



Application of Knowledge Management Requirements of Managers and Department Heads the Directorate of Education Kafr El-Sheikh Governorate

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Abstract

The study aimed to identify the application of knowledge management requirements of managers and department heads the Directorate of Education, the researcher used the descriptive survey manner suits the nature of the study, the study sample choose randomly from officials under study consisted of managers and department heads the Directorate of Education Kafr El-Sheikh governorate and the number was 107 official, and the most important results: the study sample to confirm the importance of organizational culture, organizational leadership, Human Resources, and information technology as prerequisites in the application of knowledge management within the Directorate of Education Kafr El-Sheikh governorate.

Keywords: knowledge management-organizational culture-organizational leadership- Human Resources - information technology.

Introduction

The world live a period of unprecedented change and continuous development where the transition from the era of the Industrial Revolution to the merger in the knowledge-based economy to appearance-based business organizations to knowledge and information, which depends primarily on the experts and specialists, innovators and people with cognitive abilities distinct. (Saeed, 2012, p. 220)

And the existing facilities facing many pressures and challenges that mainly due to these rapid and successive fundamental changes , especially with the beginning of the atheist and the twentieth century witnessed the surrounding business environment as dominated by the now volatile and dynamic change as well as to characterize this change, technological progress and the subsequent progress in communication and computers machinery and information technology where increasing importance of knowledge and innovations so that became the main engine of economic activity. (Abdel kaway, 2014, p.262)

So the main challenge for organizations today is to ensure the availability of individuals talented and skilled training and development and skills development, and the developments and changes in the environment led to a shift from a focus on money as the most important asset in the organization to that knowledge is the most important and greatest input to the success of the organization. (Moussa, 2014, p.209)

And knowledge in a broad sense a real wealth of all individuals, groups and organizations are vital and effective tool by which organizations can carry out its tasks and directly Onset in order to achieve its objectives efficiently and effectively. (Almohayed, 2008, p.19)

There is general agreement that the knowledge management in the atheist and the twentieth century represents one of the most important factors that achieve the competitive advantage of the institution, which looks at knowledge as a strategic asset of the institution with the potential to be a source of competitive advantages to any institution, if the knowledge is the main supplier of the institution is able to create a competitive advantage , it is important to consider how they will be managed by this knowledge should also include knowledge on the top

strategic level as well as at the level of sub-objectives and medium-sized. (Center for Information, 2010, October, p. 4)

And education is necessary in the development of society and progress through roads, models and educational systems where the relationship of the individual to society complex relationship became a cognitive evolution in existing community knowledge industry in the dissemination of education and communication between members of the community where acquires the individual cognitive abilities towards the future and become knowledge the main factor in the growth of the community. (Ion,p.,et al,2009)

The must to education institutions that knowledge management entrance to rely in the conduct of its activities and its work from the premise that these institutions are in organizations for knowledge management the holdings of the structure of knowledge base is in the presence and diversity of the human and technical elements, including available for their research and information sources. (Elzimth, 2011, p. 3)

The researcher believes that the Directorate of Education one of the educational institutions that face many of the current and future challenges that requires a modern to meet those challenges management style therefore must rely on knowledge management as an input administrative interview to achieve excellence through attention to human resources and upgrade them and thus achieve the desired objectives.

And many studies confirm that many institutions have used knowledge management administrative an orientation talk has proved to be illustrated of the results of studies (Almodalal, 2012) (Sedky, 2013) (Alnajar, Malkawi, 2010) (Awad, 2009) (keeley, 2004) (Aboulela, 2012) (Elzimth, 2011) (Shurafa,2008) (Rizk,2011) (Zack, et al, 2009) (Tashkandi,2008), which describes the importance of addressing this study

Objective of the Study

The study aims to identify Application of knowledge management requirements of managers and department heads the Directorate of Education Kafr El-Sheikh Governorate.

The Study Questions

- 1- What is organizational culture in the Directorate of Education?
- 2- What is organizational leadership in the Directorate of Education?

3- What are Human Resources in the Directorate of Education?

4- What is information technology in the Directorate of Education?

The Study Measures

Methodology: Using researcher descriptive method survey manner

Society Study: consisted of managers and department heads the Directorate of Education Kafr El-Sheikh governorate

The scoping sample study choose randomly from the original community and the way out of the core sample study consisted of managers and department heads the Directorate of Education and the number was (20) officials

The core sample study: choose randomly from officials under study consisted of managers and department heads the Directorate of Education and the number was (107) officials

The means of data collection

Researcher uses the questionnaire and personal interview for data collection.

