

Requirements for the Application of knowledge management leading to the development of human resources at Arab Business organizations: an Analytical Study

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Abstract: This research aimed at determining the requirements of the application of knowledge management at Arab business organizations and institutions leading to the development of its human resources. The researcher applied the documentary and analytical method in the theoretical part, and to analyze the studies and articles related to the applied part relevant to the requirements of the application of knowledge management at Arab business organizations, the researcher displayed a set of previous studies and articles dealing with the requirements for the application of knowledge management, along with a proposed perception of the requirements for the application of knowledge management at Arab business organizations leading to the development of its human resources. The researcher achieved several results of most important was: knowledge management is a developmental process contributing to the development of human resources, however it differs from those operations and direct activities that contribute directly to human resource development, since training, education and rewards are regarded as direct processes that contribute to the development of human resources, and that human resources are the main factor in the management of knowledge, since they are the ones who produce and manage knowledge and not the systems. The researcher reached several recommendations, namely: the need for Arab business organizations to adopt knowledge management as a path to the development and improvement of the performance of business organizations in the Arab business environment leading to several benefits. Arab business organizations need to pay attention to the development of human resources since it is the main source of knowledge. The researcher recommends for Arab business organizations to try to apply knowledge management and to review global studies and models in the application of knowledge management to contribute to the evolution of knowledge in the Arab environment and to develop new Arab institutions knowledge models. The author also recommends conducting several studies about the application of knowledge management at Arab business organizations to get to know the need for its application in the twenty first century which is witnessing many changes and environmental developments.

Keywords: Knowledge Management, Development of human resources, Arab Business organizations.

1 Introduction:

A world without knowledge has no power. Knowledge has become a cornerstone in progress as the 21st century is distinguished by the appearance of knowledge power. Knowledge is the power we really need. It became an important factor in measuring the community power and economic level , basic element of production for any organization beside capital and business , the most important strategic source for the competitive

advantage and also became the most powerful and effective factor in the organization success or fail.

Knowledge attracted the attention of management staff as it represents a power for dealing with information to achieve its goals. Organizations wouldn't have been able to survive or compete without knowledge because it helps in identifying future capabilities and needs. Knowledge is also considered a strategic tool that creating a comprehensive knowledge. A responsible management must raise organizations technological level in order to store knowledge, which is known as "Knowledge Management [1].

Knowledge Management is one of modern management concepts which considered the most vital elements effecting on business quality. It has an important role in all academic, commercial and industrial organizations... etc as it represents an intellectual development currently. Knowledge management is the most important entrance for organization's staff administrative repairing and development and the most important method which organizations seek in order to survive and success.

Knowledge Management initiatives in human resources development had been came to light on the beginning of 90th because of the internet as knowledge with all branches has been founded in the organization needs. New proposal on how to manage and develop knowledge without limitation to acquisition was presented. Accordingly , human resources development cannot be separated from Knowledge Management as its purpose is to control in knowledge resources flowing , developing staff ability and generalizing knowledge share to insure knowledge access to all users in a an effective way [1].Modern studies and researches which focusing on a vital component represented in knowledge emphasize the necessity of applying knowledge management in business organizations to achieve many benefits along with knowledge economy , for instance; human resources development , increase qualification and effectiveness , improve making decision process , improving performance , increasing production , creativity , achieving competitive advantage , realizing client satisfaction and quick response to surrounding changes.

Knowledge Management is the keystone of organization survive and differentiation because of its influence on performance. Supreme managements in business organizations of knowledge management shall give more attention for developing human resources production , general performance level , assigning qualified managers and able to perform their cognitive roles [2].

[1] emphasized in their research entitled " Knowledge Management role in human resources development " that the effect of Knowledge Management on human resources is very important in developing users intellectual and scientific ability through providing support means Knowledge creation and share from one hand , and on the other hand establishing internal environment that encourage to knowledge resources development as human capital and learning abilities development as well as inspiring users on creation became one of Knowledge Management priorities [1]

[3] has mentioned in his research entitled " Knowledge Management : strategic main element for human resources development " in order to adopt Knowledge Management in organizations to develop human resources , individual interventions in connection with the theoretical concept shall be changed by putting knowledge in an applicable social context for preparing circumstances to share knowledge and organizational learning.

