P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2023.29.03.028

Diagnosis of the dimensions of knowledge management operations in the Kronje company

Abdulsalam Said Ayoub[1] , Prof.Dr. Ali Abdulstaar Al-Hafdh[2]
1,2 Department of Industrial Management, College of Administration and Economics, University of Mosul

Abstract:
The study aimed to diagnose knowledge management processes with its dimensions of (knowledge creation, knowledge creation, knowledge storage, knowledge sharing, and knowledge application). Kronji's field of study is for soft drinks, healthy water, juices, dairy and limited energy drinks. The study was based on a sample of 240 respondents from individuals working in the field.

The study relied on the descriptive analytical approach, with the use of the questionnaire as the main tool for collecting data related to the field side, as well as conducting personal interviews, as the main and sub-variables were described and correlation and influence relationships and differences between their variables were analyzed, to answer questions related to the study problem and reach objective goals, and in order to process data and information, many statistical methods were used, namely (frequencies, percentages, arithmetic means, standard deviations and factor analysis). Affirmation) by adopting ready-made statistical programs (SPSS. V26) to test the hypotheses of the study and ensure their validity, the study has reached based on the results of statistical analysis to a number of conclusions, the most important of which is the existence of a correlation and a significant impact and at the macro and micro levels of knowledge management processes in the foundations of lean manufacturing.

Keywords: Knowledge Management Processes, Krongi Corporation.

Introduction

Recent years have witnessed a renaissance in the field of knowledge because of its important role in improving and developing production processes that contribute to enhancing the economic progress of productive companies by linking the level of rationalization and enhanced management of this type of economic operations, and the field of industrial rationalization has taken a large part of the attention of productive companies because of the factors it represents contributing to achieving the goals of these companies economically.

Knowledge management processes have the most important role in managing the process of rationalization, which requires a structural organization that follows according to pre-studied economic plans, so productive companies seek to establish the foundations of agile manufacturing through knowledge management processes because it is the basis for establishing manufacturing systems, and knowledge management processes work in a holistic and integrated manner that improves the quality of productive performance and

P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2023.29.03.028

this requires converting that mental knowledge into cooperative knowledge that contributes to improving the lean production cycle and improving the product life cycle, and this Important for companies, planners and for products on the market.

Description of the field and population of the study and its sample:

Description of the study population:

Kronji Group has a large consumer base in Iraq that has enabled it to stand out and reach a leading position in the markets due to the high quality and efficiency it offers in its products.

It was the beginning and establishment of the journey of Kronji Group from Kirkuk, where the first company was established in the name of nationalization: for soft drinks in 1999 on a land area of 11.500 square meters with two glass lines, a gas plant and three PET lines, and then in 2007 the company "Mona" for healthy water was established on a land area of 20.000 square meters and with 6 production lines for plastic cups, 3 PET lines and 3 lines for the production of water bottles with a capacity of 18 liters, and in 2010 Kronji Company for soft drinks and healthy water was established Juices and dairy are limited on an area of 160.000 square meters .

Description of the study sample:

The main purpose of conducting this analysis is to determine the realistic characteristics of the sample under research, as a number of demographic characteristics (age, gender, academic achievement, and years of service) were targeted, as a random sample was selected that included the individuals under research for the opinions of employees in the company Krongi for soft drinks, healthy water, juices, dairy and energy drinks Ltd. because they are the most relevant and related to the variables of the study. Hence, the possibility of contributing to obtaining ideas and proposals that enhance the importance of the study, so the researcher distributed (250) questionnaire forms to the target groups and the number of forms received reached (240) forms, where the response rate was (96%), and Table (1) shows a brief description of the sample members under research in the field of study:

Table (1): Characteristics of individuals under study in the field of study

No.	Characteristics of the respondent	Target Audience	Number of repetitions	Percentage %
1	lifetime	20 - 30	62	25.8
		31 - 40	169	70.4
		41 - 50	7	2.9
		51 - and more	2	0.8
2	Sex	male	219	91.3
		Female	21	8.8
3	Academic achievement	Preparatory and below	158	65.5
		Technical Diploma	7	2.9
		Bachelor	71	29.6
		Graduate	4	1.7

P-ISSN: 2204-1990; E-ISSN: 1323-6903
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4	**Years of service**	1 – 5	107	44.6
		6 – 10	131	54.6
		11 – and more	2	0.8

Source: Prepared by the researcher based on the results of the questionnaire.

First: Age:

Through Table (1), it was found that the high percentage of the sample of individuals under research are those whose age ranges between (31-40) years and a frequency of (169), i.e. a percentage of (70.4%), while individuals aged between (20-30) years ranked second with a frequency of (62), i.e. a percentage of (25.8%), and the third place came individuals aged between (41-50) years, i.e. a percentage of (2.9%), and finally individuals aged 51 years and over, with a frequency of (2), i.e. by A percentage of (0.8%), and the following figure (1) shows the distribution of the individuals under research according to age.