The scoping study

The researcher conducted a prospective study on a sample of (20) officials were chosen randomly from the original community and the way out of the core sample study.

Scientific transactions of the questionnaire

First: Honesty is the expense of two ways

A. Believe content (the arbitrators): Depend researcher in the sincerity of the survey of the sincerity of the arbitrators and the number of (9) arbitrators in order to identify the extent appropriate themes and phrases and the clarity of phrases The researcher has embraced the proportion of 85% agreement.

B. sincerity of internal consistency: the sincerity of internal consistency through the correlation coefficients between the ferry and the total number of the axis to which they belong after deleting the phrase degree account ranging value between (0.413 to 0.698) to the first axis, (0.406 to 0.798) to the second axis, (0.474 to 0.827) to the third axis, (0.429 to 0.779) to the fourth axis.

Second: Stability account by the values of (alpha coefficient for Kronbak)

The researcher after the amendments made by the expert application questionnaire form on a sample of (20) students were chosen randomly from the original community of the academic year in 2013 and way beyond basic sample study, in order to legalize statistical form under Aldrich, It has been deleted phrases to affect the validity and reliability of the form, ranging value of alpha coefficient for Runback between (0.742 to 0.877)

Application study

The researcher application of the basic study on a sample study of officials in May 2015

Statistical treatments

Percentage-ratio coefficient alpha Runback-the interior consistency- Chi-square - arithmetic mean.

Results View and Discuss

Table (1)

Percentage of statistical and semantic own responses to the first axis: organizational culture n=107

N	Phrase	yes		Almost		no		Chi-square	arithmeti c mean	Appro val rate%	Arran geme nt
		F	%	F	%	F	%				
1	Provide high level of trust between the employees in the work environment within the Directorate of Education	91	85.05	15	14.02	1	0.93	131.51*	2.84	92.06	1
2	Support the Directorate of Education of openness and sharing of knowledge between employees and departments of education	75	70.09	32	29.91	0	0.00	17.28*	2.70	85.05	7
3	That education and work opportunities for cooperation within the Directorate allows teams	83	77.57	23	21.50	1	0.93	101.01*	2.77	88.32	3
4	That the Directorate of Education to provide adequate space for thinking and creativity and submit proposals	77	71.96	30	28.04	0	0.00	20.65*	2.72	85.98	6
5	Sought the Directorate of Education to encourage individuals and motivate them to continuous learning and creating new knowledge	82	76.64	25	23.36	0	0.00	30.36	2.77	88.32	3
6	You may be the Directorate of Education to adapt and adjust to different conditions without adherence to routine system	73	68.22	32	29.91	2	1.87	71.23*	2.66	83.18	10
7	Provide information and knowledge for all, and ease of access and use	75	70.09	32	29.91	0	0.00	17.28*	2.70	85.08	7
8	Deal Directorate of Education with the professionalism and credibility of the information, knowledge and documents obtained by the	80	74.77	26	24.30	1	0.93	91.42*	2.74	86.92	5
9	Maintains that the Directorate of Education on the confidentiality of information, knowledge and documents obtained by the	84	78.50	22	20.56	1	0.93	104.43*	2.78	88.79	2
10	.I have the Directorate of Education integrated methodology for building and strengthening organizational culture supportive of knowledge	73	68.22	33	30.84	1	0.93	72.97*	2.67	83.64	9

Chi-square significant at the 0.05 level = 5.99

Seen from the table (1) of the repetitive and the percentage of statistical and semantic own responses to the first axis: organizational culture the presence of significant differences between the responses ranged value of Chi square between (17.28 to 131.51) and the moral values at the 0.05 level, and by consent reached between (83.18 % to 92.06 %) also shows the level of responses for each phrase and arrangement of the phrases illustrated from where the most and least approval.

Evidenced by the results of the first axis to emphasize the importance of organizational culture a key hub in the application of knowledge management in the Directorate of Education

These findings are consistent with the results of (Sidqi, 2013) study, which shows the importance of organizational culture in the performance of human resources in the institutions, (Rezk, 2011) study, which

shows that it requires the application of knowledge management that organizational culture prevailing be suited to the principle of continuity in education and knowledge management , study (Awad, 2009), (Laithi 2008) study, where underline the importance of organizational culture in achieving administrative creativity.