Service organizations must consider seriously about knowledge through promoting tacit knowledge for employees and expanding explicit Knowledge base by forming survey teams, converting the tacit knowledge into explicit knowledge through promoting knowledge sharing between employees, encouraging experts in the company to give lectures and going into theoretical and scientific discussions , consider clients as a part of the company family. The study also recommended on the necessity of providing infrastructure for knowledge basis and openness to Arab and global world to constitute cognitive alliances, urging employees to participate in seminars and conferences whether inside and outside the organization [4,5].

[6] Emphasized in their research entitled "Knowledge Management and enhancing organizations' competitive abilities " today , Knowledge Management became a

competitive advantage for organizations as it is a source of new concepts and ways of management. It helps organizations on strategic planning to solve problems and make dynamic decisions worthily and efficiently. Knowledge Production requires employees' effective participation so , organizations shall apply the culture of encouraging employees on knowledge share to achieve the organizational purposes , reduce time and cost as well as enhance the competitive ability.

[7] emphasized in his research " Knowledge Management strategy's role in supporting human resources competencies along with knowledge - based economy " that Knowledge Management is a mean that aims to insure sound management of knowledge inside organizations to achieve integration in the current economy through providing feedback for these organizations with new knowledge and understanding it by focusing on human capital that creating value and represented in competencies [7].

[8] has mentioned in his research entitled " Knowledge Management and its role in enhancing business organizations creativity " that Knowledge Management and its different applications reflect on organizations' performance with positive and different effects in improving making decisions process , response to clients , individuals' competencies level , creation and also improving the product. The researcher also emphasized that business organizations must deal with Knowledge Management and invest in this field in order to achieve great benefits because neglecting Knowledge Management will incur the organization many losses in revenues , clients and markets (Mohamed ,[8].

Organizations shall develop the awareness with Knowledge Management entrances as it is the new era of current organizations management of knowledge economy. The interest in empowerment policy in organizations contributes significantly in human resources development to enable it from dealing with changes assessed by knowledge economy [9]. Accordingly, organizations recently head for concerning with human element as it is an intellectual capital that contributes to achieve organizations' purposes. Organizations also sought to develop the human element and improve its abilities, in addition to provide all comfortable means in order to create job loyalty in organizations. One of the most important reasons to develop human resources skills and ability is applying Knowledge management and trying to share tacit knowledge of each person in the organization and convert it into explicit knowledge, archive and retrieve it by knowledge techniques.

[10] Emphasized in his research " The need for use strategic Knowledge Management in organizations of modern business " that modern companies cannot achieve the competitive advantage unless it applied the Knowledge Management strategy in operation , principles and techniques of knowledge producing and creation. Knowledge is an essential factor of development; in addition, it is the time for employees to use their minds more than hands. Knowledge factor concept in business has its origin. Knowledge is a main factor in developing the human element and also it is a source of employees feeding in most of the modern companies at all organizational levels [10].

According to the foregoing , in consideration that applying Knowledge Management in most Arabic business organizations is new concept and restricted to big companies and human resources are limited , the current study targets these business organizations through the Knowledge Management definition and its role in human resources development in addition to identify Knowledge Management application requirements of which could be generalized by any organization in all types and achieve benefits from Knowledge Management[12,13].

1.1 Effective Knowledge Management requires solutions that combine individuals and technology :

It requires finding solutions quickly for individuals and technology. It became clear that man is essential for some processes and computer is also essential for other processes. The man power's cost may be high but it has many specified cognitive skills. The existence of the man powers is very necessary to understand knowledge , interpret it in a wider scope or integrate it with other types of information and assume several types

relating to knowledge. The foregoing shows that there are several especial tasks or kinds of tasks relating to knowledge which we must transfer and own for such purposes.

