

# The role of knowledge management in improving the performance of financial institutions: A field study at the Republic Bank Sabratha / the agency branch of the hospital

Najway Amhimmid Abdulsalam Altayib

Department of Economics, Faculty of Economics and Political Science, Sabratha University, Libya

Email - n.mbc2020@gmail.com

**Abstract:** A summary of the findings of the field study in terms of interpretation of the results and testing of the hypotheses that answer the questions of the study, which revolved around knowledge management processes and their relationship to excellence in institutional performance and competitive advantage, where the descriptive approach was used to interpret the data, and we present recommendations and ways of development that the study deems important in achieving excellence in performance as competition for The local level requires a great concerted effort and the refinement of international expertise and experiences from those who have won awards for quality and excellence.

**Key Words:** interpretation, competition, refinement.

## 1. INTRODUCTION :

Renewal and innovation have become an obsession for many financial institutions if they want to preserve themselves and survive. Certainly, knowledge forms the basis that leads to innovation. Everything is based on knowledge. The primary work for many managers has become the extent of the manager's ability and skill to manage influential knowledge. Positively enhancing the process of innovation and creativity, which is an essential and effective element in outperforming competitors, and which constitutes an essential component of knowledge generation, which is considered one of the most important knowledge management processes.

Knowledge is the most capable of creating value for things and thus generating money, whether for institutions or individuals. A sound decision and constantly improving its quality and the process of implementing it require sound knowledge.

Knowledge has become a competitive advantage for the institutions that possess it, and whoever possesses knowledge at the right time and with the appropriate quality has the ability to seize opportunities and exploit time, as the world today is going through a phase that witnesses a heavy reliance on knowledge to the extent that it has been called the knowledge society and the world of knowledge, and this highlights the role of knowledge management, its importance, status and impact. In success in all businesses and fields, it also indicates that knowledge is broader and more comprehensive than science, and that the simple dialogue that we presented indicates the extent of striving to achieve competitive advantage, which makes us think seriously about applying knowledge management.

## 2. The problem of the study :

Today, competition has become one of the most important elements of the modern business system that depends on continuous development and technological change. The organization must accept these developments and interact with them in a positive manner, especially since competition is no longer limited to entering or exiting the market, but rather competing in order to survive.

From a theoretical standpoint, it has become clear that knowledge has a major role in building and achieving outstanding performance, and that the practice of knowledge management in financial institutions will contribute to developing and improving future performance with the availability of all components of financial services and thus the ability to survive, continue, grow, and achieve distinction among competitors.

From a practical standpoint, the practice of knowledge management faces many challenges. It requires precision, skill, and strategic thinking, and these requirements are met in financial institutions until they are on the right track.

Through field visits conducted by researchers to the financial institution under study and personal interviews, most notably with officials, it was revealed that employees' awareness of the importance of knowledge management in improving and facilitating the level of institutional performance and providing new services using advanced methods to improve the level of service provided in order to achieve the interest of society and satisfy its desires.

**The problem can be summarized in the following questions:**

- To what extent is the management of the financial institution under study aware of the importance of using knowledge management to improve the financial services provided to customers?
- What is the role of knowledge management in improving the quality of financial services provided to gain competitive advantage?
- How aware are employees within the financial institution of using knowledge management to reduce the cost of financial services provided to customers.
- How does knowledge management contribute to increasing market share?
- To what extent is the manager aware of the knowledge management system used in the financial institution to provide opportunities for creativity and initiative among employees within the institution under study? To answer these questions, hypotheses were developed.

**3. Study Hypotheses :**

1- Weak awareness of officials in the financial institution under study of the concept and term of knowledge management, its operations, and its role in improving institutional performance.

2- Lack of awareness among officials of the importance of the role of knowledge management in increasing market share by supporting the competitive capabilities of the financial institution under study.

**4. Objectives of the study :**

- Introducing knowledge management, its processes, and innovation in all its forms.
- Identify the extent to which officials in the financial institution under study are aware of the concept of knowledge management.
- Identify the application of the concept of knowledge management in the financial institution under study.
- Identify the extent to which the concept of knowledge management is applied to improving the tool and achieving competitive advantage in the field of knowledge-based financial services.
- Providing future recommendations and proposals for financial institutions to benefit from.