And requires wishing to apply knowledge management institutions can make a difference on the culture of its staff for the better, it is the most complex processes of change is to change the culture of the community, including the culture of the organization and create a suitable knowledge environment necessarily requires a change in values and organizational change and culture in the behavior of individuals and work patterns.

the organizational culture Is considered the most important and more elements done for the application of knowledge management , if it is the engine and the strongest

motivation for the decisions of the Organization's management and the behavior of employees, whatever the beliefs of management and staff towards change and development , technology and participation, work teams and systematic performance and other causes of success and excellence , however it became possible to apply the knowledge management all the elements and components to the fullest is easy. (Almodalal, 2012, p.46)

Many studies have also pointed to the interrelation relationship between corporate culture and knowledge management as the enterprise culture does not only affect the behavior of the search for knowledge and share it only, but it affects choose their own knowledge management and technological systems, as well as its impact on the evolution of knowledge management as well as the role of those in charge of management knowledge and thus the expected results of the application. (Center for Information, 2011, january, p.2)

Table (2)
Percentage of statistical and semantic own responses to the second axis: organizational leadership n=107

N	Phrase	yes		almost		no		Chi-square	arithmetic mean	Approval rate%	Arrange ment
		F	%	F	%	F	%				
1	The existence of a strategic vision for knowledge management in the Directorate of Education and is applied to all levels	85	79.44	16	14.95	6	5.61	103.76*	2.74	86.92	3
2	Adoption of the Directorate of Education on the sources of knowledge and expertise in supporting decision-making and organization of work	77	71.96	30	28.04	0	0.00	20.65*	2.72	85.98	4
3	That the Directorate of Education considered the strength of the others in the objectivity and professionalism and specialization	84	78.50	23	21.50	0	0.00	34.78*	2.79	89.25	1
4	The contribution of the Directorate of Education in promoting a culture of participation and teamwork	77	71.96	30	28.04	0	0.00	20.65*	2.72	85.98	4
5	Mandate of the Directorate of Education broad powers to individuals and contribute to raising the level of knowledge and experience they have	78	72.90	28	26.17	1	0.93	85.59*	2.72	85.98	4
6	Support of Education Directorate of the freedom of individuals to communicate with each other to exchange ideas and share knowledge	74	69.16	32	29.91	1	0.93	75.27*	2.68	84.11	8
7	To share the Directorate of Education with individuals in taking strategic decisions and identify trends and future plans	73	68.22	33	30.84	1	0.93	72.97*	2.67	83.64	9
8	Leadership sought to strengthen the relationship and increase trust among employees by organizing group meetings and panel discussions contribute to the dissemination of knowledge and the exchange of ideas and experiences and to achieve positive participation	80	74.77	27	25.23	0	0.00	26.25*	2.75	87.38	2
9	Awareness of senior management knowledge needs required in relation to their work	74	69.16	32	29.91	0	0.00	16.64*	2.70	84.91	7

Chi-square significant at the 0.05 level = 5.99 * *

It is seen from the table (2) of the repetitive and the percentage of statistical and semantic own responses to the second axis: organizational leadership

the presence of significant differences between the responses ranged value of Chi square between (16.64 to 103.76) and the moral values at the 0.05 level , and by consent reached between (83.64 % to 89.25 %) also shows the level of responses for each phrase and arrangement of the phrases illustrated from where the most and least approval .

The results of the second axis officials aware of the importance of organizational leadership as a key factor in the application of knowledge management.

The researcher believes that it is necessary that a state-within the institution leadership styles and organizational suitability for the application of knowledge management.

These findings are consistent with the results of (Almodalal, 2012) study spoiled which emphasizes the importance as one of the basic requirements in the application of knowledge management and organizational leadership, study (Zack, et al, 2009) which shows a direct relationship between knowledge management and organizational performance.

The prelude to the promotion of a supportive culture for knowledge management should follow the leadership system of reward and incentives in order to motivate individuals to move from the scope of the compactness of knowledge to the exchange and transfer of knowledge and the dissemination of institutional awareness of the importance of knowledge creation and sharing process. (Center for Information, 2010, September, p. 3)

There are patterns of leadership fit in with knowledge management requirements and the other does not fit, and this leadership styles that fit with the application of knowledge management Democratic leadership style, pattern -supporting members of the leadership, and the pattern of reciprocity leadership, the pattern of transformational leadership, and style of charismatic leadership. (Abdel Wahab, 2007, p.13)

The knowledge management strategic goal needs to be effective leadership now and in the future and this is the only guarantee towards the construction of knowledge within the organization as well as there must be responsible for organizational knowledge or commander of knowledge in organizations that are growing in terms of use and investment knowledge . (Gad aLrab, 2006, p. 308-309)

