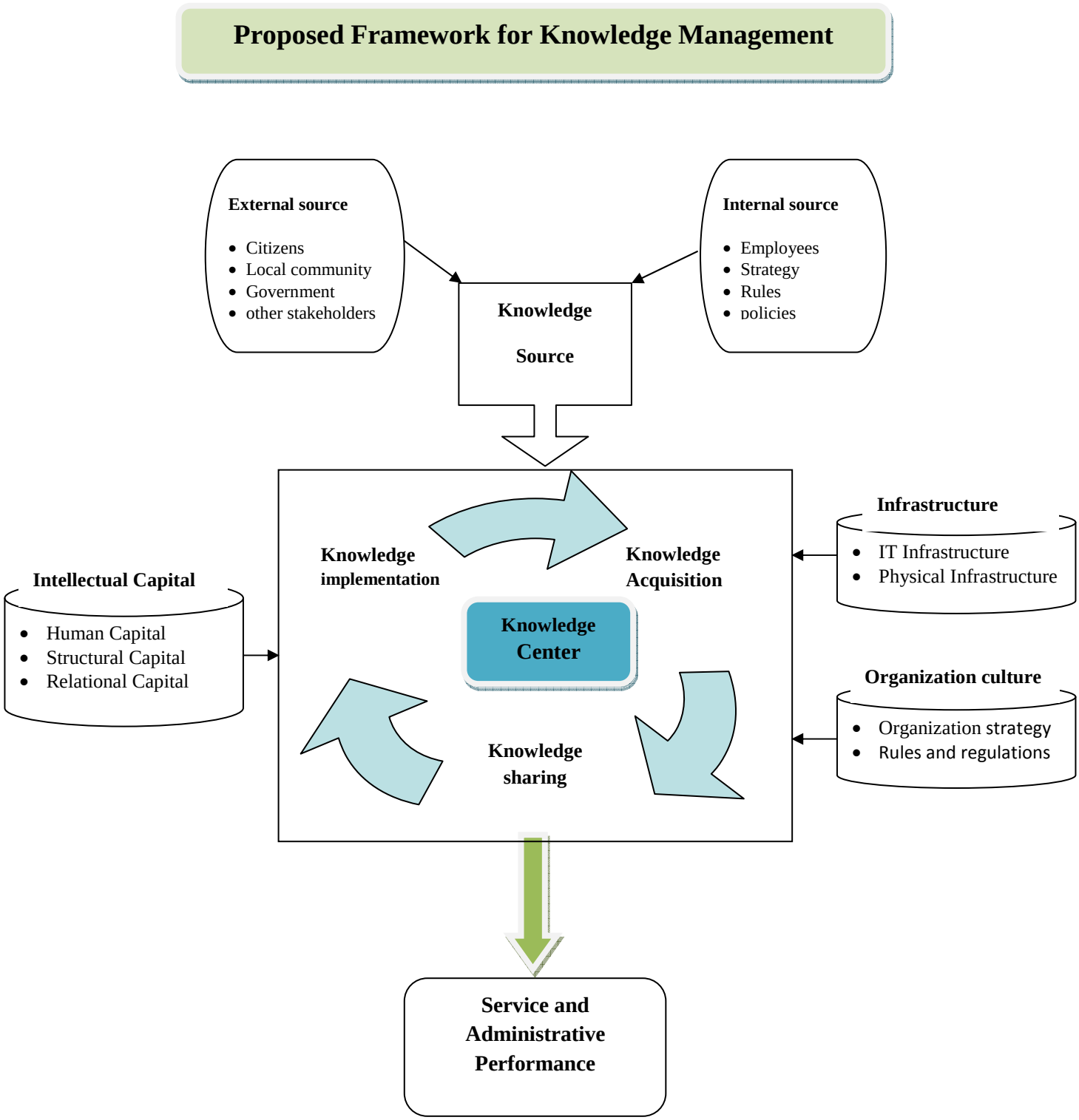

Figure (4.2): Proposed framework for KM at MOG, Researcher

4.6 Electronic Service Provision at MOG

Viability and success of any society is largely a function of how its resources can be leveraged. They include natural resources, geographic location, capability of people, and resources like intellectual capital (IC).

Municipality as a public organization in any society is important and complex. It affects most aspects of society. A competent Municipality with sufficient capacity and influence can provide for a great society. Successful citizen participation and confidence depend largely on broad understanding and agreement with actions by MOG and acceptance of implications of those rules, policies and actions.

Improvement of accessibility and quality of service, as well as efficiency is the main concern of the Municipality of Gaza . Under the umbrella of e-government initiatives, the MOG initiate to design a specific solutions of the new service delivery , as well as implementation of the first projects of electronic service delivery since 1/1/2012 . Meanwhile, the project has started recently , we can't judge and evaluate the success of the project .

MOG is the first Palestinian municipality that implemented the electronic service provision system in order to improve the quality and level of the provided service , eliminate human mistakes, increase transparency and control in addition to citizen satisfaction.

Chapter 5

Research Methodology

5.1 Introduction

This chapter addresses the methodology used in the study and deals with data collection, population and sample, research Instrument, variables measurement, reliability and validity of the instrument, scoring techniques, data-gathering procedures, and the procedure of statistical analysis.

The study used the analytical descriptive method which described and access the effect of Infrastructure, Intellectual capital and MOG culture on KM and development of administrative and service performance. The descriptive method is used to compare, explain and evaluate in order to organize meaningful results.

5.2 Research Methodology

Where the analytical descriptive technique compares, explains and evaluates in order to generalize meaningful results to enrich knowledge, the research adopted the analytical descriptive technique to sustain quantitative and qualitative measurement and analysis, the descriptive part attempts to illustrate the concepts of KM success factors from the researcher point of view and its impact on KM implementation & development of administrative and service performance, where as the analytical part is to explain and explore the impact of those factors on KM & development of administrative and service performance.

5.3 Data Collection

In this study; primary data and secondary data have been collected, the secondary data collected from:

- Electronic Scientific Journals available through websites.
- Thesis and dissertations accessed through the universities websites.
- Text books available on the websites.
- Internal documents and the intranet of MOG.
- Islamic University Library

The primary data obtained from survey questionnaire that has been developed based on the literature and has been modified regarding the supervisor's recommendations and the experts and academic judgments.

5.4 Study Population and Sample

The population frame for this study consisted of male and female employees at MOG who are working at different departments , while excluding some technicians who are not related , workers of sewage stations, garbage collectors who are less than full secondary certificate.

A random sample of 30 respondents from the study population were conducted as a pilot study to assess reliability and validity of the questionnaire. After the modification of the questionnaire it was self- distributed to the target population of MOG employees who are holding a degree more than tawjihi, Although the target population are 242 employees, 160 reply to the questionnaire as 82 were technicians who are not related and not involved in the study.

Calculation of the target population:

$$n = \left(\frac{Z}{2m} \right)^2 \qquad \textbf{(1)}$$

Z=1.96 at $\alpha = 0.05$ / M= ± 0.05

$$n = \left(\frac{1.96}{2 \times 0.05} \right)^2 \cong 384$$

$$n_{\text{modified}} = \frac{nN}{N + n - 1} \qquad \textbf{(2)}$$

As the study population (MOG employees) = 653, the target population is 242 according to formula (2) (www.isixsigma.com)

5.5 Research's Instruments

The research main instrument is survey questionnaire consisted mainly from two parts; first the socio-demographic data about the respondents such as the age, years of experience, vacancy level and the education level, the second part was consisting from 4 dimensions where each dimension disclose the impact on KM & development of administrative and service performance elements .

5.6 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

	Strongly agree	***Agree***	***Do not Know***	***Disagree***	***Strongly Disagree***
	5	4	3	2	1

5.7 Data validity and Reliability Test

The questionnaire validity has been examined and measured by two methods

1- The Experts Validation:

The questionnaire evaluated by number of experts in the field from the Islamic & Al Azhar universities and from MOG itself and the final questionnaire has been modified as per the experts' recommendations .

2- Pilot Study:

A pilot study conducted to assess reliability of the questionnaire by distributing the questionnaire on a random sample consist of 30 respondents from the study population where these pilot questionnaires used to assess the validity and reliability of the data. . It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data.

5.7.1 Data validity and Reliability Test

Table (5.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (5.1), the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, Parametric tests will be used to perform the statistical data analysis.

Table (5.1) : Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	**P-value**
Technological and Physical Infrastructure	0.968	0.306
Intellectual Capital	0.578	0.893
MOG Culture	0.483	0.974
Knowledge Management Implementation at MOG & Development of Administrative and Service Performance	0.906	0.384
All paragraphs of the questionnaire	0.663	0.772

5.7.2 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

1) Kolmogorov-Smirnov test of normality.
2) Pearson correlation coefficient for Validity.
3) Cronbach's Alpha for Reliability Statistics.
4) Frequency and Descriptive analysis.
5) Parametric Tests (One-sample T test, Independent Samples T-test , Analysis of Variance).
6) Stepwise regression.