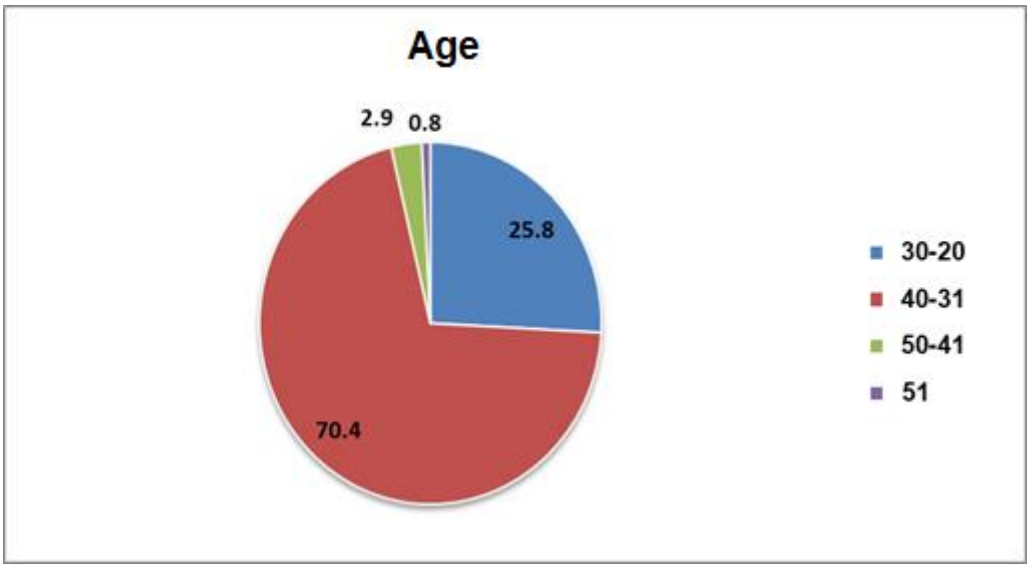

Figure (1) Age of sample subjects

Source: Preparation of the Web according to the output of Excel 2010

Second: Gender:

It is noted through Table (1) that the high percentage of the sample of individuals under research are males with a frequency of (219), i.e. a percentage of (91.3%), while the female category came in last place with a frequency of (21), i.e. a percentage of (8.8%), and the following figure shows the distribution of individuals under research according to sex, and Figure (2) below shows the distribution of individuals under research according to sex.

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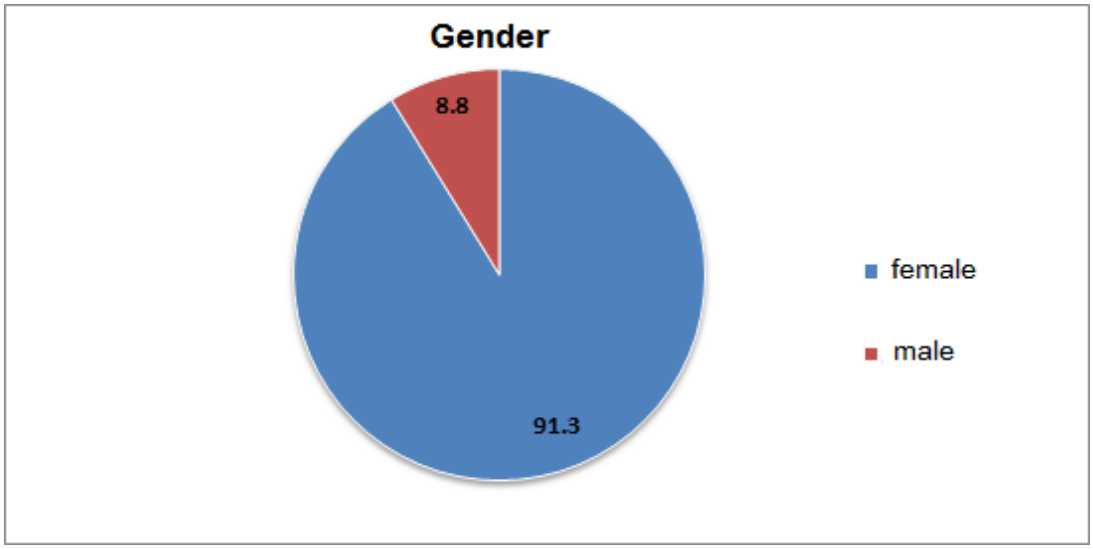

Figure (2): Sample Gender

Source: Preparing the researcher according to the outputs of the program (Excel 2010)

Third: Academic Achievement:

Table (1) indicates that the high percentage of the sample of individuals under research are those who obtained a preparatory certificate with a frequency of (158), i.e. a percentage of (65.5%), while the percentage of those who obtained a bachelor's degree reached (29.6%) with a frequency of (71), and then for those who obtained a technical diploma with a frequency of (7), i.e. a percentage of (2.9%), and finally for those who obtained postgraduate studies with a frequency of (4), i.e. a percentage of (1.7%), and then the achievement Academic plays an important role in the maturation of the level of ability and knowledge of individuals to analyze and interpret things more rationally and positively, and the following figure (3) shows the distribution of individuals under research according to academic achievement.