**5. The importance of the study:**

The importance of knowledge is summarized as follows:

- The topic of knowledge management is considered one of the vital and important topics in the survival, success and development of the financial institution under study.
- It contributes to determining the objective scientific foundations that must be adopted in knowledge management for the success of the financial institution.
- The importance of the study stems from the importance, role and how to benefit from knowledge management processes and the extent to which officials understand them.
- This study contributes to improving the institution's performance, creating a good impression of the financial services it provides, and enhancing the competitiveness of the institution under study.
- It contributes to highlighting the shortcomings and weaknesses of the role of knowledge management processes, especially with regard to the extent to which officials in the financial institution are aware of the importance of the role of these processes in achieving competitive advantage and improving the performance of the financial institution under study.

**6. Study Methodology:**

This study relies on the descriptive approach in presenting the problem, which depends on collecting, interpreting and describing facts, data and information.

1- Theoretical study: Taking advantage of all scientific sources and references, such as books, courses, articles, and scientific dissertations related to the subject of study, and using the international information network (the Internet).

2- Relying on a questionnaire sheet containing a set of questions distributed to the target sample of the financial institution under study.

### 6.1 The study population

Financial Institution (Sabratha Republic Bank / Hospital Agency Branch)

1- Sampling unit: (a random sample of (10) employees working in the financial institution)

2- Study sample: (The study sample represents a random sample from the study population)

### 6.2 Limitations of the study

Objective limits: The role of knowledge management in improving the performance of financial institutions to achieve competitive advantage.

Location boundaries: Republic Bank Sabratha / Agency Branch at Oncology Hospital.

**Time Limits:** During the Spring 2024-time period

### 6.3 Methods of collecting data

The questionnaire represents the main function of collecting study data that was evaluated in a way that is appropriate to the hypotheses and subject of the study and to the members of the study population.

### 6.4 Study terms

Definition of procedural knowledge management: It is the science and experience that a person acquires to translate data into a content and know its entity. It is based on an idea that if it is applied, distributed or stored, then it is knowledge, and the person who has complete knowledge of the knowledge will predict mistakes and avoid them.

- Knowledge management is defined as: creating an environment within the organization that facilitates the generation, transfer, and sharing of knowledge. Therefore, the focus is on creating an appropriate institutional culture, and on creating effective leadership. (Karmali, 2005, p. 7)

**Competitive advantage:** It is the distinct skill, technology, or resource that allows the organization to produce values and benefits for customers that exceed what competitors offer them and confirms its distinction and difference from these competitors from the point of view of customers who accept this difference and distinction, so that it achieves for them more benefits and values that exceed what it offers. They have other competitors. (Al-Khudairi, 2004, pp. 33, 34).

## 7. The general concept of management:

Management plays an important role in many areas of life. Through it, institutions today provide many goods and services by producing, promoting, and selling them, to satisfy the various needs of individuals. Also, through management, money is invested and the appropriate return is achieved, which increases the welfare of society, given the close relationship between management and people. As the basic element in administration, and its close relationship also with the economic and life fields of man and society as a whole, administration has played an important role in the past and continues to play in the present and even in the future. Management is a science that develops with the development of life, and the change in human needs and the means of satisfying them. These and other reasons have led to a remarkable multiplicity. In the definitions of management, there are many eras, thinkers, and fields in which it exists, and there are those who defined it as a function of accomplishing work by others.

Henri Fayol defined it as: a function by which forecasting, planning, organizing, issuing orders, coordinating and controlling are carried out.

There are those who define it as: the process of using resources, including raw materials and the human element, to achieve certain goals, and it includes organizing, directing, coordinating, and evaluating people to achieve these goals.

It has also been defined as: the process of achieving an organization's goals through individuals with resources for others.

Or it is dealing with human, financial, and other material resources to achieve the organization's goals by planning, organizing, leading, and controlling. (Ghaneya, 2003, p. 22)

### 7.1 Management jobs:

The administrative process includes a group of administrative functions that the manager performs in the organization in order to unify the efforts of employees and coordinate other resources in a way that facilitates the completion of work in the best possible ways that ensure the achievement of the goals that the organization seeks, **which are as follows:**

**1 - Planning:** It is a comprehensive process that includes setting goals, plans, and related activities.

**2- Organization:** It is an administrative function in which the human and non-human resources are distributed and arranged as stated or stated in the plan, which will lead the facility to achieving the goal.

**3- Guidance:** It is the method through which management is able to achieve cooperation among employees, motivate them to work to the best of their ability, and provide the appropriate environment that will enable them to satisfy their needs and desires. This is done through leadership, motivation, and communication processes.