- ***T-test*** is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.

- ***The Independent Samples T-test*** is used to examine if there is a statistical significant difference between two means among the respondents toward the Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management due to (Gender).

- **The *One- Way Analysis of Variance (ANOVA)*** is used to examine if there is a statistical significant difference between several means among the respondents toward the Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management due to (Age, Qualification, Years of Experience and Job title).

5.7.3 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole filed.

- **Internal Validity for Technological and Physical Infrastructure:**

Table (5.2) clarifies the correlation coefficient for each paragraph of the " Information Technology " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.2) : Correlation coefficient of each paragraph of " Information Technology " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG provides modern network communications that contributes to knowledge dissemination	.408	0.013*
2.	MOG uses Intranet & Electronic websites for exchange and distribution of the knowledge regarding projects and activities	.655	0.000*
3.	MOG uses information technology consistent with its objectives and strategy.	.828	0.000*
4.	Electronic archiving system is available at the MOG	.719	0.000*
5.	GIS represents detailed and clear information helps in knowledge dissemination	.635	0.000*
6.	MOG uses electronic information system for service provision and follow up.	.766	0.000*
7.	MOG documents the information regarding the service customers	.781	0.000*
8.	Internet is available for employees	.515	0.002*

* Correlation is significant at the 0.05 level

Table (5.3) clarifies the correlation coefficient for each paragraph of the " Physical Infrastructure " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.3) : Correlation coefficient of each paragraph of " Physical Infrastructure " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Offices of the same department are at one area.	.729	0.000*
2.	Offices conditions in terms of location, design, area and furniture are appropriate for the work.	.748	0.000*
3.	Offices have modern electronic equipment	.833	0.000*
4.	Computers are connected to the municipal Intranet	.491	0.003*
5.	Computers are connected to Internet	.590	0.000*
6.	Open Offices are available at MOG	.685	0.000*

* Correlation is significant at the 0.05 level

- **Internal Validity for Intellectual Capital:**

Table (5.4) clarifies the correlation coefficient for each paragraph of the " Human Capital" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.4) : Correlation coefficient of each paragraph of " Human Capital " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG attracts human resources with high skills and experiences	.734	0.000*
2.	MOG attracts human resources with technical and technological skill for various works.	.727	0.000*
3.	MOG is concerned with its human resources development as basic success factor for the municipality	.727	0.000*
4.	MOG evaluates employees' performance and treats the deviations of the performance	.809	0.000*
5.	MOG encourages employees to participate at internal and external training courses	.697	0.000*
6.	MOG follows up the application of the knowledge acquired through training and workshops	.784	0.000*
7.	MOG cares for staff ideas to address work problems	.754	0.000*
8.	Employees retain knowledge and wish to share it with others	.640	0.000*
9.	Employees exchange knowledge through team work	.688	0.000*

* Correlation is significant at the 0.05 level

Table (5.5) clarifies the correlation coefficient for each paragraph of the " **Structural Capital**" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.5) : Correlation coefficient of each paragraph of " Structural Capital " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG has centralization system in decision making	0.429	0.000*
2.	MOG structure is formed in line with the strategic plan	.819	0.000*
3.	MOG structure assists the flow of knowledge horizontally	.904	0.000*
4.	MOG structure facilitates job rotation by which knowledge transfer	.871	0.000*
5.	MOG structure is flexible and facilitate knowledge sharing across units	.880	0.000*
6.	MOG structure enforces effective communications among employees to speed up knowledge exchange.	.857	0.000*
7.	MOG adopts open organization structure that enforces the team work culture	.857	0.000*

* Correlation is significant at the 0.05 level

Table (5.6) clarifies the correlation coefficient for each paragraph of the " Relational Capital " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.6) : Correlation coefficient of each paragraph of " Relational Capital " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG maintains the social status of employees with distinctive capabilities	.697	0.000*
2.	MOG employees are the most important internal source of knowledge	.321	0.042*
3.	Employer & employees discuss work issues together that remove barriers and facilitate communications	.793	0.000*
4.	Senior management encourages employees to take appropriate action although there are no rules to follow	.685	0.000*
5.	MOG depends on community needs as a source for knowledge required for future projects and activities	.856	0.000*
6.	MOG seeks knowledge exchange through coordination and networking with other institutions	.727	0.000*
7.	MOG seeks to provide the best and fastest services for citizens	.754	0.000*
8.	MOG seeks to raise the participation level of all community classes.	.823	0.000*
9.	MOG seeks to raise the infrastructureal and health awareness among city citizens.	.842	0.000*
10.	MOG enhances community development through various activities	.812	0.000*

* Correlation is significant at the 0.05 level

- **Internal Validity for MOG Culture**

Table (5.7) clarifies the correlation coefficient for each paragraph of the " MOG Strategy " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.7) : Correlation coefficient of each paragraph of " MOG Strategy " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG strategy goals consider knowledge dissemination among employees	.748	0.000*
2.	MOG encourages knowledge exchange between employees	.789	0.000*
3.	MOG develops present knowledge according to its rules and regulations	.786	0.000*
4.	MOG policy encourages employees suggestions and ideas for work progress	.776	0.000*
5.	MOG displays the new ideas and thought to relevant staff.	.870	0.000*
6.	Within its policy, MOG attracts experts in the field of its activities in order to exchange knowledge	.783	0.000*
7.	Senior management strengthens teamwork philosophy to exchange ideas, experiences and skills among employees	.859	0.000*
8.	MOG depends on lessons learned to strengthen its activities and projects	.807	0.000*
9.	MOG rewards its employees to enforce their skills, experiences and knowledge share.	.696	0.000*

* Correlation is significant at the 0.05 level

Table (5.8) clarifies the correlation coefficient for each paragraph of the " MOG Rules & Regulations " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.8) : Correlation coefficient of each paragraph of " MOG Rules & Regulations " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	MOG provides clear services guidance by which employees work effectively and efficiency	.858	0.000*
2.	MOG rules & regulations are clear and circulate to employees	.784	0.000*
3.	MOG rules & regulations are clear and circulate to public	.886	0.000*
4.	Rules & Regulations releases are used as a mean for knowledge dissemination among employees	.839	0.000*
5.	Financial incentives is one of MOG policy for work efficiently and effectively	.879	0.000*
6.	Moral incentives is one of MOG policy for work efficiently and effectively	.854	0.000*

* Correlation is significant at the 0.05 level

- **Internal Validity for Knowledge Management Implementation at MOG & Development of Administrative and Service Performance**

Table (4.9) clarifies the correlation coefficient for each paragraph of the " Knowledge Management Implementation at MOG & Development of Administrative and Service Performance " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (5.9) : Correlation coefficient of each paragraph of " Knowledge Management Implementation at MOG & Development of Administrative and Service Performance " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	KM Implementation at MOG facilitates the best usage of technology	.787	0.000*
2.	KM Technology provides the necessary information for work progress	.818	0.000*
3.	KM implementation develops the municipal physical infrastructure	.775	0.000*
4.	KM increases the benefit of skills and experiences	.856	0.000*
5.	KM implementation contributes to human resources development	.821	0.000*
6.	KM implementation contributes to the municipality restructure in line with the municipality development policy	.849	0.000*
7.	KM implementation improves employees' evaluation according to clear standards and scientific basis	.919	0.000*
8.	KM implementation helps MOG to achieve its goals and strategy	.914	0.000*
9.	MOG cancels the policy and procedures that limit KM implementation	.387	0.017*
10.	KM contributes to appropriate decision making and problem solving	.867	0.000*
11.	KM reduces work cost	.741	0.000*
12.	KM reduces service and operational cost	.776	0.000*
13.	Citizens suggestions improve service quality	.825	0.000*
14.	KM converts knowledge to new services	.796	0.000*
15.	KM makes work flexible	.861	0.000*
16.	KM improves citizens services	.794	0.000*

* Correlation is significant at the 0.05 level

Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of liker scale.

Table (5.10) clarifies the correlation coefficient for each filed and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (5.10) :Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Information Technology	.933	0.000*
2.	Physical Infrastructure	.900	0.000*
3.	**Technological and Physical Infrastructure**	.725	0.000*
4.	Human Capital	.906	0.000*
5.	Structural Capita	.714	0.000*
6.	Relational Capital	.935	0.000*
7.	**Intellectual Capital**	.924	0.000*
8.	MOG Strategy	.948	0.000*
9.	MOG Rules & Regulations	.900	0.000*
10.	**MOG Culture**	.903	0.000*
11.	**Knowledge Management Implementation at MOG & Development of Administrative and Service Performance**	.828	0.000*

* Correlation is significant at the 0.05 level

5.7.4 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability.
Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

5.7.5 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (5.11) shows the values of Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.872 and 0.963. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.973 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (5.11) : Cronbach's Alpha for each filed of the questionnaire

No.	Field	Cronbach's Alpha
1.	Technological and Physical Infrastructure	0.872
2.	Intellectual Capital	0.951
3.	MOG Culture	0.944
4.	Knowledge Management Implementation at MOG & Development of Administrative and Service Performance	0.963
	All paragraphs of the questionnaire	0.973

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable and ready for distribution for the population sample.