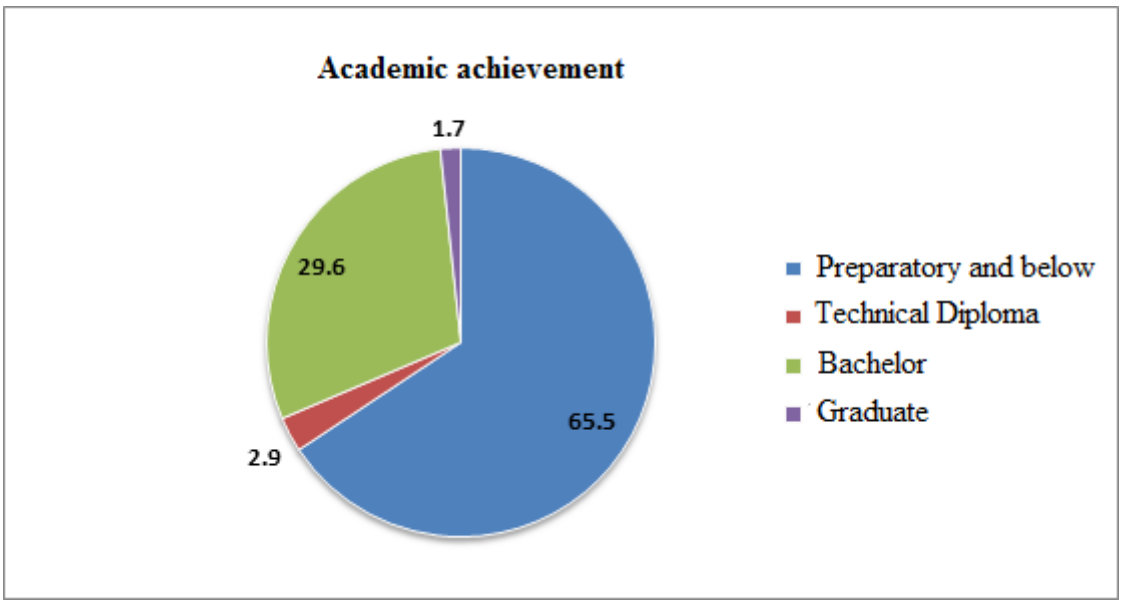

Figure (3): Sample academic achievement.

Source: Preparing the researcher according to the outputs of the program (Excel 2010)

Fourth: Years of Service:

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It appears through Table (1) that the majority of the sample members in the field of study have years of service from (6-10) years and a frequency of (131), i.e. a percentage of (54.6%), and then for individuals who have service (1-5) years and a frequency of (107), i.e. a percentage of (44.6%), and finally for individuals who have service (11 years or more) and a frequency of (2) i.e. a percentage of (0.8%), and this indicates that the field of study has experiences of workers, which leads to the treatment of most of the Problems and overcoming the challenges that stand in the way of business development within the field, and Figure (4) shows the distribution of individuals in the study sample according to years of service.

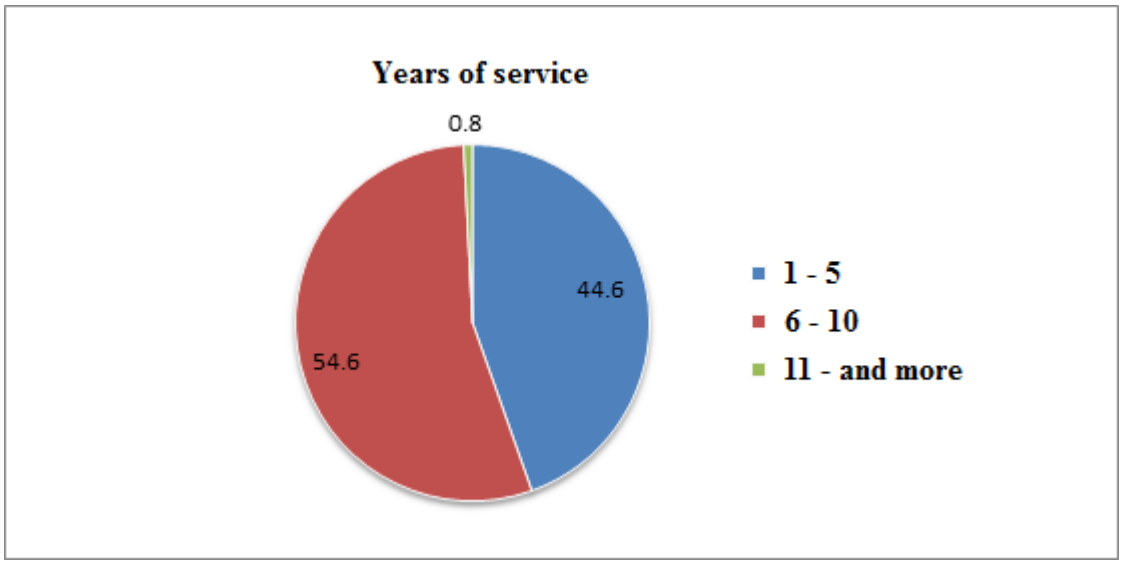

Figure (4): Years of service for sample

Source: Preparing the researcher according to the outputs of the program (Excel 2010)

Theoretical framework:

Knowledge Management Processes:

Knowledge management is one of the modern management concepts, which contributed to the development of the literature related to it, and the past years have witnessed great interest on the part of organizations to adopt the concept of knowledge management, and the focus in this study has been on knowledge, knowledge management, and knowledge management processes**.**