**4- Monitoring:** is measuring results and comparing them with the objectives set in quantity and quality. (Al-Nuaimi, 2013, pp. 93, 94, 95)

### 7.2 The importance of management

**The importance of management is summarized in the following:**

- Management is a science based on scientific foundations, principles, and concepts that are organized and organized, and it uses the finest methods of research and studies to solve problems.
- The survival and growth of projects depends primarily on the projects' ability to achieve the desired goals.
- Management is the focus of activities and orders and the focus of pushing individuals to receive and implement decisions.
- Management, as we have seen, is the internal and external eye of the project, and it provides the project with creation, creativity, visualization, and construction of society's requirements and problems.
- Management has become a profession and has become an enormous circle of knowledge and a sophisticated and respected profession practiced by brilliant experts, analysts and planners by using this enormous circle of knowledge in the field in order to achieve the goals of the project and the aspirations of a larger society. (Al-Alaf, 2012, pp. 22, 23)

### 7.3 Management objectives:

- Simplifying work procedures, avoiding waste and disruption, and making efficient use of resources.
- The effective influence on the elements of production, which is the leadership of these elements, allows them to organize and coordinate among themselves in a way that suits the working conditions.
- Facing various environmental changes and conditions, including economic, cultural, social and technological conditions, to achieve stability and adaptation.
- Developing production factors, maximizing human competencies and skills, and releasing and renewing energies through qualification, training and preparation. (Haegan, 2004, p. 27).

**7.4 Knowledge management:** It is the management of the institution towards the continuous renewal of the institution's knowledge bases. This indicates the necessity of creating an organizational structure that helps this and provides facilities to the members of the institution.

### 7.5 Knowledge has also been defined according to certain approaches such as the following:

**1- The documentary approach:** This approach to knowledge management sees the extraction of knowledge from individuals, its analysis, its formation, and its development into printed or electronic documents on diskettes or CDs.

**2-The technical approach:** This approach is biased toward information technology while neglecting the intellectual aspects of knowledge management due to the definition of knowledge management as it embodies organizational processes.

- 3- The social approach: Knowledge management here is considered a method of interaction between employees by providing the necessary means to ensure collective participation in experience, values, and culture.
- 4- Value-added approach: This approach considers knowledge management as a method and method for extracting added value through the application and use of knowledge.
- 5- The financial approach: Knowledge management includes tasks to form intellectual capital as it exists through use and circulation.
- 6- The cognitive approach: This approach is specific to the knowledge institution, as knowledge management applications extend to all departments of the organization, and since the organization is a producer of knowledge and requires the provision of cognitive beliefs, it is a source of added value provided by knowledge makers, as they are highly qualified.
- 7- Scientific approach: According to this approach, knowledge management is considered a process that brings together knowledge innovation, management of its base, and facilitating participation in it in order to apply it effectively to any institution. This indicates that knowledge management aims to improve the institution's performance.

Knowledge management is also defined by Abu Farah: It is a clear and declared systematic management of the activities, practices, policies and programs related to knowledge within the organization. Rifai and Yassin also defined it as a complex concept with multiple levels and facets. As it is known, knowledge management is the art of transforming intellectual assets into business value.

It is noted from the above that there is no agreed upon definition and it is difficult to find a single definition for knowledge management. Hence, we can say that the majority of previous definitions focus on basic processes of knowledge management in terms of generation, sharing and education. Accordingly, knowledge management can be defined (as a process of analysis and synthesis). And evaluating and implementing changes related to knowledge to achieve the goals set in a systematic, intentional and purposeful manner by creating business value and generating competitive advantage (Al-Zayadat, 2008, p. 55.).

### **7.6 Knowledge management objectives**

- 1-The increased intensity of competition in markets and the rapid increase in innovation and new discovery led to what is recently called knowledge management.
- 2- Building learning capabilities, spreading a culture of knowledge, stimulating its development, and competing through human intelligence.
- 3 - It is a tool for institutions to encourage the creative capabilities of their human resources to create good knowledge.
- 4- Improving customer service by reducing the time it takes to provide the required services.
- 5- Striving to find leadership capable of building the knowledge system, and undertaking all activities related to knowledge management.
- 6-It helps build what is called knowledge specialists, who are people who have information about a subject or specialty.
- 7- Knowledge management is considered a guide to good work.
- 8 -Working to continuously renew and develop knowledge.
- 9- Adopting the idea of creativity by encouraging the principle of flow of ideas... (Alian, 2008, p. 55.).