Table (3)
Percentage of statistical and semantic own responses third axis: Human Resources n=107

N	Phrase	yes		almost		no		Chi-square	arithmetic mean	Approval rate%	Arrangement
		F	%	F	%	F	%				
1	Provide skill, knowledge and experience of the individuals to do functional tasks fullest	79	73.83	28	26.17	0	0.00	24.31*	2.74	86.92	2
2	Understanding of the workers in the Directorate of Education trends in the senior management of change and development	70	65.42	37	34.58	0	0.00	10.18*	2.65	82.71	10
3	Workers possess in the Directorate of Education the ability to express an opinion and open criticism and scientific	72	67.29	35	32.71	0	0.00	12.79	2.67	83.64	9
4	Workers possess the ability to think systematically and creativity at work	70	65.42	37	34.58	0	0.00	10.18*	2.65	82.71	10
5	Proposal writing, expertise and experience by the workers saved in databases	76	71.03	31	28.97	0	0.00	18.93	2.71	85.51	4
6	Post workers each other to address the difficulties and the development of procedures and mechanisms of action	76	71.03	30	28.04	1	0.93	80.21*	2.70	85.05	6
7	The staff can provide knowledge and expertise of a new Department of Education and the ability to apply	82	76.64	25	23.36	0	0.00	30.36*	2.77	88.32	1
8	I have a staff that is available full knowledge of the job description and work assignments	81	75.70	24	22.43	2	1.87	93.22*	2.74	86.92	2
9	Attract Directorate of Education workers with knowledge and experience fit the job requirements	76	71.03	31	28.97	0	0.00	18.93*	2.71	85.51	4

10	Adoption of the Directorate of Education in promotions talent	76	71.03	30	28.04	1	0.93	80.21*	2.70	85.05	6
11	Attention of the Directorate of Education comfort and satisfaction of employees and provide requirements that will help them to accomplish their tasks	74	69.16	33	30.84	0	0.00	15.71*	2.69	74.58	8
12	benefit the Directorate of Education of the knowledge and experience of existing workers and workers ended their services and disseminate this knowledge and experience to all, without marginalization or monopoly on the one hand or the other	73	68.22	30	28.04	4	3.74	68.09*	2.64	82.24	12

* Chi-square significant at the 0.05 level = 5.99

Seen from the table (3) of the repetitive and the percentage of statistical and semantic own responses third axis: Human Resources

the presence of significant differences between the responses ranged value of Chi square between (10.18 to 93.22) and the moral values at the 0.05 level , and by consent reached between (82.24 % to 88.32 %) also shows the level of responses for each phrase and arrangement of the phrases illustrated from where the most and least approval .

In light of the results of the axis is clear important and effective role of human Resources, which is considered one of the most important elements within the institutions to apply the knowledge management where the researcher believes that the human element is the main factor and it is important and that must be available capabilities and competencies and specifications suitable help to apply the knowledge management.

These findings are consistent with the results of (Aziz, 2015) study, which shows a positive relationship between human capital and the efficiency and performance of the financial institution, (Farghaly, 2013) study, which shows that human resources is the mainstay college to achieve competitive advantage, study (Malhotra, 2003), which emphasized the need to focus on the human element in all activities and stages of knowledge management.

View of the role of human resources in the application of knowledge management has become significantly based organizations to pay attention to staff development and the development of their skills and experience. (Almodalal, 2012, p.52)

Also represents human resources in the organizations most valuable resources of the Organization and originally of the most important assets owned by the Organization cannot achieve the organization's goals without these human resources.(Hassan & Sultan, 2010,p.11)

And the human element is the most important knowledge management elements for being includes the basis on which passed through it the institution of individual knowledge into organizational knowledge and is intended human resources here cadres working in knowledge management and Anonym specialist information and cadres of research and development, managers and human resources managers Forums other systems as well as the shareholders of individuals in operations management knowledge and entrusted with each cycle. (Al nshar, 2012, p. 72-73)

And human resources the term given to the work force in the organization which is more important than the other production funds and technology elements and facilities that make it a meaningful and useful elements of the organization is the most effective and influential to achieve business objectives. (Kalaldehy, 2013, p.12)

Table (4)
Percentage of statistical and semantic own responses third axis: Information Technology n=107