Chapter 6

Data Analysis and Discussion

6.1 Introduction

This study was designed to respond to the objectives, and to test hypotheses stated in chapter one. In this chapter, the findings that respond to these objectives will be discussed and compared to the findings in the previous studies.

6.2 Personal data

6.2.1 Gender

Table No.(6.1) shows that 78.1% of the sample are Males and 21.9% of the sample are Females , this is due to the few number of females employed at the MOG who are 68 employees and the intention to hire male more that female. Comparing with other public organization it is a good percentage as female compose 31% of the manpower at public organizations while male compose 69% . (www.psbc.gov.ps)

Table (6.1):Gender

Gender	Frequency	Percent
Male	125	78.1
Female	35	21.9
Total	**160**	**100.0**

6.2.2 Age

Table No. (6.2) shows that 8.1% of the sample are " Less than 30 years " , 33.8% of the sample are of "30 – Less than 40 years " , 36.3% of the sample are of "40 – Less than 50 years " and 21.9% of the sample are of "50 years and Older ".

The above statistics indicates that the highest percentage of the participants is to ages between 40-50 on the other hand, the lowest participation to ages less than 30 years, and that is due to the nature of the MOG as a service public organization that caring of the experienced employees for its projects, also the economical situation at Gaza Strip that govern the hiring process as MOG is a local authority that covers salaries from the income of the citizens services

Table (6.2): Age

Age	Frequency	Percent
Less than 30 years	13	8.1
30 – Less than 40 years	54	33.8
40 – Less than 50 years	58	36.3
50 years and Older	35	21.9
Total	**160**	**100.0**

6.2.3 Qualification

Table No.(6.3) shows that 11.3% of the sample are " Secondary " holders, 25.0% of the sample are " Diploma " holders, 57.5% of the sample are " Bachelor " holders and 6.3% of the sample are " High study " holders .

Due to the role of the research and the nature of the MOG, most of sample are the holder of bachelor who are more engaged in the field of the study while the holders of high study are the least number at MOG .

Table (6.3): Qualification

Qualification	Frequency	Percent
Secondary	18	11.3
Diploma	40	25.0
Bachelor	92	57.5
High study	10	6.3
Total	**160**	**100.0**

6.2.4 Years of Experience

Table No. (6.4) shows that 7.5% of the sample have experience " Less than 5 years", 6.9% of the sample have experience "5 – Less than 10 year ",31.9% of the sample have experience "10- less than 15 years " and 53.8% of the sample have experience " 15 years and more " .

As it was mentioned before the highest percentage of respondents are between 30-50 years old, and table 5.4 confirm this result and present that 53.8% are with high experienced.

Table (6.4): Years of Experience

Years of Experience	Frequency	Percent
Less than 5 year	12	7.5
5 – Less than 10 year	11	6.9
10- less than 15 years	51	31.9
15 years and more	86	53.8
Total	**160**	**100.0**

6.2.5 Job title

Table (6.5):Job title

Job title	Frequency	Percent
General Director	2	1.3
Director	9	5.6
Deputy Director	14	8.8
Head of Department	33	20.6
Other Administrators & Engineers	102	63.8
Total	**160**	**100.0**

The above table presents that the 63.8% of respondents are administrators and engineers who are more involved , while the lowest percentage of 1.3 for the general director and this due to the type of tasks and responsibilities they are involved in.

6.3 Analysis for each field

6.3.1 Analysis for " Technological and Physical Infrastructure"

Table (6.6): Results for the field "Technological and Physical Infrastructure"

Filed	Mean	Mean %	Test value	P-value (Sig.)
Technological and Physical Infrastructure	3.25	64.93	4.27	0.000*

* The mean is significantly different from 3

Table (6.6) shows the following results:
The mean of the field "**Technological and Physical Infrastructure**" equals 3.25 (64.93%), test value = 4.27, and p-value =0.000, which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to the field of "**Technological and Physical Infrastructure**".

The analysis results shows 64.93% of the MOG staff agreed for the role of technological and physical infrastructure on KM and performance development, as the employees aware of globalization and new technology around the world .

The current study agrees with the study of Rasolli (2005) which found that companies already have implemented an information system in their call center, have mostly focused on the management of knowledge and revealed that tendencies to focus on technology rather than people and process has obscured that real benefits that knowledge management can bring, also the result agrees with the studies of Choi (2000) and Modallah (2012) that find a relationship between the availability of KM implementation infrastructure and the level of performance

1. Information Technology

Table (6.7): Means and Test values for "Information Technology"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG provides modern network communications that contributes to knowledge dissemination	3.23	64.63	2.57	0.006*	7
2.	MOG uses Intranet & Electronic websites for exchange and distribution of the knowledge regarding projects and activities	3.26	65.13	3.03	0.001*	6
3.	MOG uses information technology consistent with its objectives and strategy.	3.57	71.39	8.16	0.000*	5
4.	Electronic archiving system is available at the MOG	3.60	72.08	7.97	0.000*	4
5.	GIS represents detailed and clear information helps in knowledge dissemination	3.65	73.04	8.87	0.000*	3
6.	MOG uses electronic information system for service provision and follow up.	3.84	76.86	13.70	0.000*	1
7.	MOG documents the information regarding the service customers	3.84	76.71	13.18	0.000*	2
8.	Internet is available for employees	2.46	49.17	-6.04	0.000*	8
	All paragraphs of the filed	3.43	68.62	7.72	0.000*	

- The mean is significantly different from 3

Table (6.7) shows the following results:

- The mean of paragraph #6 “MOG uses electronic information system for service provision and follow up” equals 3.84 (76.86%), Test-value = 13.70, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #8 “Internet is available for employees” equals 2.46 (49.17%), Test-value = -6.04, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.
- The mean of the filed “Information Technology” equals 3.43 (68.62%), Test-value = 7.72, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Information Technology ".

According to the result it reveals that Information technology as general has prominent role in KM and performance development , this agrees with Pearlson (2001) who devotes the relationship between information systems and knowledge management. In addition this agrees with Gottschalk (2002) who finds that the computational power has little relevance to knowledge work, but the communication and storage capabilities of networked computers make it an important enabler of effective knowledge work. Through email, groupware, the Internet, and intranets, computers and networks can point to people with knowledge and connect people who need to share knowledge independent of time and place .Finally the results is consistent with Yaseen (2000) who recommends to improve the information technology system at organization that facilitate KM.

49.17% disagree that internet is available for employees at MOG , this is due to the MOG policy that provide Internet to higher level positions as General Directors, and Directors. On the other hand 76.86 % of MOG employees agree that information technology is used for service provision and follow up this is due to the new system that MOG initiated at the beginning of the year 2012 for electronic service.

2. Physical Infrastructure

Table (6.8): Means and Test values for "Physical Infrastructure"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Offices of the same department are at one area.	3.18	63.52	1.91	0.029*	2
2.	Offices conditions in terms of location, design, area and furniture are appropriate for the work.	2.68	53.67	-3.45	0.000*	6
3.	Offices have modern electronic equipment	2.76	55.22	-2.63	0.005*	5
4.	Computers are connected to the municipal Intranet	3.66	73.12	7.62	0.000*	1
5.	Computers are connected to Internet	2.85	57.05	-1.41	0.080	4
6.	Open Offices are available at MOG	2.88	57.63	-1.30	0.097	3
	All paragraphs of the filed	3.00	60.02	0.02	0.493	

* The mean is significantly different from 3

Table (6.8) shows the following results:

- The mean of paragraph #4 "Computers are connected to the municipal Intranet" equals 3.66 (73.12%), Test-value = 7.62 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #2 "Offices conditions in terms of location, design, area and furniture are appropriate for the work" equals 2.68 (53.67%), Test-value = -3.45, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.

- The mean of the filed "Physical Infrastructure" equals 3.00 (60.02%), Test-value = 0.02, and P-value=0.493 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to field of "Physical Infrastructure ".