### **7.7 Elements of knowledge management**

- 1- Collaboration: It is the level at which individuals within a work team can help each other in the field of their work. Spreading a culture of cooperation affects the process of knowledge creation by increasing the level of its exchange between individuals, departments, and units.
- 2- Trust: Maintaining a distinct and mutual level of belief in each other's abilities at the level of intentions, behavior and trust can facilitate the process of open, real and influential exchange of knowledge.
- 3- Learning: It is the process of acquiring new knowledge among individuals who are able and willing to use that knowledge in making decisions or influencing others. Focusing on learning helps organizations develop individuals in a way that qualifies them to play a more effective role in the knowledge creation process.
- 4- Centralization: refers to the concentration of decision-making and oversight powers in the hands of the institution's supreme regulatory body.
- 5- Formal: It is the extent to which formal rules, standard policies and procedures, control the decision-making process and work relationships within the framework of the institution, and knowledge creation requires a high level of flexibility in applying procedures and policies while reducing focus on work rules.
- 6- Broad and deep experience: This means that the experience of the individuals working in the institution is broad horizontally, diverse, and deep, that is, focused and specialized.



## 7.8 Knowledge management resources

Obtaining knowledge means the form of human learning and perception of knowledge, and this takes place in various forms, namely observation, reason, logic, and scientific experience. The sources of knowledge can be divided into internal sources and external sources, which are as follows: (Farhan, 2009, pp. 60, 65)

### 1- Internal sources:

Tacit knowledge is considered one of the internal sources for acquiring knowledge. Tacit knowledge includes individuals' experiences, beliefs, assumptions, memories, and memoirs. Often this type of knowledge is difficult to transfer or explain, and at the same time this type may have many benefits for the benefit of the organization.

### 2- External sources:

There are a large number of external sources from which an institution can obtain knowledge. These sources include following the example of other institutions, participating in conferences, hiring experts, following newspapers, fields, and materials published on the World Wide Web, watching television, video films, monitoring economic, social, and technological trends, and collecting information and data. From customers, competitors, suppliers, cooperation with other institutions, establishing alliances, establishing joint projects, and other sources. (Alyan, 2008, p. 107).

## 8. The concept of institutional performance :

Because the concept of institutional performance is still ambiguous despite the few writings that have been written about it, it is natural for people to differ in understanding it and analyzing its dimensions depending on their visions on the one hand and the extent of their knowledge of its secrets and subtleties on the other hand, especially if we know that the phenomenon of institutional performance is multi-faceted and its threads move in many areas as well. Institutional performance is defined as the integrated system of the organization's business output in light of its interaction with elements of its internal and external environment. Institutional performance is defined as the organization's ability to continue and remain, achieving a balance between satisfying shareholders and workers.

It is also known as: This is the basic stage of the strategic management process in which managers try to assume that the strategic choice is implemented correctly and that it follows the organization's goals. (Hamid, 2009, p. 123)

### 8.1 Areas of institutional performance

1- **Strategy:** Alignment of human capital with business strategy.

2- **Leadership:** Leaders must address and develop the right people.

3- **Talent:** The human resources strategy must be developed according to the business model.

4- **Culture:** Values and convictions at all levels and all circles must be consistent with each other. (Al-Wadaani, 2010, pp. 69, 68)

### 8.2 Institutional performance factors

1- **Policy:** Excellence cannot be achieved without the influence of the institution's vision, which leads the development of strategic policies, enables the implementation of long-term plans to achieve goals and objectives, and serves as a guide for the institution.

2- **Individuals:** They are the real key to achieving excellence for the organization in the current era. Individuals must be dealt with, developed, and participated in the correct way.

3- **Processes:** These support the achievement of excellence through integration in simplification and institutional performance.

4- **Performance:** There cannot be excellence without measuring performance to compare development and as an indication of the good follow-up of the organization's strategy through which performance gaps are closed. (Al-Mana, 2005, 2006, p. 75)

### 8.3 Dimensions of institutional performance

**Institutional performance includes three dimensions:**

1- **Financial performance:** It is a narrow concept of performance and focuses on the use of financial indicators such as profitability and growth.

2- **Financial performance and operational performance:** This dimension combines financial performance and operational performance and thus adds efficiency in achieving the best use of available resources in order to obtain returns. This dimension focuses on indicators such as market share and providing a new product of high quality.