It is mentionable that computers and communication systems are considered to be good means for other purposes , for example , the computer has more capacity than individuals to gain , transfer and distribute knowledge. But the point here is that many people still do not use computer when they want to have the full event of everything happens in any scope of knowledge. It is important to mention that when we have that combination of skills , we need to form good environments relating to knowledge management; to be able to make use of man powers and individuals to form an integrated frame. We will need pioneers when we have the essential data of computer relating to organizational knowledge.

1.2 Effective knowledge Management requires knowledge managers :

There are managers in business main resources such as capital , market and many essential organizational jobs. Knowledge management will not occur , unless there are specific and clear responsibilities for some individuals towards their jobs; for example , the tasks they must perform : collect , invent , ranking knowledge and set up a technological structure head by knowledge and clarify the directions of knowledge usage. We need to mention that there are many organizations of functional services which have roles to manage knowledge. We also need to mention that the function of knowledge management will support the common interest inside the organization if it aims to collect knowledge. Accordingly , the main target for such business organizations is to facilitate the processes of finding , distributing and using knowledge.

2 The study problem:

The study problem is about filling the gap that may prevent business organizations , which seek to develop its human resource , from recognizing the perspectives relating to knowledge management and the requires that any organization can endorse to apply knowledge management to develop its human resource.

The study now seeks to achieve the main target represented in identifying the requirements of applying knowledge management in business organizations to develop its human resource through revising the Arab and foreign thought production relating to the subject and reach a result to achieve the main purpose as well as the following purposes :

- Identify concepts of : knowledge management , human resources and human resources development.
- The relationship between knowledge management and human resources.
- Knowledge management role in developing human resources in business organizations.
- The benefits and effect of applying knowledge management in business organizations and human resources.

The study seeks to achieve its purposes through answering the following questions :

- What is the definition of : knowledge management , human resources and human resources development?
- What is the relationship between knowledge management and human resources?
- What is the knowledge management role in developing human resources in business organizations?
- What are the requirements of applying knowledge management in business organizations to develop human resources?
- What are the benefits and effect of applying knowledge management in business organizations and human resources?

2.1 Importance of the study

The accelerating variables in human resource context in business organizations , challenge , pressures that rising from globalization , knowledge Economy and Modernization are building up the importance of knowledge and its role in human resources development and this leads to business organizations successes , remaining and

simulation to developments fact of 21st Century , and therefore gushing up the importance of academic and effective study.

2.1.1 Scientific importance

1. This study is an attempt to spotlight on the definition of business organizations in Arab world in new concepts that relating to knowledge management and its role in human resource development , and its possibility in seeking to simulate the new developments through applying knowledge management according to the requirements that the study will specify.

2. This study can be considered as a source to researchers and investigators that wish to know the requirements of applying knowledge management applying in Arab business organizations to human resource development , and it may form starting point for the researchers to proceed more and more of researches in this field.

2.1.2 Practical importance

1. Results of this study may contribute , through defining the requirements of applying knowledge management in Arab business organizations for development of human resources and promoting administrative system through good usage of human resources that lead to increase the competition and organization capacity in employees and clients and achieve to sustainable development.

3 Study method :

The researcher found that the current study needs to use descriptive research method as a general frame , and focusing on documentary analysis based on scientific production survey to collect data as this method requires access to most of Arabic and foreign information resources published on the internet such as periodicals , studies , essays , scientific researches , data basis and related information to identify the theoretical aspects of the subject. In addition; analyzing results and recommendations of Arabic studies to reach requirements upon which knowledge management could be applied to develop human recourses in business organizations.