Although the MOG is the biggest municipality at Gaza Strip, its buildings have to be rehabilitate as it to improve the work conditions and this was presented clearly in the responses of the employees as 53.67% who disagree that offices conditions are appropriate for work and equipment need to be, this agrees with Brennan et al. (2002) who draw a sharp distinction between provision and production of services, they consider this within their design of organization. This agrees with Greg R. Oldham (1988) who conclude that changes in Workspace Partitions and Spatial Density effect on Employee Reactions

6.3.2 Analysis for " Intellectual Capital "

Table (6.9): Results for the field "Intellectual Capital"

Filed	Mean	Mean %	Test value	P-value (Sig.)
Intellectual Capital	2.91	58.15	-1.52	0.065

Table (6.9) shows the following results:
The mean of the field "Intellectual Capital" equals 2.91 (58.15%), test value = -1.52, and p-value =0.065, which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to field of "Intellectual Capital".

The analysis results shows 58.15% of the MOG staff don't know or neutral in their responses to the impact of intellectual capital on KM and performance and this is related to the diversity of responses to field's questions between agree and disagree , as the analysis shows that the mean of responses to paragraph "4" and paragraph "1" present the agreement to the questions, on the other hand the other means reveal disagreements to the questions.

The nature of organization and the socioeconomic situation of the employees have negatively affect the responses of the employees as the result are not consistent with most of the previous studies that finds that IC has an effect and relation with KM and performance , this mentioned throughout the studies of (Striukova et al., 2008), Koraz (2011), Attiah (2008), Chen, L., et al. (2006), Zhou and Fink, 2003 and Salmaninezhad (2012)

1. Human Capital

Table (6.10): Means and Test values for "Human Capital"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG attracts human resources with high skills and experiences	2.98	59.62	-0.21	0.415	3
2.	MOG attracts human resources with technical and technological skill for various works.	2.99	59.74	-0.15	0.439	2
3.	MOG is concerned with its human resources development as basic success factor for the municipality	2.73	54.52	-3.26	0.001*	5
4.	MOG evaluates employees' performance and treats the deviations of the performance	2.62	52.44	-4.58	0.000*	7
5.	MOG encourages employees to participate at internal and external training courses	2.82	56.46	-2.00	0.024*	4
6.	MOG follows up the application of the knowledge acquired through training and workshops	2.62	52.36	-4.77	0.000*	8
7.	MOG cares for staff ideas to address work problems	2.45	48.93	-6.34	0.000*	9
8.	Employees retain knowledge and wish to share it with others	3.03	60.51	0.36	0.359	1
9.	Employees exchange knowledge through team work	2.64	52.82	-4.62	0.000*	6
	All paragraphs of the filed	2.77	55.42	-3.49	0.000*	

* The mean is significantly different from 3

Table (6.10) shows the following results:

- The mean of paragraph #8 "Employees retain knowledge and wish to share it with others" equals 3.03 (60.51%), Test-value = 0.36, and P-value = 0.359 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.

- The mean of paragraph #7 "MOG cares for staff ideas to address work problems" equals 2.45 (48.93%), Test-value = -6.34, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.
- The mean of the filed "Human Capital" equals 2.77 (55.42%), Test-value = -3.49, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of "Human Capital ".

Although human capital is the soul of the organization, unfair, neglecting of the employees affect the analysis results that shows 55.42% disagreement to the paragraphs of the questionnaire and this results disagree with the results of the previous studies

2. Structural Capital

Table (6.11): Means and Test values for "Structural Capital"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG has centralization system in decision making	3.77	75.41	7.99	0.000*	1
2.	MOG structure is formed in line with the strategic plan	2.82	56.33	-2.14	0.017*	3
3.	MOG structure assists the flow of knowledge horizontally	2.77	55.45	-2.84	0.003*	4
4.	MOG structure facilitates job rotation by which knowledge transfer	2.64	52.83	-4.43	0.000*	7
5.	MOG structure is flexible and facilitate knowledge sharing across units	2.71	54.18	-3.87	0.000*	6
6.	MOG structure enforces effective communications among employees to speed up knowledge exchange.	2.83	56.69	-2.10	0.018*	2
7.	MOG adopts open organization structure that enforces the team work culture	2.75	54.94	-2.99	0.002*	5
	All paragraphs of the filed	2.90	57.91	-1.62	0.053	

* The mean is significantly different from 3

Table (6.11) shows the following results:

- The mean of paragraph #1 "MOG has centralization system in decision making" equals 3.77 (75.41%), Test-value = 7.99, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #4 "MOG structure facilitates job rotation by which knowledge transfer" equals 2.64 (52.83%), Test-value = -4.43, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.
- The mean of the filed "Structural Capital" equals 2.90 (57.91%), Test-value = -1.62, and P-value=0.053 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to field of "Structural Capital ".

The results shows that 75.41% of MOG employees agree that MOG has centralization in decision making , this agrees with walczak, 2005 who finds that organizations introduce a knowledge management initiative without having a managerial support structure in place, they will soon find that the investment in knowledge management does not produce the benefits they strived for. In addition it disagrees with the study of Chen and Huang, 2007 who claim that decentralized and informal structure will leads to higher performance, while centralization creates a no participatory environment that reduces communication, commitment, and involvement with tasks among participant .

On the other hand, 56.33% of MOG employees disagree that MOG structure is formed in line with the strategic plan, the diversity of the agree and disagree responses to the same field of structural capital concludes that the total responses to the field is neutral.

4. Relational Capital

Table (6.12): Means and Test values for "Relational Capital"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG maintains the social status of employees with distinctive capabilities	2.61	52.13	-4.65	0.000*	9
2.	MOG employees are the most important internal source of knowledge	3.36	67.26	4.26	0.000*	2
3.	Employer & employees discuss work issues together that remove barriers and facilitate communications	2.86	57.20	-1.53	0.064	8
4.	Senior management encourages employees to take appropriate action although there are no rules to follow	2.44	48.79	-6.53	0.000*	10
5.	MOG depends on community needs as a source for knowledge required for future projects and activities	3.19	63.74	2.27	0.012*	4
6.	MOG seeks knowledge exchange through coordination and networking with other institutions	3.23	64.62	2.77	0.003*	3
7.	MOG seeks to provide the best and fastest services for citizens	3.37	67.44	4.17	0.000*	1
8.	MOG seeks to raise the participation level of all community classes.	3.12	62.44	1.49	0.069	6
9.	MOG seeks to raise the infrastructural and health awareness among city citizens.	3.19	63.72	2.18	0.015*	5
10.	MOG enhances community development through various activities	3.03	60.64	0.39	0.348	7
	All paragraphs of the filed	3.04	60.76	0.57	0.285	

* The mean is significantly different from 3

Table (6.12) shows the following results:

- The mean of paragraph #7 "MOG seeks to provide the best and fastest services for citizens" equals 3.37 (67.44%), Test-value = 4.17, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #4 “Senior management encourages employees to take appropriate action although there are no rules to follow” equals 2.44 (48.79%), Test-value = -6.53, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.

- The mean of the filed “Relational Capital” equals 3.04 (60.76%), Test-value = 0.57, and P-value=0.285 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to field of “Relational Capital ".

67.44% of MOG employees agree that MOG seeks to provide the best and fastest services for citizens and this agrees with Chen (2004) who mention that RC acts as a bridge and a catalyst on the operations of IC, it is the main requirement and determinant in converting IC into market value and thereupon organization business performance. Also it agrees with Bontis, 1998 that finds understanding what customers want in a product or a service better than anyone else is what makes someone a business leader as opposed to a follower.

On the other hand, 48.79% of MOG employees disagree that senior management encourages employees to take appropriate action although there are no rules to follow ; this diversity of agree and disagree responses to the same field of relational capital concludes that the total responses to the field is neutral.

6.3.3 Analysis for " MOG Culture "

Table (6.13): Results for the field "MOG Culture"

Filed	Mean	Mean %	Test value	P-value (Sig.)
MOG Culture	2.71	54.19	-4.15	0.000*

* The mean is significantly different from 3

Table (6.13) shows the following results:
The mean of the field "MOG Culture" equals 2.71 (54.19%), Test-value = --4.15, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of "MOG Culture".

The respondents disagreed to field of "MOG Culture" due to the fact that MOG Culture (strategy and Rules and Regulations) are not publicized to the employees. The results not consistent with Holowetzki (2002) that finds that information systems, organizational structure, reward systems, processes, people, and leadership are the factors that impact KM initiatives. And disagree with Fazli, S., Alishahi, A., (2012) that show that organizational culture and strategy are effective factors in increasing the performance.

1.MOG Strategy

Table (5.14) shows the following results:

- The mean of paragraph #3 "MOG develops present knowledge according to its rules and regulations" equals 3.01 (60.26%), Test-value = 0.15, and P-value = 0.441 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.

- The mean of paragraph #9 "MOG rewards its employees to enforce their skills, experiences and knowledge share" equals 2.17 (43.42%), Test-value = -9.37, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.