3- **Organizational effectiveness:** This is the most comprehensive dimension of institutional performance and expresses the extent to which the institution achieves its goals. (Al-Kasasbeh, 2011, p. 78)

## 9. The concept of competitive advantage

The concept of competitive advantage is considered a true revolution in the world of business administration at the academic and practical levels. Academically, management is no longer viewed as a dynamic and continuous process aimed at addressing many internal and external concerns to achieve the organization's continuous superiority over others, that is, over competitors, suppliers, buyers and other parties with whom it deals. It is defined as the sum of the characteristics or qualities that characterize a product or brand, which gives The organization has some advantage over its direct competitors.

The first definition is more meaningful and convincing, because it focuses on the essence of competitive advantage, which is creativity, while the second definition depends on one of the sources of competitive advantage, which is the competitive strategy. (Al-Zein, 2000, p. 28).

### 9.1 Sources of competitive advantage

**1- Creativity:** The increasing decline in the number of institutions, which was accompanied by a competitive explosion at the national and global levels, led to the escalation of institutions' interest in deposit and focus on it to the point that it is considered the minimum competitive priority in addition to cost and quality, and the ability to innovate has become a renewed source of competitive advantage.

**2- Time:** Time, whether in production management or in service management, is considered a more important competitive advantage than it was previously. Reaching the customer faster than competitors represents a competitive advantage. Here we point to the importance of time in achieving **competitive advantage as follows:**

A- Reducing the time of introducing new products to the market by shortening the product life cycle.

B- Reducing the manufacturing cycle time for products.

C- Reducing the cycle time for a customer (the period between ordering the product and delivery).

**3- Knowledge:** If knowledge is the outcome or stock of experience, information, experiences, and studies of an individual or a group of individuals at a specific time, then we are inevitably living in a state of "knowledge explosion," as the latter has become the most important resource in creating competitive advantage. Successful institutions are those that create... New knowledge is developed in advance and embodied through new technologies, methods, goods and services. (Mounir, 2010, p. 70)

### 9.2 Types of competitive advantage

**1- Lower cost:** It means the organization's ability to design, manufacture and market a lower-cost product compared to competing institutions, which ultimately leads to achieving greater returns. To achieve this advantage, it is necessary to understand the critical activities in the organization's value loop or chain to achieve aspects of excellence.

**2- Product differentiation:** It means the organization's ability to provide a distinct and unique product that has a high value from the consumer's point of view (higher quality - special characteristics of the product - after-sales services). Therefore, it becomes necessary to understand the potential sources of product excellence through loop activities and employ the capabilities and competencies of the organization to achieve aspects of excellence. (Khalil, 1998, p. 84).

### 9.3 The practical side

About the financial institution (Jumhouria Bank, Agency Branch)

The banking institution established the agency branch in 1996 AD. The institution also has 15 employees, and the agency is considered one of the best branches in the western region, despite its small size. It provides all services, whether electronic or other services such as Murabaha and deposit discounts.

In the year 2011, in the month of February specifically, the FELX Qube system was installed) In the year 2016, the installation of an electronic clearing system and the introduction of electronic cards and heads of families, as the agents were always in the profit, returned for one year, and the number of managers from the year 1996 to 2019 is four managers, and it contains several departments, including the current accounts department, the Murabaha department, the foreign exchange department, the clearing department, and a laundry employee.

Funds, with all the orders that are sent on time to the main administration. The agency is also distinguished from the rest of the branches in smooth matters, and most of the employees hold master's degrees, and the rest of the employees have university graduates.

The agency is also distinguished by the knowledge of the employee in all departments and the ease of dealing with them. It follows a system that is appropriate for banking work, and its employees are distinguished by their young

age. And good treatment and manner of the user. It is also characterized by continuous liquidity and the possibility of self-withdrawal, and there are three in number, in addition to complete harmony between the employees, which leads to achieving good service for the branch, competition to know new information, and competition that generates success for the institution.

The institution contains 5,000 accounts between companies and foreigners and owns one treasury in addition to... The Visa treasury has an area of approximately 200 square meters and is located in the city of Sabratha, specifically the oncology hospital. It also faces some obstacles in the coverage used in the system and infrastructure, as well as the lack of customer knowledge and culture, and some other obstacles that were previously mentioned during our study of the agency bank.