4 Human resources development concept

A lot of writers find in different countries and also developed countries, human resources development activities focused on exercising, development and learning human resources process, and there are definitions of human resources concept identified by Arab researchers as follows:

[14] , identifies human resources as " It represents one of the basic factors in moving , refinement , maintenance , abilities development and human competencies , in scientific , practical , technical , behaviorism sides. Then it is considered as educational mean that gives man knowledge, information, theories , rules , philosophies , and increases the power to work and produce. Also it is training mean that gives man the new educational methods, developed technical manners, and different ways to best performance and produce , and it is considered as technical mean that gives man additional experiences and personal skills that refine mental and manual skills. Finally, it is behaviorism mean that reform the behavior and conducts in job and his relation with his workmates, presidents and subordinates.

[15] identifies human resources as " continuous and regular activity that has four main , basic , integrated and connected activities " :

- Picking qualified individuals and have scientific , essential preparation also has validities , personal and psychology abilities that is necessary for success.
- Scientific training for these employees and culturing them
- Supervision and guidance
- Following correct scientific ways to evaluate the performance [15]

- [16,17,18,19] identifies human resources as " The process which increasing knowledge , skills , abilities and human resources capacity which the society have to

make it effective when entering market of business within industrial and services organizations , and its develop is according to activities and ways e.g. : training , education , evaluation the performance , Continuous training , promoting and connecting , encouraging and human relationships.

- [20] identify human resources as "increasing knowledge and abilities of society individuals that able to work. From the economic side , it means collecting human capital and investing it in effective way to develop the country economic system "

- And added another meaning : " It is the process that aims to regulate and develop human resources through education , training and qualifying...etc to improve its performance " [20].

The researcher defines human recourses operatively : the continuous and regular process that aims to preparing human resources in business organizations in correct way by many means and ways that contribute in promoting knowledge and skills levels whether scientific or practical that they have and increasing their power to work and produce "

5 Human resources development in line with change :

And here we shall refer that human resources' development is being operated in a continually varied context as a result of many pressures include the following :

- Business internationalization.
- Political , economical , social , and technical environments.
- Government's intervention and consumers' expectations.
- Competition.
- Getting free from organizational limitations.
- Increase of the technology change rate.
- Administrative information systems and information increase.
- The existence of complicated organizations that employees participate in the administration of its affairs widely.

So a change must be made in programs of training and developing human resources in order to be affiliated with the changes whether it is internal in the organization or external , and it must include all the administrative levels and the co - operative team work must be common and integrated. So that , the providing skills for human resources and developing it continually to face the potential future changes.

In brief , human resources development is considered as an effective way that business organizations use in order to achieve the full use of its human resources which aim mainly to develop and enhance knowledge , capability , and skills of human resources in a way that secure the achievement of business organizations purposes. Accordingly , it is obligatory to consider that human resources development as a main clause to develop business organization with all types; this development that the changes , in business organization constitution , expose whether these changes are internal or external and that push business organization to the necessity of response and harmonize with it and being up - to - date the requirements of changes and development.

So , we should bear in mind that the job of human resources development is necessary in any organization whether it is small , medium - size , or big as all these business organizations with all different sizes participate in the necessity of providing trained human resources able to achieve the required production according to the standards of quantity , quality , time , and defined expense.

6 The applied framework of the study

The researcher seeks to show and analyze studies and essays published on the internet in the Arab world whether from data basis or electronic periodicals or that available on internet within the period from 2010 to 2015 which have the requirements of applying knowledge management in business organizations to develop its human resources, whether these business organizations are governmental or academically or business organization in general. As its purpose here is to know what are the requirements of applying knowledge management, which researcher seeks to conclude from studies and

articles and which can be applied on any organization whatever its type by defining studies and essays in a schedule including the publication year , researchers names , and title of the study / essay. Then the requirements are showed and defined in every study / essays separately.

And after showing and analyzing many studies , the researcher offered from his point of view a proposal of the necessary and integral requirements of applying knowledge management in business organization to develop its human resources.

The following schedule shows: studies and essays data (publication year - study title - researcher name) , which the research applied the analytical documentary method by it and found out results that related to the study's subject.