The theoretical framework of this study required a review of the opinions and ideas of some writers specialized in the field of knowledge management processes**.**

The concept of knowledge management processes:

Knowledge management processes refer to the methods and steps by which knowledge management practices are achieved (2018:29, Igbinovia& lkenwe) Knowledge management processes include several stages to develop an organization's ability to obtain, share and benefit from knowledge in order to survive and succeed, meaning that the organization has the systems, structures, organizational values and processes that support knowledge management (2014:80,. Al-Shourah et al). The organization needs to generate new knowledge on an ongoing basis, facilitate its sharing within the organization and apply knowledge to gain competitive advantage. Knowledge management processes help

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DOI: 10.47750/cibg.2023.29.03.028

organizations acquire, store and use knowledge to support problem solving, dynamic learning, strategic planning and decision-making (Daud&Yusuf 2008).

Knowledge management can be seen as a type of descriptive process responsible for implementing a knowledge management initiative, designing organizational tools and ICTs as well as for controlling knowledge and redesigning the knowledge process. In other words, the knowledge management process manages and directs the knowledge cycle in an organization and includes goal setting, implementation and evaluation of an organization's knowledge management initiative (Maier, 2007:214).

Knowledge management processes are the essence of knowledge management and the primary and necessary driver, in modern and successful organizations knowledge is a key factor in excellence and competitiveness (2020:927, AlSahrawardee, et al).

It is a series of activities developed by organizations to facilitate the use of knowledge and knowledge management is an ongoing process in which one form of knowledge is transformed into another form of knowledge management supports the transformation of tacit knowledge into explicit knowledge and explicit knowledge into tacit (2018:30, Igbinovia & lkenwe).

It has been emphasized that "knowledge processes can be thought of as a structured format created for effective knowledge management" (Alosaimi, 2016:65). Thus, knowledge management processes increase the effectiveness of the organization so it is necessary to have a full understanding of the workflow and stages of different knowledge management processes (2016:3, Lou & Rezaeenour).

A model of Magnier-Watanable and Senoo has been proposed This model surrounds organizational characteristics and the knowledge management process Organizational characteristics include structure (vertical and horizontal), correlation form (individual and collective), type of relationship (methodological and private) and strategic (interactive and creative). The knowledge management process consists of the following phases: acquisition (focused and proactive), storage (private and public), dissemination (directive and adaptable), and application of tacit and explicit knowledge investment and exploration in order to support the innovative organizational process (2017:252, Gonzalez&Martins).

In light of the above, the researcher defines knowledge management processes as a set of practices and methods used by the organization to provide a high-quality work environment to enhance the performance of employees, and knowledge management processes include knowledge creation, knowledge acquisition, knowledge storage, knowledge sharing and application**.**

Dimensions of knowledge management processes:

Current studies have classified the dimensions of the knowledge management process into several parts, and that these types of knowledge processes are periodically interrelated. Researchers varied in defining knowledge management processes. From the point of view of a number of researchers from the processes of knowledge management to include (knowledge creation, knowledge acquisition, knowledge storage, knowledge sharing, and application of knowledge), the current study adopted these five dimensions, and they were clarified as follows**:**

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1- Knowledge creation:

Refers to the organization's ability to obtain innovative and new ideas and solutions Knowledge sources are not created in a form devoid of the knowledge and capabilities currently available to the organization. Knowledge creation (across functional boundaries) requires the ability to create new applications from existing knowledge and exploit the unexplored potential of new skills (Shahzadi,at.al. 2021: 4).

The process of creating knowledge requires knowledge, experience and organizational practice that pushes it towards that, and knowledge creation can occur during reproduction processes or when solving problems or when completing tasks, and the current knowledge and experience depend on these processes that include learning processes, the experience of workers is of great importance in that, so it is necessary to motivate and support workers, and the process of creating knowledge is one of the keys available to organizations in the long term, in addition to competing by creating new ideas, distinguishing new models, and installing systems Discrete, and the development of new processes (Faisal, 2016: 285).

In light of the above, the process of knowledge creation defines the organization's ability to obtain information and practices from inside and outside the organization to provide new products or services by investing in new ideas and unexplored abilities for skills**.**

2- Knowledge acquisition:

Acquisition-oriented knowledge management processes are those geared towards acquiring knowledge that can be described in many other terms such as seeking, generating, creating, capturing, and collaborating all with a common theme of knowledge accumulation, according to Chakravarthy arguing that "knowledge accumulates when units within the organization as a whole acquire a new understanding" (Alosaimi, 2016:66). Acquisition relates to the process within an organization that facilitates the creation of tacit and explicit knowledge, starting with individuals and integrating the organizational level as well as identifying and assimilating information and the external source of knowledge (Gonzalez & Martins 2017:253). The acquisition process is also linked to the organizational motivation for employee learning, which makes the organization able to integrate, build and reconfigure its internal capabilities to respond to environmental changes, which is enhanced by developing a learning-focused culture (2014:134, Gonzalez1 & Martins).

Knowledge acquisition thus refers to all activities through which an organization attempts to obtain and retain knowledge from its multiple sources, such as sources containing explicit knowledge such as "databases" or tacit knowledge such as customers, processors, competitors, experts, and specialists (Abu Odeh 2016: 22).