#### 9.4 Presentation and description of questionnaire results

After distributing the questionnaire form to the employees of the Republic Bank, Hospital Agency Branch/Sabratha, and retrieving the answers from the employees, the results reached were described as follows:

##### 9.4.1 General information

**Table No. (1) shows the distribution of the sample by gender**

Total	Female	Male	Statement
10	3	7	Frequency
100%	30%	70%	Percentage

It is clear from Table No. (1) that the number of males is greater than the number of females by (70%), meaning that the number of females is less by (30%). From this we conclude that most of the sample members are male.

**Table No. (2) shows the distribution of the sample according to educational level**

total	postgraduate studies	high	secondary	university	Intermediate study	basic	Statement
10	3	3	1	3	0	0	Repetition
100%	30%	30%	10%	30%	0%	0%	Percentage

It is clear from Table No. (2) that the level of university education ranges by 30%, while the level of secondary education ranges by 10%, and the level of postgraduate education ranges by 30%.

**Table No. (3) shows the distribution of the sample according to specialization**

Total	Other Specialties	Marketing	Accounting	Economics	Business Administration	Statement
10	3	0	4	1	2	Repetition
100%	30%	0%	40%	10%	20%	Percentage

It is clear in Table No. (3) that accounting exceeds all specializations with a percentage of (40%), while the percentage of other specializations is (30%), and the percentage of business administration is (20%), while economics is (10%). From it, we conclude that most employees specialize in the field of accounting.

**Table No. (4) shows the distribution of the sample according to the length of work experience**

Total	From 15 years and more	From 10 to 15	From 5 to 10 years	Less than 5 years	Statement
10	4	3	2	1	Repetition
100 %	40%	30 %	20%	10%	Percentage

It is clear in Table No. (4) that some employees had more than 15 years or more of experience (40%).



From 10 to 15 years (30%), from 5 to 10 years (20%), and less than 5 years (10%), we conclude that the employees have experience of 15 years or more.

**9.4.2: Topics of questions for the study:**

We will describe the axes of the study questions through answers to the research questions, which is a questionnaire related to the axes of the study: knowledge management, institutional performance, and competitive advantage.

**Table No. (5) shows that knowledge management is organizing and classifying data and information**

rate %	Frequency	1- Knowledge management is organizing and classifying data and information
80%	8	agree
20%	2	Disagree
100%	10	Total

It is clear from Table No. (5) that the percentage of employees who agree is (80%), while the percentage of employees who do not agree is (20%). This is an indication that knowledge management organizes and classifies data and information.

**Table (6) shows the financial institution’s interest in holding training courses for officials**

Percentage	Repetition	2- The financial institution is interested in holding training courses for officials to introduce knowledge management and its operations to facilitate and provide distinguished financial services.
20%	2	agree
80%	8	Disagree
100%	10	Total

It is clear from Table No. (6) that the number of employees who disagreed was (80%), while the number of employees who agreed was (20%). This indicates that the financial institution does not hold training courses to introduce knowledge management and its operations to facilitate and provide distinguished financial services.

**Table No. (7) shows the assistance of knowledge management in reducing the cost of financial services**

Percentage	Repetition	3- Knowledge management helps reduce the cost of financial services provided to customers.
60%	6	agree
40%	4	Disagree
100%	10	Total

It is clear from Table No. (7) that the approval rate of employees is (60%), while the percentage of disapproving employees is (40%). This is an indication that knowledge management helps reduce the cost of financial services provided to clients.

**Table No. (8) shows that knowledge management helps in achieving the flexibility required to meet market demands and renewed customer desires**

Percentage	Repetition	4-Knowledge management helps achieve the flexibility required to meet market demands and renewed customer desires.
80%	8	agree
20%	2	Disagree

Through Table (8), the number of employees who agreed was (80%), while the percentage of employees who did not agree was (20%). This indicates that knowledge management helps in achieving the flexibility required to meet the demands of the market and the renewed desires of customers.

**Table No. (9) shows that knowledge management is characterized by the ability to complete financial operations**

Percentage	Repetition	5- Knowledge management is characterized by the ability to complete financial operations and provide various information on the competitive market.
60%	6	agree
40%	4	Disagree
100%	10	Total

It is clear from Table No. (9) that the number of employees who agreed was (60%), while the percentage of employees who did not agree was (40%). This indicates that knowledge management is characterized by the ability to complete financial operations and provide various information on the competitive market.

**Table No. (10) shows that knowledge management helps the user in the organization provide opportunities for creativity and initiative**

Percentage	Repetition	6- The knowledge management system used in the organization helps provide opportunities for creativity and initiative.
30%	3	agree
70%	7	disagree
100%	10	Total

It is clear from Table No. (10) that the number of employees who disagreed was (70%), while the percentage of employees who agreed was (30%). This indicates that the organization does not use a knowledge management system to help provide opportunities, creativity and initiative.