Year	Essay / study title	The research name
2010	Applying knowledge management in the governmental sector	Mostafa Al Tohamy
2010	Knowledge management Purposes and requirements in the university of Hail	Turky Ali hamoud Al - Mutlak
2011	Requirements of applying knowledge management in business organization	Ola Murad
2011	Knowledge management challenges	Nora Naser Abdullah Al Hazany
2011	Knowledge management concepts and principals , intellectual capital management and its requirement for applying (conceptual framework)	Mohamed Nour Taher
2012	Requirements of applying knowledge management entrance to improve of government college education.	Wafaa Samaha Mohamed Rezk Awad
2012	Applying Knowledge management in the Palestinian government business organizations and its affect on the performance level " applicable study on cabinet organization "	Abdullah Waleed Al Modalal
2013	Knowledge Management role in establishing educated organization.	Abla Hammady
2014	The relationship between the requirement of Knowledge Management and academic human resources development in Colleges of Education in governmental universities in Jordan.	- Raed Ahmed Ibrahim Al Kareemin - Eman Gameel Abdelfattah - Ibrahim Hibby Hashem Tadres
2015	Requirements of applying Knowledge Management in Palestinian universities in Gaza Stripe.	- Nehaya Abdelhady Al - telpany - Ramez Azmi bedier - Mohamed Ahmed Al - rakp

Tab.1: Studies and essays data (Resource : prepared by researcher)

7 Analyze and comment on studies :

The study of [21] shows the requirements of applying knowledge management in the governmental sector and this study is distinguished in defining requirements through providing infrastructure which is necessary for knowledge management and the execution of its processes then he focused among his requirements on knowledge work productions evaluation , and then the continuing examination and development for new knowledge. And this indicates that business organizations shouldn't providing the requirements and performing process only , but continuing , updating , and innovating in knowledge methods and development is necessary; through knowledge evaluation in the organization and the extent of its benefit from it. Also the [22] divided requirements of applying knowledge management into four requirements; organizational , human , financial , and technical and this may facilitate the matter on universities when adopting this study as a field of applying and depending on it. And the study of [11] has mentioned many points to execute knowledge management and focused on defining knowledge management strategies and the necessity of its execution , also , in the requirements it takes notice of the evaluation and the estimation of knowledge level. Also [23,24] has mentioned challenges faced in applying knowledge management and presented solutions to face it

including the challenges of the structure , culture , and organizational leadership in addition to information technology. [25,26] Mentioned the requirements related to leadership , structure , organizational culture and technology. He added an important point in his requirements that is public common knowledge upon which he focuses on the necessity of sharing knowledge among the organization parties and employees. [27] , [28].

[29] Mentioned that requirements of applying knowledge management are represented in the organizational and administrative leadership , the organizational structure , the organizational culture and the information technology.

After presenting and analyzing the Arabic studies that including requirements of applying knowledge management , the researcher presents a proposal for the necessary requirements for applying knowledge management in business organizations to develop its human resources , as follows :