- The mean of the filed "MOG Strategy" equals 2.65 (52.90%), Test-value = -4.83, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of "MOG Strategy ".

Table (6.14): Means and Test values for "MOG Strategy"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG strategy goals consider knowledge dissemination among employees	2.81	56.28	-2.11	0.018*	3
2.	MOG encourages knowledge exchange between employees	2.76	55.26	-2.73	0.004*	4
3.	MOG develops present knowledge according to its rules and regulations	3.01	60.26	0.15	0.441	1
4.	MOG policy encourages employees suggestions and ideas for work progress	2.50	50.00	-5.84	0.000*	7
5.	MOG displays the new ideas and thought to relevant staff.	2.67	53.46	-3.83	0.000*	5
6.	Within its policy, MOG attracts experts in the field of its activities in order to exchange knowledge	2.55	51.10	-4.99	0.000*	6
7.	Senior management strengthens teamwork philosophy to exchange ideas, experiences and skills among employees	2.49	49.74	-5.86	0.000*	8
8.	MOG depends on lessons learned to strengthen its activities and projects	2.85	56.96	-1.89	0.030*	2
9.	MOG rewards its employees to enforce their skills, experiences and knowledge share.	2.17	43.42	-9.37	0.000*	9
	All paragraphs of the filed	2.65	52.90	-4.83	0.000*	

* The mean is significantly different from 3

2. MOG Rules & Regulations

Table (6.15) shows the following results:

- The mean of paragraph #2 "MOG rules & regulations are clear and circulate to employees" equals 3.37 (67.44%), Test-value = 3.96, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #5 "Financial incentives is one of MOG policy for work efficiently and effectively" equals 2.12 (42.31%), Test-value = -10.14, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.

- The mean of the filed "MOG Rules & Regulations" equals 2.80 (55.90%), Test-value = -2.88, and P-value=0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of "MOG Rules & Regulations ".

Table (6.15): Means and Test values for "MOG Rules & Regulations"

	Item	Mean	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	MOG provides clear services guidance by which employees work effectively and efficiency	2.89	57.71	-1.32	0.095	4
2.	MOG rules & regulations are clear and circulate to employees	3.37	67.34	3.96	0.000*	1
3.	MOG rules & regulations are clear and circulate to public	3.01	60.25	0.15	0.442	3
4.	Rules & Regulations releases are used as a mean for knowledge dissemination among employees	3.14	62.78	1.52	0.066	2
5.	Financial incentives is one of MOG policy for work efficiently and effectively	2.12	42.31	-10.14	0.000*	6
6.	Moral incentives is one of MOG policy for work efficiently and effectively	2.22	44.46	-8.66	0.000*	5
	All paragraphs of the filed	2.80	55.90	-2.88	0.002*	

* The mean is significantly different from 3

- Analysis for " Knowledge Management Implementation at MOG & Development of Administrative and Service Performance "

Table (5.16) shows the following results:

- The mean of paragraph #16 "KM improves citizens services" equals 3.65 (73.04%), Test-value = 7.41, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #9 "MOG cancels the policy and procedures that limit KM implementation" equals 2.88 (57.69%), Test-value = -1.38, and P-value = 0.084 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.

- The mean of the filed "Knowledge Management Implementation at MOG & Development of Administrative and Service Performance" equals 3.36 (67.26%), Test-value = 5.28, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of "Knowledge Management Implementation at MOG & Development of Administrative and Service Performance ".

The analysis results shows 67.26% of the MOG staff agreed to the impact of KM implementation on development of administrative and service performance , this reveals that KM is an effective tool for performance . The findings are consistent with the finding of the studies of Modallalah, 2012 who finds that there is a significant relationship between the availability of KM implementation infrastructure and the level of performance in the Presidency of Council of Ministers; also Madi, 2011 confirm that KM has a role in performance , in addition to that, the results agree with Shorafa, 2008 ; Salavatim et al., 2010; Kruger & Johnson, 2011 who mention that there is a clearly identifiable relationship between KM maturity and OP.

Table (6.16): Means and Test values for "Knowledge Management Implementation at MOG & Development of Administrative and Service Performance"

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	KM Implementation at MOG facilitates the best usage of technology	3.40	67.97	5.13	0.000*	9
2.	KM Technology provides the necessary information for work progress	3.50	70.00	6.67	0.000*	5
3.	KM implementation develops the municipal physical infrastructure	3.49	69.75	6.32	0.000*	6
4.	KM increases the benefit of skills and experiences	3.31	66.11	3.61	0.000*	11
5.	KM implementation contributes to human resources development	3.19	63.74	2.10	0.019*	13
6.	KM implementation contributes to the municipality restructure in line with the municipality development policy	3.10	62.05	1.14	0.127	14
7.	KM implementation improves employees' evaluation according to clear standards and scientific basis	3.10	61.91	1.04	0.149	15
8.	KM implementation helps MOG to achieve its goals and strategy	3.28	65.64	3.31	0.001*	12
9.	MOG cancels the policy and procedures that limit KM implementation	2.88	57.69	-1.38	0.084	16
10.	KM contributes to appropriate decision making and problem solving	3.31	66.19	3.48	0.000*	10
11.	KM reduces work cost	3.48	69.68	5.79	0.000*	8
12.	KM reduces service and operational cost	3.52	70.38	6.29	0.000*	4
13.	Citizens suggestions improve service quality	3.52	70.45	5.88	0.000*	2
14.	KM converts knowledge to new services	3.49	69.75	6.00	0.000*	6
15.	KM makes work flexible	3.52	70.45	6.48	0.000*	2
16.	KM improves citizens services	3.65	73.04	7.41	0.000*	1
	All paragraphs of the filed	3.36	67.26	5.28	0.000*	

* The mean is significantly different from 3

6.4 Research Hypothesis

5- There is a statistical significant effect of the Infrastructure on knowledge management at 0.05 level.

We use Stepwise regression and obtain the following results:

R Square = 0.360, this means 36.0% of the variation in the knowledge management is explained by " Information Technology and Physical Infrastructure ".

Table (6.17) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable " knowledge management " and independent variables " Information Technology and Physical Infrastructure " .

Table (6.17) ANOVA for Regression

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.159	2	21.079	43.591	.000
Residual	74.953	155	0.484		
Total	117.111	157			

Table (6.18) shows the regression coefficients and their P-values (Sig.). Based on the Standardized Coefficients, the significant independent variable is " Information Technology and Physical Infrastructure " .

The regression equation is:

knowledge management = 1.043 + 0.434* (Information Technology) + 0.278* (Physical Infrastructure).

Table (6.18):The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.043	0.274		3.800	0.000
Information Technology	0.434	0.119	0.357	3.660	0.000
Physical Infrastructure	0.278	0.096	0.284	2.914	0.004

6- There is a statistical significant effect of the intellectual capital on knowledge management at 0.05 level.

We use Stepwise regression and obtain the following results:

R Square = 0.561, this means 56.1% of the variation in the knowledge management is explained by " Structural Capital and Relational Capital".

Table (6.19) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable " knowledge management " and independent variables " Structural Capital and Relational Capital " .

Table (6.19) ANOVA for Regression

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	65.721	2	32.861	97.840	.000
Residual	51.387	153	0.336		
Total	117.109	155			

Table (6.20) shows the regression coefficients and their P-values (Sig.). Based on the Standardized Coefficients, the significant independent variable is " Structural Capital and Relational Capital " .

The regression equation is:

knowledge management = 0.882 + 0.478* (Structural Capita) + 0.360* (Relational Capital).

Table (6.20):The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.882	0.184		4.807	0.000
Structural Capital	0.478	0.091	0.445	5.240	0.000
Relational Capital	0.360	0.088	0.349	4.114	0.000

3- There is a statistical significant effect of the organization culture on knowledge management at 0.05 level.

We use Stepwise regression and obtain the following results:

R Square = 0.465, this means 46.5% of the variation in the " knowledge management is explained by " MOG Strategy ".

Table (6.21) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable " knowledge management " and independent variable " MOG Strategy " .

Table (6.21) ANOVA for Regression

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	54.478	1	54.478	135.688	.000
Residual	62.633	156	0.401		
Total	117.111	157			

Table (6.22) shows the regression coefficients and their P-values (Sig.). Based on the Standardized Coefficients, the significant independent variable is " MOG Strategy " .

The regression equation is:

knowledge management = 1.678 + 0.637* (MOG Strategy).

Table (6.22):The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.678	0.153		10.949	0.000
MOG Strategy	0.637	0.055	0.682	11.649	0.000

4. There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to the individual characteristics.

4.1 There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to gender.

Table (6.23) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to gender. We conclude that the characteristic of the respondents gender has no effect on each field.