**Table No. (11) shows that the knowledge management system used in the organization works to speed up the development and diversification of financial services to achieve the desires of employees**

Percentage	Repetition	7- The knowledge management system used in the institution works to speed up the development and diversification of financial services to achieve the desires of employees.
20%	2	agree
80%80	8	Disagree
100%	10	Total

It is clear from Table No. (11) that the number of employees who did not agree was (80%), while the percentage of employees who agreed was (20%). This indicates that the institution does not follow the knowledge management system that works to develop and diversify financial services in a way that achieves the desires of employees.

**Table No. (12) shows that the financial institution is increasingly focusing on knowledge management as the basic element that distinguishes a successful organization over other organizations**

The ratio %	Repetition	8- The organization is increasingly focusing on knowledge management as the basic differentiator A successful organization over other organizations.
10%	10	agree
90%	90	Disagree
100%	10	Total

It is clear from Table No. (12) that the percentage of employees who agreed was (50%), while the percentage of employees who did not agree was (50%). This indicates that the organization focuses equally and increasingly on knowledge management as it is the basic element that distinguishes a successful organization over other organizations.

**Table No. (13) shows the identification of the most important motivating forces for the financial institution by keeping pace with knowledge management processes**

percentage	Repetition	9- The most important motivating forces for the financial institution can be identified by keeping pace with knowledge management processes.
10%	1	agree
90%	9	disagree
100%	10	Total

It is clear from Table (13) that the percentage of non-agreeing employees was (90%), while the percentage of agreeing employees was (10%), which indicates that the employees do not have knowledge of the knowledge management system, which works to identify the most important motivating forces for the organization by keeping up with the processes knowledge management.

**Table No. (14) shows diagnosing and generating ideas and identifying the organization's needs**

percentage	Repetition	10- Diagnosing and generating ideas and determining the organization's needs are the first steps in knowledge management processes.
90%	9	agree
10%	1	Disagree
100%	10	Total

It is clear from Table No. (14) that the percentage of employees who agreed was (90%), while the percentage of employees who did not agree was (10%). This indicates that diagnosing and generating ideas and determining the needs of the organization are the first steps in knowledge management processes.

**Table No. (15) shows the distribution and dissemination of knowledge about the financial institution and its branches**

Percentage	Repetition	11- Knowledge of the financial institution and its branches is distributed and disseminated based on bulletins and holding qualifying courses, conferences, seminars and workshops.
80%	8	agree
20%	2	Disagree
100%	10	Total

It is clear from Table No. (15) that the percentage of employees who agreed was (80%), while the percentage of employees who did not agree was (20%). This indicates that the process of distributing and disseminating knowledge about the financial institution and its branches depends on bulletins and holding qualifying courses, conferences, seminars and workshops.

**Table No. (16) shows the extent to which knowledge storage depends on electronic storage**

Percentage	Repetition	12- Knowledge is stored based on electronic storage.
70%	7	agree
30%	3	Disagree
100%	10	Total

It is clear from Table No. (16) that the percentage of employees who agreed was (70%), while the percentage of employees who did not agree was (30%). This indicates that knowledge is stored electronically.

**Table No. (17) shows the extent to which knowledge management used in the financial institution helps improve the quality of financial services provided in accordance with customers’ desires.**

Percentage	Repetition	13- Knowledge management used in the financial institution helps improve the quality of financial services provided in accordance with customers’ desires.
60%	6	agree
40%	4	Disagree
100%	10	Total

It is clear from Table No. (17) that the percentage of employees who agreed was (60%), while the percentage of employees who did not agree was (40%). This indicates that knowledge management helps improve the quality of financial services in accordance with the desires of customers.

**Table No. (18) shows that knowledge management works to enhance the organization’s ability to promote services**

Percentage	Repetition	14- The presence of knowledge management enhances the organization’s ability to promote services.
20%	2	agree
80%	8	Disagree
100%	10	Total

It is clear from Table No. (18) that the percentage of non-agreeing employees was (80%), while the percentage of employees who agreed was (20%). This indicates that there is no knowledge management system used in the organization that works to promote its services.