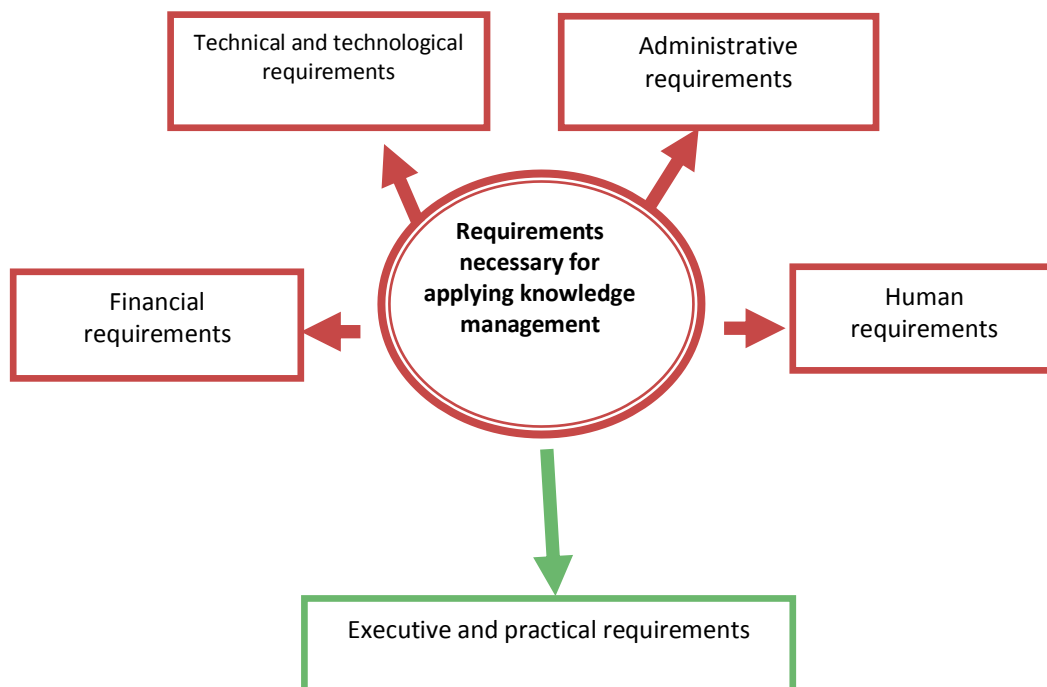


Fig.1 Basic requirements necessary for organizations to start knowledge management execution and applying

8 Requirements for starting the practical execution of knowledge management

The researcher clarifies applying knowledge management requirements in business organizations as follows :

1. Requirements that business organizations need to initiate executing and applying of knowledge management as follows :

1.1 Administrative requirements : include the following...

First : What related to the administrative leadership in the organization including the following points :

1. Convincing the supreme administration of the organization that knowledge is considered as a strategy principle , and providing the necessary motivation to support knowledge management processes.
2. Support the supreme administration and this is a main matter for adopting knowledge management in the organization , and providing the necessary resources and define types of knowledge that is important for organization success.
3. Encouraging leadership to adopt knowledge management , as the ability to explain the vision for the others must be provided , and to be an ideal for them.
4. Become the first side that is responsible for supporting , applying knowledge management and spreading it intellectually and practically among the departments of the organization generally and among its activities and processes. As it has the ability to affect the others by its position.
5. The administrative leadership provides facilities for all procedures , requirements , tools , and necessary processes for applying knowledge management.
6. The management finds a culture that respects , appreciates knowledge , and enhances its participation which helping in providing requirements of organizational culture which we will discuss.
7. The organization management should keep its knowledge creators , and make account of enhancing job loyalty of employees.
8. The supreme administration of the organization focuses on developing knowledge principles and makes the best use of it.
9. The supreme administration defines the responsible sides for constructing and applying knowledge management in the organization which charges with determining expenses and all human and technical prerequisites, requirements and administrative procedures.
10. The supreme administration supports building system of effective and constructive work values for knowledge, and all employees in these organizations, including the administrative leaderships, will take part in.
11. The supreme administration defines mechanisms and legislation related to knowledge management.
12. The supreme administration empowers the department of knowledge management with all necessary rights in addition to allow them to co - operation with other business organizations which may contribute and help in getting knowledge.

Second : What related to the organizational culture , including the following points?

A. Spreading the culture of knowledge management between employees and departments in the organization.

1. Developing awareness of knowledge management concept for employees.
2. Encouraging employees to show their tacit knowledge.
3. Supporting the culture of exchanging and sharing knowledge.
4. Overcoming change resistance by employees in the time of benefit from new knowledge.
5. Adopting the culture of (knowledge friendship) to support the exchange knowledge.
6. Adopting clear propose and understood language to push knowledge user to the best use of knowledge system.
7. Adopting change process in methods and ways of motivation to create the culture of knowledge sharing and spread it in the organization.. Adopting motivational methods (extraordinary) like rewards and distinguishing in order to push employees to contribute in creating and use knowledge available.