3- (Knowledge storage):

Knowledge creation is expensive and therefore it is essential for organizations to store knowledge and provide access to it in a professional and effective manner throughout the organization to benefit from it in the process of storing knowledge by creating a good knowledge base for the organization that must contain the complete usable knowledge of the organization, and open access to this knowledge base must be ensured (Omerzel, 3420: 2010). This process involves identifying, evaluating, storing, coding, preserving knowledge, updating the mapping design, and changing or removing knowledge

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(2017:149Henao-Calad,et al,). Empirical studies have shown that while organizations create knowledge and learn, they also forget (i.e., do not remember or lose the path of knowledge gained). Thus, the storage and organization of knowledge, also referred to from effective knowledge management as organizational memory, and the concept of organizational memory simply means the existence of unchanging structures and forms of knowledge (such as electronic databases, written documents, individual and collective tacit knowledge, and explicit knowledge) (Abubakar 2019:105).

Storing and retrieving knowledge when needed is therefore one of the important and essential processes of organizations. These are those processes that include preservation, sustainability, research, access, retrieval and storage, so the storage of knowledge is the bridge between capturing and retrieving knowledge (Abuzyead & Sherifa 2017:3).

4- Knowledge sharing :

Knowledge sharing is one of the most important knowledge assets in knowledge management processes, as it encourages the exchange of information and knowledge sharing, as this process is the primary source of learning for all human resources and achieving outstanding performance, and is defined as "the client that is carried out by communicating, transferring and disseminating explicit and implicit knowledge to others." (Al-Dakhil and Al-Qurain, 2018: 24). Knowledge sharing refers to the process by which individuals learn from each other Knowledge Sharing is the process of transferring knowledge to workers who need it in time to perform essential tasks (Abou Zeid, 2022: 69).

Based on the above, the researcher believes that the sharing of client knowledge is the most important in the delivery, transfer and dissemination of knowledge to all organizations seeking to develop job performance to create and strengthen a culture in the organization and enable employees to develop new ideas and help solve problems and obstacles, which brings to the organization several benefits that enable it to achieve a strong competitive position capable of adapting to all changing circumstances.

5- Application of knowledge:

Knowledge application is the process by using knowledge within an organization to make decisions and perform organizational tasks (Becerra-Fernandez & Sabherwal 2015). The process of applying knowledge depends on the knowledge available, and the knowledge itself depends on the processes of discovering, capturing and sharing knowledge, and the better the discovery, capture and sharing of knowledge, the more likely it is that knowledge is needed (61-2010:60 & Becerra-Fernandez). Knowledge requires learning and explanation through experimentation and application (2015:728 Alharithy). According to Ni et al. that the application of knowledge is the immediate goal of knowledge management leading to improved work efficiency as well as improved work outcomes, with the application of knowledge, the organization can become more creative leading to the creation of more new knowledge that enables the continuation of the knowledge management process (2016:21, Munafu).

We conclude from the above that the application of knowledge is the practice that is done by using knowledge within the organization to make decisions and perform organizational functions by disseminating, exploiting, transferring and storing them to improve the performance of employees, market performance and the performance of the

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organization, so the implementation of good knowledge requires organizational support, organizational culture, technology, and skills of managers in order to be able to implement good knowledge.

Describe and diagnose knowledge management processes:

The researcher relied on five dimensions to measure the variable of knowledge management processes represented by (knowledge creation, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application) using (25) phrases depending on the five-point Likert scale, and the following is a description of each dimension of this variable from the point of view of the individuals under research:

1- Knowledge Creation: Table (2) indicated that the general average of the responses of the individuals surveyed regarding the dimension of knowledge creation in the company under research towards the statements (X1-X5) by agreement by (82%), while the percentage of disagreement for those answers was (1.8%) while the percentage of neutrals constituted (16.2%) and these rates were reinforced by the average arithmetic mean of (4.193), which is higher than the hypothetical mean of (3) and a standard deviation of (0.401). As for the response ratio to the scale area, it was (83.86%), which is of high relative importance, while the value of the coefficient of variation was (9.563%), and this confirms that the responses of the individuals under research to paragraphs after knowledge creation were positive. And that the paragraph that contributed to enriching this dimension is (X2) "The company's management benefits from the studies of those with experience in creating new knowledge" with an agreement rate of (85%) reinforced by an arithmetic mean of (4.279) and a standard deviation of (0.777) and the coefficient of variation for this paragraph (18.158%), and this indicates that the company's management benefits from those with expertise and relies on them to create knowledge.

While the weak agreement emerged on paragraph (X4), which states that "the company's management seeks to apply the studies conducted by university students in the company", this indicates that the company in question has no interest in applying the studies conducted by university students. This is according to the agreement of the study sample by (76.6%), with an arithmetic mean (4.100), a standard deviation of (0.812), and a coefficient of difference of (19.804%).