The results reveal that gender responses has no effect on each field as the staff has same work conditions

Table (6.23):Independent Samples T-Test of the fields and their p-values for Gender

No	Field	Test value	P-value(Sig.)
1.	Technological and Physical Infrastructure	-1.028	0.307
2.	Intellectual Capital	-1.405	0.162
3.	MOG Culture	-1.741	0.084
4.	KM Implementation at MOG & Development of Administrative and Service Performance	-0.048	0.962
	All fields together	-1.152	0.251

4.2 There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to Age.

Table (6.24) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for the other fields, then there is insignificant difference in respondents' answers toward these fields due to Age. We conclude that the characteristic of the Age has no effect on these fields.

The results reveal that Age responses has no effect on each field as the staff has same work conditions

Table (6.24): ANOVA test of the fields and their p-values for Age

No	Field	Test value	P-value(Sig.)
1.	Technological and Physical Infrastructure	0.593	0.620
2.	Intellectual Capital	1.651	0.180
3.	MOG Culture	0.730	0.535
4.	KM Implementation at MOG & Development of Administrative and Service Performance	3.482	0.017*
	All fields together	1.987	0.118

* The mean difference is significant a 0,05 level

Table (6.25) shows the mean for each field for Age.

For the field " Knowledge Management Implementation at MOG & Development of Administrative and Service Performance ", the mean for respondents with Age of " Less than 30 years " is higher than other Age groups.

Employees less than 30 years are fresh graduates who have motivation for progress and development of the work with more innovation in the work field

Table (6.25): Mean for each field Age

No	Field	Means			
		Less than 30 years	30 – Less than 40 years	40 – Less than 50 years	50 years and Older
1.	Technological and Physical Infrastructure	3.41	3.29	3.25	3.12
2.	Intellectual Capital	3.13	3.01	2.90	2.68
3.	MOG Culture	2.92	2.74	2.74	2.54
4.	KM Implementation at MOG & Development of Administrative and Service Performance	3.62	3.58	3.32	3.02
	All fields together	3.29	3.14	3.03	2.82

4.3 There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to Qualifications

Table (6.26) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to Qualifications. We conclude that the characteristic of the respondents Qualifications has no effect on each field.

Qualification of respondents has no effect on each field due to lack of training, physical and emotional incentives from the top management at MOG.

Table (6.26): ANOVA test of the fields and their p-values for Qualifications

No	Field	Test value	P-value(Sig.)
1.	Technological and Physical Infrastructure	1.774	0.154
2.	Intellectual Capital	2.003	0.116
3.	MOG Culture	2.533	0.059
4.	KM Implementation at MOG & Development of Administrative and Service Performance	0.946	0.420
	All fields together	2.034	0.111

4.4 There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to years of experience.

Table (6.27) shows that the p-value (Sig.) is smaller than the level of significance α = 0.05 for the fields "Intellectual Capital and Knowledge Management Implementation at MOG & Development of Administrative and Service Performance", then these is significant difference in respondents' answers toward these fields due to years of experience. We conclude that the characteristic of the years of experience has an effect on this field.

Table (6.27): ANOVA test of the fields and their p-values for years of experience

No	Field	Test value	P-value(Sig.)
1.	Technological and Physical Infrastructure	0.895	0.445
2.	Intellectual Capital	3.194	0.025*
3.	MOG Culture	2.327	0.077
4.	KM Implementation at MOG & Development of Administrative and Service Performance	2.884	0.038*
	All fields together	3.068	0.030*

Table (6.28) shows the mean for each field for years of experience.

For the fields " Intellectual Capital and Knowledge Management Implementation at MOG & Development of Administrative and Service Performance ", the mean for respondents with years of experience of " Less than 5 year " is higher than other years of experience. Employees less than 5 years are fresh graduates who have motivation for progress and development of the work with more innovation in the work field

Table (6.28): Mean for each field years of experience

No	Field	Means			
		Less than 5 year	5 – Less than 10 year	10- less than 15 years	15 years and more
1.	Technological and Physical Infrastructure	3.38	3.13	3.36	3.18
2.	Intellectual Capital	3.16	2.74	3.13	2.76
3.	MOG Culture	2.97	2.36	2.92	2.59
4.	Knowledge Management Implementation at MOG & Development of Administrative and Service Performance	3.74	3.21	3.58	3.21
	All fields together	3.33	2.86	3.23	2.91

4.5 There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to Job title.

Table (6.29) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to Job title. We conclude that the characteristic of the respondents Job title has no effect on each field.

The results reveals that the respondents Job title has no effect on each field as the staff has same work conditions

Table (6.29): ANOVA test of the fields and their p-values for Job title

No	Field	Test value	P-value(Sig.)
1.	Technological and Physical Infrastructure	0.152	0.859
2.	Intellectual Capital	0.088	0.916
3.	MOG Culture	0.158	0.854
4.	KM Implementation at MOG & Development of Administrative and Service Performance	0.429	0.652
	All fields together	0.115	0.892

Chapter 7

Conclusions

&

Recommendations

7.1 Introduction

In this chapter, the conclusions of findings, and the recommendations of the present study will be discussed.

7.2 Conclusions

This research investigates the development of administrative and service performance at the MOG through KM implementation, by studying the factors that influence KM implementation. Three factors are considered to influence KM implementation in order to develop performance . those factors are Infrastructure, intellectual capital and organization culture.

In light with the findings that were presented in the previous chapter, the most notable conclusions were:

- 67.26% of the MOG staff agreed that there is a statistical significant effect of KM implementation on development of administrative and service performance , this reveals that KM is an effective tool and strongly affect performance.

- 64.93% of the MOG staff agreed that there is a statistical significant effect of technological and physical infrastructure on KM and performance. The results reveal that IT strongly affect KM implementation, while physical infrastructure has less impact on KM implementation.

- 58.15% of the MOG staff agreed that there is no statistical significant effect of intellectual capital on KM and performance. The results show that the dimension of SC strongly affect KM with a mean of 57.91, on the other hand RC has less impact on KM implementation

- 55.90% of the MOG staff agreed that there is no statistical significant effect of organization culture on KM and performance.

- There are no significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to gender, age, qualification, job title

- There are significant differences among the respondents' answers regarding the impact of Infrastructure, intellectual capital and MOG culture on knowledge management implementation and development of administrative and service performance due to years of experience.

7.3 Recommendations

The research indicates that the concept of KM is still an indistinct and novel idea among Biggest municipality of the Gaza Strip and in order to enhance the concepts of KM at public organization and its role in the development of performance , and in light of the aforementioned results, the following recommendations are formulated. The recommendations is suggested to be for other municipalities at Gaza Strip

1. To Initiate a new core center as an infrastructure for knowledge creation and sharing with an experienced team (financial – technical – administrative) who has not only management skills but a broad knowledge of the MOG strategy, rules, services and practices.

2. To set up strategies and plans that build a strong and solid experiences among the employees and to manage the mutual knowledge transfer between the organizations' members in a systematical approach in addition to strengthen internal & external communication through mutual exchange for the staff with municipalities that have mutual relations;

3. To increase the awareness of knowledge management and the importance of knowledge share among employees through workshops , brochures and training

4. To reinforce employees loyalty though enhance the idea of staff sharing in setting goals and policies and emphasis reward mechanisms that appropriate for employees who share their knowledge, experiences and skills;

5. To use job rotation to create special skill and knowledge transfer and to call on particularly skilled employees to undertake special organizational training and mentoring;

6. To Emphasis the rehabilitation of physical work environment to facilitates knowledge sharing through good design offices and well furnished with modern equipments.

7. Finally, Establish online knowledge bank for whole resources concerning municipal strategies, services, activities and projects and set a written handbook of MOG goals, polices and strategies and to distribute it to all employees .

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Appendices

Appendix 1 – Questionnaire Judgment Committee

Dr. Majed El Farra	**Islamic University**
Dr. Yousef Ashour	**Islamic University**
Dr. Yousef Bahar	**Islamic University**
Dr. Akram Samour	**Islamic University**
Dr. Samir Safi	**Islamic University**
Dr. Nafez Barakat	**Islamic University**
Dr. Yasser Al Shourafa	**Islamic University**
Dr. Nihaya El Telbani	**Al Azhar University**
Dr. Ramiz Bdair	**Al Azhar University**
Dr. Nihad Al Mughany	**Municipality of Gaza**

Appendix 2 – Arabic Questionnaire

الجامعة الإسلامية – غـــزة
عمادة الدراسات العليـــا
كليـــــة التجـــــــارة
قســـم إدارة الأعمـــال

الموضـــوع / تعبئـــة اســـــتبانة

السلام عليكم ورحمة الله وبركاته

حيث أن الباحثة بصدد إجراء دراسة بعنوان :

" Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management Implementation"

" تطوير الجانب الخدماتي والإداري في بلدية غزة من خلال تطبيق إدارة المعرفة "

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية .
لذا آمل من سيادتكم التفضل بتعبئة الاستبانة التالية بموضوعية وحيادية ، شاكرة لكم جهودكم في دعم البحث العلمي ، علماً بأن المعلومات المقدمة من طرفكم ستستخدم لأغراض البحث العلمي فقط .