8. Converting from organizing pattern based on the single isolated work to the collective work in team works.

Third : what related to the requirements of the organizational structure , include the following points :

1. Changing the organizational structure of the organization to enhance knowledge management application.
2. Untraditional and flexible organizational structure easily allows sharing information and flow between various administrative levels and employees.
3. Use non - centralized administrative pattern in knowledge management department.
4. Flexible and standard knowledge structure capable of coping the way to achieve businesses of the organization and use the knowledge available.
5. Providing a flexible organizational structure allows sharing knowledge inside and outside the organization and developing systems and procedures of the work which allows the participation in knowledge.
6. Making use of the international experiences to make a frame of organizational structure to cope with knowledge management in the various business organizations.
7. The necessity of making plans to prepare managers for rapid response with the new changes by creating or cancelling its organizational structures.
8. The necessity of converting from the paramedical of many levels organizational structures to the more flatten and non - paramedical organizational structures.
9. Convert from centric systems , which depends on get knowledge and put it in one organizational structure into non - centralized systems , which depend on knowledge flow and spread in the organization and everyone participates in creating it.

1.2 Human Requirements , includes :

- Selecting the administrative and functional cadres that qualified for work in Knowledge Management whether from inside the organization or from outside if the matter requires bringing fresh efficient cadres.
- Rehabilitation and retraining employees in organizations to fit their abilities and skills with knowledge as their training on communication , conversation , thinking and creativity skills and dealing with computers and means of communications.
- The manager of Knowledge Management shall have the power to supervise and control knowledge Management.
- Urging employees to show their tacit knowledge.
- Meet the needs of employees to enable them from performing Knowledge Management processes.
- Granting rewards to employees to share their workmates knowledge.
- Find continuous functional development program to employees in the organization.
- Improving the process of retraining employees in Knowledge Management field from inside the organization through different training programme.
- Developing employees' abilities to express their knowledge obviously.
- Providing courses inside and outside the organization managed by specialists to qualify the administrative leaders and employees in Knowledge Management through supplying information and instructions to them about scientific ways of leadership , supervision and cognitive work.
- The leader must be responsible for planning and designing strategy and future plans of Knowledge Management.
- Leaders must use information technology and Knowledge Management to improve the concern with main clients inside or outside.

- Allocate enough financial allocations to apply knowledge management in the organization.
- Control spending money by programs of knowledge management when apply it.
- Providing bonus for individuals participated in programs of knowledge management.
- Facilitating the procedures of spending money for programs of knowledge management.
- Keep financial allocations to secure requirements of knowledge management such as providing technical requirements and continuous maintenance , attracting human resources if necessary , developing human resources through training courses to develop their abilities and awareness of knowledge as well as providing allocations for employees in knowledge management... etc

1.3 Technical and technological requirements :

- Providing computers , necessary software , networks and servers for knowledge management.
- Providing effective techniques to facilitate knowledge management process.
- Providing periodical maintenance for the techniques of knowledge management.
- Coping with the international developments in the field of knowledge management techniques.
- Perform effective training to benefit from the modern techniques in knowledge management.
- Working on providing effective techniques that contribute in safety and security of the information.
- Providing reliable technical and organizational base.
- Insuring multi - technical and technological methods to facilitate the process of knowledge transfer for employees who have their various methods to execute works and express themselves.
- Developing the level of technical processes in the organization which can develop the methods of business management to insure gaining knowledge.
- The necessity of building technical infrastructure such as equipments , computer , data communication network... etc and building computerized systems to help knowledge management to make its important and complicated functions.
- The organization must set up internal communication network (intranet) to help it in sharing and facilitating knowledge transfer and spread it between departments.
- Activate using computer and networks in the various activities in knowledge management such as e - mail , news , knowledge source , interact and deal with experts and information systems by using computer.
- Providing computers , telecommunication devices , servers and networks.
- Providing electronic readiness for knowledge management process.
- Providing communication channels and technological infrastructure to help in executing knowledge management activities.
- Providing various types of software and developing data base.
- Providing the internet , intranet and e - mail which the organization may need.
- Building infrastructure for knowledge and providing support systems to enhance and facilitate the process of knowledge share , apply and exchange.