Table (2): Frequency distributions, arithmetic means, standard deviations, response ratios, and coefficient of variation of the knowledge creation dimension

coefficient of difference %	response rate %	standard deviation	Arithmetic mean	Response measurement										questions	knowledge creation
				Strongly disagree		I do not agree		neutral		I agree		Strongly agree			
				%	T	%	T	%	T	%	T	%	T		
18,518	83.16	0.770	4,158	0	0	1.7	4	17.9	43	43.3	104	37.1	89	x1	
18,158	85.58	0.777	4,279	0	0	2.5	6	12.5	30	39.6	95	45.4	109	x2	
16,377	85.24	0.698	4,262	0	0	0.8	2	12.1	29	47.1	113	40.0	96	x3	
19,804	82	0.812	4,100	0	0	2.5	6	20.8	50	40.8	98	35.8	86	X4	
18,578	83.32	0.774	4,166	0	0	1.7	4	17.9	43	42.5	102	37.9	91	X5	
9,563	83.86	0.401	4,193	0		_ 1.84		16.24		42.66		39.34		General Average	
				1.8				16.2		82				the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

2- Knowledge acquisition: Table (3) showed that the general average of the answers of the individuals surveyed with regard to the dimension of knowledge acquisition in the

P-ISSN: 2204-1990; E-ISSN: 1323-6903
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company under research towards the statements (X6-X10) by agreement (80.24%) while the percentage of disagreement for those answers was (2.84%) while the percentage of neutrals constituted (16.92%) and these rates were reinforced by the average arithmetic means of (4.153), which is higher than the hypothetical arithmetic mean of (3) and a standard deviation of (0.418). As for the response ratio to the scale area, it was (83.06%), which indicates the importance of the relative dimension (knowledge acquisition) that occurred in the fifth level (high relative importance) and according to the scale area, and this is reinforced by the value of the coefficient of variation of (10.065%) and this indicates that the answers of the individuals under research on the paragraphs of this dimension were positive. And that the paragraph that contributed to enriching this dimension is (X1) "The company's management is working to keep abreast of everything new in its field of work." With an agreement rate of (86.3%) supported by an arithmetic mean of (4.312) and a standard deviation of (0.758). While the coefficient of variation for this paragraph was (17.578%), which indicates the consistency of the answers of the individuals under research. And that the company under research focuses on everything new in the field and scope of its work. While the weak agreement emerged on paragraph (X10), which is "The company's management supports academic and other studies in order to acquire knowledge from its results." , according to the agreement of the study sample by (78.4%) and with an arithmetic mean of (4.087) and a standard deviation of (0.805), with a coefficient of difference of (19.696%). This indicates the limited support of the company for academic studies and benefiting from them.

Table (3): Frequency distributions, arithmetic means, standard deviations, response ratios and coefficient of variation for the dimension of knowledge acquisition

coefficient of difference %	response rate %	standard deviation	Arithmetic mean	Response measurement										questions	
				Strongly disagree		I do not agree		neutral		I agree		Strongly agree			
				%	T	%	T	%	T	%	T	%	T		
17,578	86.24	0.758	4,312	0	0	2.1	5	11.7	28	39.2	94	47.1	113	X6	Acquisition of knowledge
20,757	81.9	0.850	4,095	0	0	5.0	12	16.7	40	42.1	101	36.3	87	X7	
19,078	82.5	0.787	4,125	0	0	1.7	4	20.4	49	41.7	100	36.3	87	X8	
18,697	82.9	0.775	4,145	0	0	2.1	5	17.5	42	44.2	106	36.3	87	X9	
19,696	81.74	0.805	4,087	0	0	3.3	8	18.3	44	44.6	107	33.8	81	X10	
10,065	83.06	0.418	4,153	0		2.84		16.92		42.32		37.92		General Average	
				2.84				16.92		80.24				the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

3- Knowledge storage: Table (4) indicates that the general average of the individual answers under consideration regarding the dimension of storing knowledge in the company under research towards the statements (X11-X15) by agreement (82.16%), while the percentage of disagreement for those answers was (2.5%) while the percentage of neutrals was (15.34%) and these rates were reinforced by the average arithmetic mean of (4.16), which is higher than the hypothetical arithmetic mean of (3) and with a standard deviation of (0.391). As for the response ratio to the scale area, it was (83.2%), which confirms the importance of the relative dimension (knowledge storage) that occurred at the fifth level (high relative importance) and according to the scale area, and this is reinforced by the

P-ISSN: 2204-1990; E-ISSN: 1323-6903
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value of the coefficient of variation of (9.399%) and this indicates that the answers of the individuals under research on the paragraphs of this dimension were positive. And that the paragraph that contributed to enriching this dimension is (X15) "The company's management is working on the use of computing in archiving operations." with an agreement rate of (83.3%) supported by an arithmetic mean of (4.22) and a standard deviation of (0.757) and the coefficient of variation for this paragraph (17.938%).

Which indicates the harmony of the answers of the individuals under research and their high dispersion towards the company's management's endeavor to rely on computing in archiving operations. The agreement on X13 "The company's archive helps solve recurring problems" was weak. , according to the agreement of the study sample by (79.6%) and with an arithmetic mean (4.1) and a standard deviation (0.775), with a coefficient of variation of (18.902%). This indicates that the management of the company under consideration does not have sufficient interest in solving recurring problems through the company's archives.