**Table No. (19) shows the extent of the contribution of knowledge management used in increasing market share**

percentage	Repetition	15- The knowledge management used contributes to increasing market share.
50%	5	agree
50%	5	Disagree
100%	10	Total

It is clear from Table No. (19) that the percentage of employees who agreed was (50%), while the percentage of employees who did not agree was (50%). This indicates that knowledge management contributes to increasing market share.

**Table No. (20) shows knowledge management’s good exploitation of available resources to obtain a larger market share for the financial institution**

Percentage	Repetition	16- Knowledge management is the art and proper exploitation of available resources to obtain a larger market share for the financial institution under study.
70%	7	agree
30%	3	Disagree
100%	10	Total

It is clear from Table No. (20) that the percentage of employees who agreed was (70%), while the percentage of employees who did not agree was (30%). This indicates that knowledge management is an art and a good use of available resources to obtain the largest market share for the financial institution.

**Table No. (21) shows the embodiment of the relationship between knowledge management and its various elements in growth**

percentage	Repetition	17- The relationship between knowledge management and its various elements is embodied in learning, growth, and then creativity, which contributes to raising the efficiency of using economic resources.
80%	8	agree
20%	2	Disagree
100%	10	Total

It is clear from Table No. (21) that the percentage of employees who agreed was (80%), while the percentage of employees who did not agree was (20%). This indicates that the relationship between knowledge management and its elements contributes to raising the efficiency of using economic resources.

**Table No. (22) shows the extent to which knowledge management processes contribute to increasing market share and obtaining competitive advantage**

percentage	Repetition	18- Knowledge management processes contribute to increasing market share and obtaining a competitive advantage.
60%	6	agree
40%	4	Disagree
100%	10	Total

It is clear from Table No. (22) that the percentage of employees who agreed was (60%), while the percentage of employees who did not agree was (40%). This indicates that knowledge management processes contribute to increasing market share and obtaining a competitive advantage.

**Table No. (23) shows the extent to which the institution is aware of the creativity of individuals and workers in order to achieve this by following these methods to design a structure capable of meeting the challenges of competitive financial services.**

Percentage	Repetition	19- The institution exploits the creativity of individuals and workers, which achieves the following of these methods to design a structure capable of meeting the challenges of competitive financial services.
50%	5	agree
50 %	5	Disagree

It is clear from Table No. (23) that the percentage of employees who agreed was (50%), while the percentage of employees who did not agree was (50%). This indicates that the institution exploits the creativity of individuals and employees in adopting methods to design a structure capable of meeting the challenges of competitive financial services.

**Table No. (24) shows that the financial institution, through knowledge management, conducts marketing research on customers, suppliers, and competitors in order to provide the best financial services.**

Percentage	Repetition	20- Through knowledge management, the financial institution conducts marketing research on customers, suppliers, and competitors in order to provide the best financial services.
90%	9	agree
10%	1	Disagree
100%	10	Total



It is clear from Table No. (24) that the percentage of employees who agreed was (90%), while the percentage of employees who did not agree was (10%). This indicates that the institution is capable of conducting marketing research on customers, suppliers, and competitors in order to provide the best financial services.

## **10. Results and Recommendations :**

### **Results**

- The lack of awareness meetings and lectures for employees to keep pace with advanced technology and introduce the most important knowledge management processes.
- Lack of awareness of the importance of the institution's knowledge management system, which led to a lack of opportunities for creativity and initiative by employees in the financial institution.
- Lack of use of the knowledge management system in the financial institution, which delays the speed of development and diversification of financial services that fulfill the desires of employees.
- The institution's lack of use of knowledge management, which contributes to the weak use of organizational technology, which reduces the institution's chances of success over other institutions.
- Lack of employees' awareness of the knowledge management system, despite their agreement that it organizes and classifies data and information.
- Weak awareness of the institution regarding knowledge management, which leads to a decrease in keeping pace with knowledge management processes such as generation, storage, dissemination and application, which determine the most important forces motivating it.

### **Recommendations:**

- Giving knowledge management priority in work and employee participation in all its operations, taking their personal opinions into account.
- The necessity of using modern technological means to distribute and apply knowledge and encourage management to transfer ideas.
- Constantly striving to generate knowledge and trying to apply it in various ways and methods in the financial institution under study.
- The need to pay attention to scientific seminars and conferences and encourage research and studies aimed at enhancing the applied aspect of knowledge.
- Holding monthly lectures in the organization so that employees can understand the concepts of knowledge management, its objectives, benefits and processes, which enhances their contribution to implementing its initiatives upon joining the labor market. Distribution, Amman, Jordan, 2013.

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