مع خالص الشـــكر والاحترام

باســـمة ســـالم ديب

المقدمـــــة

تعتبر إدارة المعرفة من المواضيع الإدارية الحديثة التي تم تناولها من قبل الباحثين والمهتمين من عدة جوانب منها الثقافية والاجتماعية والتقنية وذلك لما لها من أثر في تحقيق الأهداف والجودة الإدارية حيث ساهمت إدارة المعرفة وبشكل الكبير في تميز أداء مؤسسات ومنظمات الأعمال ، إن العديد من المؤسسات العامة والخاصة تسعى لتطبيق منهج إدارة المعرفة لما له من دور في إيجاد وسائل اتصال وتواصل تعمل على رفع أداء الموظفين و تحسين خدمة العملاء و تبسيط العمليات الإدارية وخفض التكاليف بالإضافة إلى تحسين صورتها وتوطيد علاقاتها مع المؤسسات الأخرى بالإضافة إلى زيادة العائد المادي.

ويهدف البحث إلى إيجاد آلية لتطوير الجانب الإداري والخدماتي في بلدية غـزة مـن خـلال تطبيق إدارة المعرفة وذلك بدراسة مدى توافر متطلبات تطبيق إدارة المعرفة مثل ثقافة البلدية ، ورأس المال الفكري ، والبيئة التكنولوجية والمادية في بلدية غزة .

وتعرف إدارة المعرفة بأنها عملية إدارة الخبرات العلمية والمعلوماتية للمنظمة والحفاظ عليها والاستفادة منها في الحصول على مزايا تنافسية ، وتحقيق رضا الزبون من خلال رفع مستوى كفاءة الأداء ، وزيادة مستوى الابتكار والإبداع ، بالإضافة إلى رفع كفاءة عملية اتخاذ القرار .

كما ويعرف رأس المال الفكري بأنه امتلاك المعرفة والخبرة التطبيقية والتقنيات المنظمة التي تكون قيمة المنظمة ويتكون من رأس المال البشري ، ورأس المال الهيكلي ، ورأس المال العلاقاتي

أولاً – البيانات الشخصية والوظيفية

ضع إشارة (√) في المربع المناسب:

1-الجنس:

☐ ذكر ☐ أنثى

2-العمر:

☐ أقل من 30 سنة ☐ من 30- أقل من 40 سنة

☐ من 40 – أقل من 50 سنة ☐ 50 سنة فأكثر

3- المؤهل العلمي

☐ الثانوية العامة ☐ دبلوم متوسط

☐ بكالوريوس ☐ دراسات عليا

5-مدة الخدمة في البلدية:

☐ أقل من 5 سنوات ☐ من 5 – أقل من 10 سنوات

☐ من 10 – أقل من 15 سنة ☐ من 15 سنة فأكثر

6-المسمى الوظيفي:

☐ مدير عام ☐ مدير ☐ نائب مدير

☐ رئيس قسم ☐ أخرى (رئيس شعبة – رئيس وحدة – مهندس – إداري)

م.	الفقـــــــرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
المحـــور الأول : البيئة التكنولوجية والمادية						
أولاً – تكنولوجيا المعلومات						
.1	توفر البلدية شبكة اتصالات حديثة و فعالة تساهم في نشر المعرفة بين موظفيها في كافة المستويات					
.2	تستخدم البلدية الشبكة الداخلية (Intranet) والمواقع الالكترونية لتبادل وتوزيع المعرفة المتعلقة بالمشاريع والأنشطة .					
.3	تعمل البلدية على استخدامات تكنولوجيا معلومات مواكبة للتطور التكنولوجي وبما يتلاءم مع أهداف البلدية وإستراتيجيتها التطويرية .					
.4	تقوم البلدية باستخدام نظام الأرشفة الالكترونية					
.5	تقدم نظم المعلومات الجغرافية معلومات تفصيلية واضحة تساعد في نشر المعرفة					
.6	يتم استخدام نظم المعلومات الالكترونية في تقديم ومتابعة طلبات الخدمة					
.7	تعمل البلدية على توثيق المعلومات المتعلقة بطالبي الخدمة					
.8	توفر البلدية خدمة الانترنت لموظفيها					
ثانياً – البيئة الماديـــة						
.1	تتواجد مكاتب الدائرة الواحدة في حيز مكاني واحد .					
.2	يتوفر في المكتب الشروط المطلوبة لتأدية العمل على أكمل وجه من حيث الموقع والتصميم والمساحة والأثاث المناسب					
.3	يتوفر في المكتب أجهزة الكترونية حديثة					
.4	يتصل جهاز الحاسوب في المكتب بشبكة المعلومات الداخلية للبلدية					
.5	يتصل جهاز الحاسوب في المكتب بالانترنت					
.6	توفر البلدية نظام مكاتب العمل المفتوحة على المكاتب الأخرى لسهولة التواصل					

م.	الفقـــرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
المحـــور الثانـــي : رأس المال الفكري						
أولاً – رأس المال البشري Human Capital						
.1	تعمل البلدية على استقطاب العناصر البشرية الذين يمتلكون مهارات وخبرات كافية					
.2	تستقطب البلدية العناصر البشرية من ذوي المهارات الفنية والتقنية في مجالات الأعمال المختلفة					
.3	تهتم البلدية بتطوير الموارد البشرية لديها كعنصر أساسي في نجاح البلدية					
.4	تقوم البلدية بتقويم أداء العاملين فيها مع مراعاة معالجة الانحرافات في الأداء الفعلي عن الأداء المخطط .					
.5	تشجع البلدية العاملين فيها على المشاركة في الدورات التدريبية الداخلية والخارجية					
.6	تتابع البلدية مستوى تطبيق العاملين للمعرفة الجديدة التي تم اكتسابها خلال التدريب وورشات العمل .					
.7	تولي البلدية اهتماماً كبيراً بالأفكار التي يقترحها الموظفون المتميزون لمعالجة مشكلات العمل					
.8	يحتفظ الموظفون بمعارفهم ويرغبون بتبادلها مع الاخرين					
.9	يتبادل الموظفون المعرفة من خلال أسلوب فرق العمل الجماعي					
ثانياً – رأس المال الهيكلي Structural Capital						
.1	تتبع البلدية نظام الإدارة المركزية في اتخاذ القرارات					
.2	يتم تشكيل الهيكل التنظيمي بما يتلاءم مع الخطة الاستراتيجية للبلدية					
.3	يساعد الهيكل التنظيمي للبلدية على تدفق المعرفة أفقياً في البلدية					
.4	يسهل الهيكل التنظيمي للبلدية عملية الدوران الوظيفي للعاملين مما يسهم في نقل المعرفة					
.5	يوفر الهيكل التنظيمي في البلدية مرونة كافية تسهل عملية المشاركة بالمعلومات عبر الوحدات التنظيمية					
.6	يوفر الهيكل التنظيمي الفرص المطلوبة لتعزيز الاتصالات الفعالة بين العاملين ، للمساعدة في تبادل المعرفة بسرعة					
.7	يساعد الهيكل التنظيمي على تبني سياسة الانفتاح وإزالة الحدود مما يعزز ثقافة العمل بروح الفريق					

م.	الفقـــرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
ثالثاً – رأس المال العلاقاتي Relational Capital						
.1	تحافظ البلدية على المكانة الاجتماعية للموظفين من ذوي القدرات المتميزة .					
.2	يعتبر الموظفون في البلدية من أهم المصادر الداخلية للمعرفة					
.3	يناقش المسئول والموظفون قضايا العمل سوية مما يساهم في سهولة الاتصال وإزالة الحواجز					
.4	تشجع الإدارة العليا موظفيها على اتخاذ الاجراءات المناسبة حتى لو لم يوجد هناك قواعد لاتباعها					
.5	تعتمد البلدية على احتياجات المجتمع المحلي كمصدر من مصادر المعرفة اللازمة لأنشطتها ومشاريعها المستقبلية .					
.6	تسعى البلدية لتبادل المعرفة من خلال التنسيق والتشبيك مع المؤسسات الأخرى					
.7	تسعى البلدية لتقديم أفضل وأسرع الخدمات للمواطنين.					
.8	تسعى البلدية لرفع مستوى المشاركة المجتمعية لكافة الفئات المجتمعية.					
.9	تعمل البلدية على رفع مستوى الوعي البيئي والصحي لدى المواطنين في المدينة					
.10	تعزز البلدية التنمية المجتمعية من خلال أنشطتها المختلفة					
المحـــور الثـــالث : ثقافـــة البلديـــة						
أولاً – إستراتيجية البلدية						
.1	تضع البلدية ضمن استراتيجيتها أهدافاً تساعد في نشر المعرفة بين كافة العاملين في البلدية .					
.2	تشجع البلدية عمليات تبادل المعرفة بين العاملين داخل البلدية.					
.3	تعمل البلدية على تطوير المعرفة الحالية بما يتلاءم مع أنظمتها وقوانينها					
.4	تشجع السياسة العامة للمؤسسة الموظفين على عرض أفكارهم ومقترحاتها لتطوير العمل					
.5	تعمل البلدية على عرض كل ما هو جديد من أفكار ومقترحات على الطواقم ذات العلاقة .					
.6	تتبنى البلدية سياسة استقطاب الخبراء في مجال أنشطتها وذلك لتبادل المعرفة					
.7	تعزز الإدارة العليا للبلدية فلسفة العمل الجماعي لتبادل الأفكار والخبرات والمهارات بين العاملين .					