Table (4): Frequency distributions, arithmetic means, standard deviations, response ratios, and coefficient of variation of the knowledge storage dimension

coefficient of difference %	response rate %	standard deviation	Arithmetic mean	Response measurement										questions	
				Strongly disagree		I do not agree		neutral		I agree		Strongly agree			
				%	T	%	T	%	T	%	T	%	T		
19,144	82.32	0.788	4,116	0	0	3.3	8	15.8	38	46.7	112	34.2	82	X11	Knowledge storage
18,548	83.24	0.772	4,162	0	0	2.1	5	16.7	40	44.2	106	37.1	89	X12	
18,902	82	0.775	4.1	0	0	2.5	6	17.9	43	46.7	112	32.9	79	X13	
17,833	84	0.749	4.2	0	0	2.9	7	11.3	27	48.8	117	37.1	89	X14	
17,938	84.4	0.757	4.22	0	0	1.7	4	15.0	36	42.9	103	40.4	97	X15	
9,399	83.2	0.391	4.16	0		2.5		15.34		45.86		036.3		General Average	
				2.5				15.34		16 .82				the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

4- Knowledge sharing: Table (5) showed that the general average of the individual answers under research regarding the knowledge sharing dimension in the company under research towards the statements (X16-X20) by agreement (81.66%) while the percentage of disagreement for those answers was (1.66%) while the percentage of neutrals constituted (16.68%) and these rates were reinforced by the average arithmetic mean of (4.179), which is higher than the hypothetical arithmetic mean of (3) and a standard deviation of (0.401). As for the response ratio to the scale area, it was (83.58%), which indicates the importance of the relative knowledge sharing dimension that occurred in the fifth level (high relative importance) and according to the scale area, and this is reinforced by the value of the coefficient of variation amounted to (9.595%) and this indicates that the answers of the individuals under research on the paragraphs of this dimension were positive. The paragraph that contributed to enriching this dimension is (X18) "The company's management distinguishes workers according to their experience that they share with employees" with an agreement rate of (86.3%) supported by an arithmetic mean of (4.279) and a standard deviation of (0.715) and the coefficient of variation for this paragraph (16.709%), This confirms that the company under research is keen to distinguish the employees according to their experience. While the weakness of the agreement

P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2023.29.03.028

emerged around paragraph (X16), which is "The company's management encourages employees to share knowledge among themselves", by agreement of the study sample by (77.6%) and an arithmetic mean (4.116) and a standard deviation (0.799), and a coefficient of difference of (19.412%). This indicates a lack of interest in the company's management on knowledge sharing among employees.

Table (5): Frequency distributions, arithmetic means, standard deviations, response ratios and coefficient of variation for the knowledge sharing dimension

coefficient of difference %	response rate %	standard deviation	Arithmetic mean	Response measurement										questions	
				Strongly disagree		I do not agree		neutral		I agree		Strongly agree			
				%	T	%	T	%	T	%	T	%	T		
19,412	82.32	0.799	4,116	0	0	2.1	5	20.4	49	41.3	99	36.3	87	X16	Knowledge sharing
18,992	83.4	0.792	4,170	0	0	2.5	6	16.7	40	42.1	101	38.8	93	X17	
16,709	85.58	0.715	4,279	0	0	0.8	2	12.9	31	43.8	105	42.5	102	X18	
18,045	82.9	0.748	4,145	0	0	0.8	2	19.2	46	44.6	107	35.4	85	X19	
17,881	83.66	0.748	4,183	0	0	2.1	5	14.2	34	47.1	113	36.7	88	X20	
9,595	83.58	0.401	4,179	0		1.66		16.68		243.7		37.94		General Average	
				1.66				16.68		66 .81				the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

5- Application of knowledge: It was found through Table (6) that the general average of the responses of the individuals under research with regard to the dimension of applying knowledge in the company under research towards the statements (X21-X25) by agreement (80.46%), while the percentage of disagreement for those answers was (1.94%) while the percentage of neutrals reached (17.6%) and these rates were reinforced by the average arithmetic mean of (4.152), which is higher than the hypothetical arithmetic mean of (3) and a standard deviation of (0.424). As for the response ratio to the scale area, it was (83.04%), which confirms the importance of the relative dimension (application of knowledge) that occurred at the fifth level (high relative importance) and according to the scale area, and this is reinforced by the value of the coefficient of variation of (10.211%) and this confirms that the answers of the individuals under research on the paragraphs of this dimension were positive. And that the paragraph that contributed to enriching this dimension is (X25) "The company's management follows up and supervises the processes of applying knowledge" with an agreement rate of (82.9%) supported by an arithmetic mean of (4.237) and a standard deviation of (0.758) and the value of the coefficient of variation for this paragraph was (17.890%), This indicates that the answers of the individuals under consideration are homogeneous, and that the company's management follows and supervises the processes of knowledge application. While the weakness of the agreement on paragraph (X24), which refers to "the company's management allocates special funds to bring the requirements of the application of knowledge", was highlighted by the agreement of the study sample by (76.3%) and an arithmetic mean of (4.041) and a standard deviation of (0.806), and a coefficient of difference of (19.945%). This shows that the company's management is not uninterested in the requirements of knowledge application.