N	Phrase	yes		almost		no		Chi-square	arithmetic mean	Approval rate%	Arrangement
		F	%	F	%	F	%				
1	Considered a strategic choice of technology Department of Education to achieve empowerment and leadership	79	73.83	26	24.30	1	0.93	89.79*	2.74	86.79	1
2	The Directorate of Education provides computers for all employees	73	68.22	33	30.84	0	0.00	15.09*	2.69	84.43	2
3	That the Directorate of Education provides Internet service and quickly distinguished for all employees	61	57.01	44	41.12	2	1.87	51.72*	2.55	77.57	7
4	That the Directorate of Education provides protection programs are characterized by safety, privacy and prevent the leakage of information and documents	64	59.81	41	38.32	1	0.93	57.53*	2.59	79.72	5
5	I have the Directorate of Education is available technological facilities to create and share knowledge (such as an internal network, e-mail, group sharing systems, databases on the Internet,	63	58.88	43	40.19	1	0.93	56.15*	2.58	78.97	6
6	I have the Directorate of Education is available assistive devices for storing and sharing of knowledge (display devices, a scanner, printers, photocopiers, sound systems)	66	61.68	41	38.32	0	0.00	5.84*	2.62	80.84	4
7	Any factor that can get this technology and use it for the development and application of knowledge	59	55.41	47	43.93	1	0.93	52.56*	2.54	77.10	9
8	That the Directorate of Education is available applications calculated to facilitate the provision of services to beneficiaries	59	55.41	46	42.99	2	1.87	50.04*	2.53	76.64*	11
9	The existence of computerized programs for the management of personnel affairs and determine the cognitive needs	58	54.21	49	45.79	0	0.00	0.76	2.54	77.10	9
10	I have a Directorate of Education is available integrated database for all its work and activities and information possessed by base	68	63.55	38	35.51	1	0.93	63.16*	2.63	81.31	3
11	Excellence Computer Services Department in the body and the speed and quality initiative	59	55.14	48	44.86	0	0.00	1.13	2.55	77.57	7
12	Adoption of the Directorate of Education in communication between workers on software and advanced technology	59	55.14	46	42.99	2	1.87	50.04*	2.53	75.64	11

* Chi-square significant at the 0.05 level = 5.99 *

Seen from the table (4) of the repetitive and the percentage of statistical and semantic own responses fourth axis: Information Technology the presence of significant differences between the responses ranged value of Chi square between (15.09 to 89.79) and the moral values at the 0.05 level, and by consent reached between (76.64 % to 86.79 %) also shows the level of responses for each phrase and arrangement of the phrases illustrated from where the most and least approval.

Evidenced by the results of the fourth axis officials confirm the importance of providing information technology as one of the application of knowledge management requirements.

Those findings are consistent with the results of (Najjar&Malkawi 2010) study, which describes the importance of information systems for competitive advantage within the organization, (Almodalal, 2012) study spoiled, the study of the struggle of (Elzimth, 2011), a study (Keeley,2004), study (Alavi & Leidner2001) where they stress the importance of information technology in the application of knowledge management.

Studies have confirmed that the knowledge management organization serve to achieve the best in terms of speed, quality, transparency and participation by workers connect systems, as will help to achieve the highest in terms of reducing the time to solve problems and reduce

employment and result in the use of electronic performance support systems to further learning, efficiency During the performance of individual learning and the generation of new knowledge Constantly and the ability to obtain knowledge and store it with the inevitability of the existence of all these functions and capabilities there has been a new job titles in different organizations concerned with knowledge management , a knowledge manager. (Abu Fara, 2004, p.127)

It plays a vital role in the activation of methodologies and knowledge management processes is considered massive and rapid growth in the means of the Internet and technology a tremendous incentive for the exchange and transfer of knowledge in order to support ways of cooperation and communication among members of the organization as it helps IT to make available means of communication in the organization. (Center for Information, 2010, September, p. 3)

Conclusions

In the light of the outcome of the results of the study reached the following conclusions:

Emphasize the importance of the application of knowledge management within the Directorate of Education in the governorate of Kafr El-Sheikh, through the emphasis on the need to provide the following (organizational culture requirements - Organizational Leadership - Human Resources - Information Technology).

Recommendations

1- The need for institutions directed towards the application of knowledge management as a way Administrative modern.

2- Further studies in the field of knowledge management to take advantage of them in achieving the objectives of the institutions.

3- Provide the appropriate leadership styles for the application of knowledge management within institutions.

4- Attention to the development of the human element as a key element to ensure the success of those institutions on in achieving its objectives

5- The provision of information technology in line with the requirements of the times until the institution able to keep up with modern management techniques.

6- Institutions need to adopt ways and means to spread awareness and organizational culture among its personnel

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