م.	الفقـــــرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
8.	تعتمد البلدية أسلوب الدروس المستفادة لتعزز أنشطتها ومشاريعها					
9.	تكافئ البلدية الموظفين لتشجيعهم على تطوير مهاراتهم وخبراتهم وتبادل المعرفة					
ثانياً – أنظمة وقوانين البلدية						
1.	توفر البلدية إرشادات واضحة بخصوص خدماتها تساعد العاملين على العمل بمهارة وكفاءة وفعالية					
2.	أنظمة وقوانين البلدية واضحة للموظفين وتعمم عليهم					
3.	أنظمة وقوانين البلدية واضحة للجمهور وتعمم عليهم					
4.	تستخدم النشرات المكتوبة للأنظمة والقوانين كأحد وسائل نشر المعرفة بين موظفيها					
5.	تتبنى البلدية سياسة تقديم الحوافز المادية لإنجاز العمل بكفاءة وفاعلية					
6.	تتبنى البلدية سياسة تقديم الحوافز المعنوية لإنجاز العمل بكفاءة وفاعلية					
المحـــور الرابع : تطبيق إدارة المعرفة في البلدية وتطوير الجانب الخدماتي والإداري						
1.	يساعد تطبيق إدارة المعرفة في البلدية على الاستخدام الأمثل لوسائل التكنولوجيا					
2.	تساهم تكنولوجيا إدارة المعرفة في توفير المعلومات اللازمة لسير العمل					
3.	يؤدي تطبيق إدارة المعرفة إلى تحسين البيئة المادية في البلدية					
4.	تعمل إدارة المعرفة إلى الاستفادة من الخبرات والكفاءات					
5.	يساهم تطبيق إدارة المعرفة في البلدية على تطوير الكوادر البشرية					
6.	تبني إدارة المعرفة في البلدية يساهم في إعادة الهيكل التنظيمي بما يتلاءم مع سياسة التطوير في البلدية					
7.	يؤدي تطبيق إدارة المعرفة إلى تقييم الموظفين بناءً على أسس علمية ومعايير واضحة					
8.	تساعد إدارة المعرفة على تحقيق أهداف وإستراتيجية البلدية					
9.	تقوم البلدية بإلغاء السياسات والإجراءات التي تحد من تطبيق إدارة المعرفة					
10.	تساهم إدارة المعرفة في حل مشكلات العمل واتخاذ القرارات المناسبة					
11.	تساهم إدارة المعرفة في خفض تكلفة العمل					
12.	تساهم إدارة المعرفة في تقليل الزمن اللازم لانجاز الخدمات والعمليات الداخلية					
13.	استقبال مقترحات المواطنين يحسن من جودة الخدمات المقدمة					
14.	تؤدي إدارة المعرفة إلى تحويل المعرفة إلى خدمات جديدة					
15.	تؤدي إدارة المعرفة إلى المرونة في العمل					
16.	إدارة المعرفة تؤدي إلى تحسين مستوى الخدمات المقدمة للمواطنين					

Appendix 3 – English Questionnaire

1 - Technological and Physical Infrastructure

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A.	**Information Technology**					
1.	MOG provides modern network communications that contributes to knowledge dissemination					
2.	MOG uses Intranet & Electronic websites for exchange and distribution of the knowledge regarding projects and activities					
3.	MOG uses information technology consistent with its objectives and strategy.					
4.	Electronic archiving system is available at the MOG					
5.	GIS represents detailed and clear information helps in knowledge dissemination					
6.	MOG uses electronic information system for service provision and follow up.					
7.	MOG documents the information regarding the service customers					
8.	Internet is available for employees					
B.	**Physical Environment**					
1.	Offices of the same department are at one area.					
2.	Offices conditions in terms of location, design, area and furniture are appropriate for the work.					
3.	Offices have modern electronic equipment					
4.	Computers are connected to the municipal Intranet					
5.	Computers are connected to Internet					
6.	Open Offices are available at MOG					

2- Intellectual Capital

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A.	**Human Capital**					
1.	MOG attracts human resources with high skills and experiences					
2.	MOG attracts human resources with technical and technological skill for various works.					
3.	MOG is concerned with its human resources development as basic success factor for the municipality					
4.	MOG evaluates employees' performance and treats the deviations of the performance					
5.	MOG encourages employees to participate at internal and external training courses					
6.	MOG follows up the application of the knowledge acquired through training and workshops					
7.	MOG cares for staff ideas to address work problems					
8.	Employees retain knowledge and wish to share it with others					
9.	Employees exchange knowledge through team work					
B.	**Structural Capital**					
1.	MOG has centralization system in decision making					
2.	MOG structure is formed in line with the strategic plan					
3.	MOG structure assists the flow of knowledge horizontally					
4.	MOG structure facilitates job rotation by which knowledge transfer					
5.	MOG structure is flexible and facilitate knowledge sharing across units					
6.	MOG structure enforces effective communications among employees to speed up knowledge exchange.					
7.	MOG adopts open organization structure that enforces the team work culture					

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
C.	**Relational Capital**					
1.	MOG maintains the social status of employees with distinctive capabilities					
2.	MOG employees are the most important internal source of knowledge					
3.	Employer & employees discuss work issues together that remove barriers and facilitate communications					
4.	Senior management encourages employees to take appropriate action although there are no rules to follow					
5.	MOG depends on community needs as a source for knowledge required for future projects and activities					
6.	MOG seeks knowledge exchange through coordination and networking with other institutions					
7.	MOG seeks to provide the best and fastest services for citizens					
8.	MOG seeks to raise the participation level of all community classes.					
9.	MOG seeks to raise the environmental and health awareness among city citizens.					
10.	MOG enhances community development through various activities					

3- MOG Culture

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A.	**MOG Strategy**					
1.	MOG strategy goals consider knowledge dissemination among employees					
2.	MOG encourages knowledge exchange between employees					
3.	MOG develops present knowledge according to its rules and regulations					
4.	MOG policy encourages employees suggestions and ideas for work progress					
5.	MOG displays the new ideas and thought to relevant staff.					
6.	Within its policy, MOG attracts experts in the field of its activities in order to exchange knowledge					
7.	Senior management strengthens teamwork philosophy to exchange ideas, experiences and skills among employees					
8.	MOG depends on lessons learned to strengthen its activities and projects					
9.	MOG rewards its employees to enforce their skills, experiences and knowledge share.					
B.	**MOG Rules & Regulations**					
1.	MOG provides clear services guidance by which employees work effectively and efficiency					
2.	MOG rules & regulations are clear and circulate to employees					
3.	MOG rules & regulations are clear and circulate to public					
4.	Rules & Regulations releases are used as a mean for knowledge dissemination among employees					
5.	Financial incentives is one of MOG policy for work efficiently and effectively					
6.	Moral incentives is one of MOG policy for work efficiently and effectively					

4- Knowledge Management Implementation at MOG & Development of Administrative and Service Performance

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	KM Implementation at MOG facilitates the best usage of technology					
2.	KM Technology provides the necessary information for work progress					
3.	KM implementation develops the municipal physical environment					
4.	KM increases the benefit of skills and experiences					
5.	KM implementation contributes to human resources development					
6.	KM implementation contributes to the municipality restructure in line with the municipality development policy					
7.	KM implementation improves employees' evaluation according to clear standards and scientific basis					
8.	KM implementation helps MOG to achieve its goals and strategy					
9.	MOG cancels the policy and procedures that limit KM implementation					
10.	KM contributes to appropriate decision making and problem solving					
11.	KM reduces work cost					
12.	KM reduces service and operational cost					
13.	Citizens suggestions improve service quality					
14.	KM converts knowledge to new services					
15.	KM makes work flexible					
16.	KM improves citizens services					