2. Requirements on the beginning of knowledge management practical execution :

2.1 Practical and executive requirements :

These requirements shall be performed and provided to execute knowledge management jobs by officials , accountants and employees , however , the main point here is practical applying of knowledge management after preparing all requirements. The next step is the practical execution as follows :

A. Defining strategic knowledge management purposes and its performance.

B. Determining a group of administrative and professional jobs in knowledge management performed by knowledge management leader or director.

C. Performing knowledge management operations : knowledge management operations was mentioned in details in chapter two , part one , item no. 8 , operations are as follows briefly :

- Identify , discover and get knowledge
- Producing and acquiring knowledge
- Knowledge Planning
- Knowledge Storing
- Knowledge Organizing
- Knowledge Publishing
- Knowledge Distributing
- Knowledge Applying
- Knowledge Retrieving
- Knowledge sharing
- Updating and holding knowledge
- Following and controlling knowledge

D. **Knowledge measurement in organization** by using tools that help in measuring knowledge in the organization as follows :

- Tool of evaluating cognitive work production after performing all operations by knowledge management.
- Self evaluating for knowledge professional producing.
- Using balanced performance card and its cognitive productivity , included financial dimension – client satisfaction - internal operations
- Convert some knowledge assets into intellectual property , for instance; convert knowledge to trade mark , patent or trade secrets.

C. **Continuous development and examination of knowledge in the organization :**

Knowledge development means the continuous examination of knowledge , searching for attitudes , means and new knowledge , and not to depend on the current knowledge because it won't continue for long time , in addition to updating and developing knowledge through human resources development and increasing their skills and training as thinker brain and producer of knowledge through :

- To get the best employees in knowledge field in job market
- To build centers of researches , training and developing inside the organization , to train employees , discover problems and find sound solutions and attitudes to face problems and add new knowledge.
- Making partnership with different sides to share the experiments , experiences and knowledge together
- To contract agreements and contracts with consultation and training companies , universities , researchers centers in its capacity , to develop the results and promoting the services.
- The external integration with organization clients to research for needed knowledge to develop services quality provided to gain new skills of knowledge , and benefit from their opinions and suggestions that may be lead to create new knowledge and promoting the services according to the clients.

9 Results and recommendations of study

Results :

In the light of the foregoing , the researcher finds that :

- Knowledge management is a developmental process seeks of human recourses development. It also varies from that direct processes and activities of development process. So that , training , education and rewards are considered direct processes contribute to human resources development.
- Knowledge management is one of new management sides , that business organizations adopt to gain many benefits , like promoting the orderly performance , and increasing the ability of organization to adoption to challenges and changing requirements in setting , keeping the intellectual capital and increasing its ability to create and promote provided services and productions.

- Human resources are the basic factor in knowledge management. It is what produces knowledge and also they managing it not the systems , but business organizations can make policy development and practices help individuals to share and participate knowledge and its management.
- Applying knowledge management requirements availability of managing requirements and managing leadership that allow participating and helping in applying knowledge management in business organizations and creates encouraging culture to produce and share knowledge , organizational structures establishment helps in sharing knowledge and transfers in organizations departments to benefit from it.
- Knowledge management requires collection of executive requirements , and processes that help in knowledge management to perform processes and measuring the cognitive products and instability on specified knowledge , update and develop the attitude of gain knowledge

Recommendations:

The researcher found some of recommendations:

- Business organizations have to adopt knowledge management as a beginning to promote and develop business organizations performance in Arab world that will gain from it a lot of interests.
- Business organizations have to care about human resources development because it is considered the cognitive source in it.
- The researcher recommends business organizations to try applying knowledge management and audit the study and international models in applying knowledge management to promote the Arabic world and find new international Arab cognitive organizations.
- The researcher recommends conducting studies about applying knowledge management in Arab business organizations to know the extent of their needs to apply in 21st century that witnesses a lot of changes and environmental development.

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