P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2023.29.03.028

Table (6): Frequency distributions, arithmetic means, standard deviations, response ratios and coefficient of variation of the dimension of application of knowledge

coefficient of difference %	response rate %	standard deviation	Arithmetic mean	Response measurement										questions	
				Strongly disagree		I do not agree		neutral		I agree		Strongly agree			
				%	T	%	T	%	T	%	T	%	T		
18,458	82.24	0.759	4,112	0	0	1.7	4	18.8	45	46.3	111	33.3	80	X21	Knowledge application
19,203	83.32	0.800	4,166	0	0	2.1	5	18.8	45	39.6	95	39.6	95	X22	
17,197	84.08	0.723	4,204	0	0	1.3	3	14.2	34	47.5	114	37.1	89	X23	
19,945	80.82	0.806	4,041	0	0	3.3	8	20.4	49	45.0	108	31.3	75	X24	
17,890	84.74	0.758	4,237	0	0	1.3	3	15.8	38	40.8	98	42.1	101	X25	
10,211	83.04	0.424	4,152	0		1.94		17.6		43.84		236.6		General Average	
				1.94				17.6		46 .80				the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

After describing each dimension of knowledge management processes, the following table (7) shows the responses of the individuals under consideration regarding these dimensions through the statements (X1-X25) were heading towards general agreement of (81.3%), while the negative trend (disagreement) in the response of the individuals under research was at a rate of (2.15%), while the percentage of neutrals constituted (16.55%), and these rates were reinforced by the average arithmetic mean of (4.167), which is higher than the hypothetical arithmetic mean of (3) and with a standard deviation of (0.217). The average response ratio to the scale area was (83.34%) and that this ratio falls within the fifth level (high relative importance) of the scale area, which emphasizes the importance of the dimensions of knowledge management processes in the company under research, This is also reinforced by the value of the coefficient of variation, which amounted to (5.207%), and this confirms to us that the answers of the individuals under research to the paragraphs of the knowledge management operations variable represented by the independent variable were positive, and that the dimension that contributed significantly to enriching this variable is (knowledge creation), with an agreement rate of (82%), and this is reinforced by the value of the arithmetic mean, which came (4.193), with a standard deviation of (0.401), and a coefficient of difference of (9.563%).

Table (7): Frequency Distributions, Arithmetic Means, Standard Deviations, Response Ratios and Coefficient of Variation of the Dimensions Variable of Knowledge Management Operations

Factor the difference %	response % rate	standard deviation	Arithmetic mean	Response measurement					questions	dimensions
				Strongly disagree	I do not agree	neutral	I agree	Strongly agree		
				%	%	%	%	%		
9,563	83.86	0.401	4,193	0	1.84	16.24	42.66	39.34	X1-X5	knowledge creation
10,065	83.06	0.418	4,153	0	2.84	16.92	42.32	37.92	X6-X10	Acquisition of knowledge
9,399	83.2	0.391	4.16	0	2.5	15.34	45.86	36.30	X11-X15	Knowledge storage
9,595	83.58	0.401	4,179	0	1.66	16.68	43.72	37.94	X16-X20	Knowledge sharing
10,211	83.04	0.424	4,152	0	1.94	17.6	43.84	36.62	X21-X25	Knowledge application
5,207	83.34	0.217	4,167	0	2.15	16.55	43.68	37.62	General Average	
				2.15		16.55	81.3		the total	

Source: Prepared by the researcher based on the outputs of the SPSS program.

P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2023.29.03.028

Based on the above, it can be said:

1- All the answers and all dimensions were higher than the hypothetical mean of (3).

2- With regard to the response ratio to the scale area, all ratios occurred at the fifth level (high relative importance).

3- With regard to the ordinal importance of the dimensions of knowledge management processes from the point of view of individuals working in Kronji Soft Drinks, Healthy Water, Juices, Dairy and Energy Drinks Ltd., Table (8) shows the values of the coefficient of variation for each dimension of knowledge management processes, as the lower the value of the coefficient of variation and the closer it is to zero, this indicates the intensity of the harmony of the individuals under research in the company for that dimension (Al-Badrani, 2020: 121). Therefore, after storing knowledge, it ranked first in terms of importance, with a coefficient of variation of (9.399%) and an arithmetic mean of (4.16), while after the creation of knowledge came in second place with a coefficient of difference of (9.563%) and an arithmetic mean of (4.193). The dimension of acquiring knowledge with a higher coefficient of difference than the previous two dimensions amounted to (10.065%) and an arithmetic mean of (4.153) and a response rate of (83.06%), while the application of knowledge with the least relative importance came in fifth place, as the coefficient of variation reached (10.211%), with an arithmetic mean (4.152) and a response rate of (83.04), which indicates the limited interest of the company under research in these two dimensions.

Table (8): Regulatory importance of adopting the dimensions of knowledge management processes in the company under consideration

arrangement	coefficient of difference	response rate	Arithmetic mean	dimensions	T
Second place	9,563	83.86	4,193	knowledge creation	1
Fourth place	10,065	83.06	4,153	Acquisition of knowledge	2
first place	9,399	83.2	4.16	Knowledge storage	3
Third place	9,595	83.58	4,179	Knowledge sharing	4
Fifth place	10,211	83.04	4,152	Knowledge application	5

Source: Prepared by the researcher**.**

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P-ISSN: 2204-1990; E-ISSN: 1323-6903
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