



THE IMPACT OF KNOWLEDGE MANAGEMENT INFRASTRUCTURE IN ACHIEVING ORGANIZATIONAL EXCELLENCE AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF TEACHERS AT THE UNIVERSITY OF TIKRIT

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Abstract:

The research aims to study the role of knowledge management infrastructure (culture, technology, structure, human resources) in promoting organizational excellence (the superiority of appropriate strategy, superiority of leadership, superiority of services, business results), The descriptive and analytical approach was adopted, and the study tried to answer the main question of the study problem (what is the role of knowledge management infrastructure in achieving organizational excellence), the study population included (2207) teaching staff at Tikrit University, as a random sample of (326) teachers was chosen, and the statistical analysis program SMART PLS,3) was used.

The study reached a set of results, the most important of which is that there is a correlation and effect relationship between the study variable. As for the most important recommendations, it is necessary to pay more attention to aspects of the infrastructure for the purpose of consolidating organizational excellence

Keywords: Knowledge management infrastructure, organizational excellence

INTRODUCTION

The infrastructure of knowledge management is one of the most important features of sobriety related to the aspects of knowledge, as it includes important aspects related to professionalism at work, and the infrastructure of knowledge management through its work of balancing job stability that seeks to achieve sustainable knowledge growth that facilitates the process of sharing Knowledge and thus contributes to the success of decisions about ways to reach sustainable organizational excellence, the current era is the era of knowledge par excellence, as knowledge is a cornerstone in any functional administrative work.

From this point of view, attention to the infrastructure of knowledge management, in theory and in practice, has become crucial for the success of business organizations, whose main concern has become the interest in the knowledge resource. The rapid changes and transformations that surround

organizations in the fields the various, without a doubt, effectively affect the work of these organizations, which prompted those in charge of managing business organizations to devise new methods to meet competitive challenges and work to enhance the renewed knowledge source for the purpose of renewed organizational excellence.

The first axis: the methodological framework First: the study problem

The position occupied by universities among other organizations makes them at the forefront, as the role that the knowledge management infrastructure plays in achieving sustainable organizational excellence is extremely important for all business organizations, which strive with all their might to achieve the desired excellence, and from this standpoint, it is trying The study the answered the main question: what is the role of knowledge



management infrastructure in achieving organizational excellence?

Second: the importance of research

The importance of the study stems from paying attention to the theoretical or intellectual aspect, by addressing the study to two important variables, namely, the infrastructure of knowledge management and organizational excellence, from reviewing an important theoretical and intellectual answer to these two variables.

With regard to the practical or applied importance, the opinions of a sample of teachers at the University of Tikrit have been studied, as it is one of the important universities in Iraq.

Third: The purpose of the research

The research aims to study the role of knowledge management infrastructure in achieving organizational excellence through the relationship of influence and correlation between the two variables in theory and application.

Fourth: The hypotheses of the study

To achieve the study objectives, the study relied on two main hypotheses:

1. There is no significant correlation between the knowledge management infrastructure in its dimensions and institutional excellence in its dimensions.
2. There is no significant effect between the knowledge management infrastructure in its dimensions and organizational excellence in its dimensions.

Fifth: The hypothetical model of the study

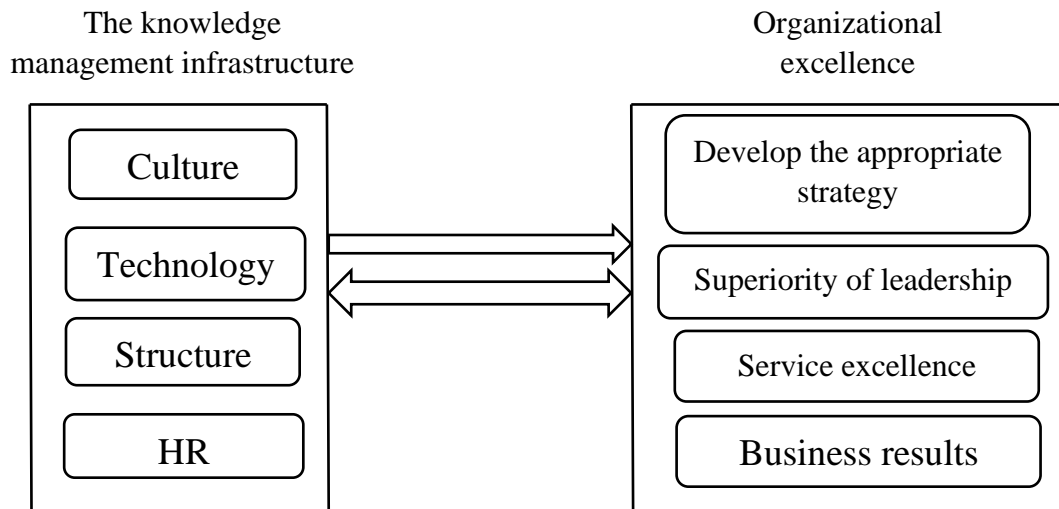


Figure No. (1) Hypothetical model of the study

Sixthly: Study Methodology

Any study represents a method through which the researcher reflects the image he wants to reach the reader, and it is the intellectual output that expresses his thoughts and perceptions and the level of rationality that the researcher possesses, from this point of view, the descriptive and analytical research method was used, as this method relied on describing the research variables through scientific sources, as well as analyzing the answers of the study sample individuals.

Seventh: The study population and sample

The study population represents the teaching staff at the University of Tikrit, which numbered (2207), as a random sample of (330) teachers was chosen according to a table, (Krejcie & Morgan, 1970:607) (330) questionnaires were distributed, (326) forms were recovered at a rate of (98.7%).

THE SECOND AXIS: THE THEORETICAL FRAMEWORK
First: Infrastructure for knowledge management



A: The concept of knowledge management infrastructure

Their organizational knowledge infrastructure supports the business and knowledge processes within these companies (Grg, et al, 2010:3), knowledge management has become a key performance indicator for the success of an innovative economy, encompassing the capabilities of knowledge management infrastructure operations that aim to strengthen organizations by giving an advantage Internally and externally competitive, knowledge management infrastructure consists of technology and culture, and knowledge management processes involve the acquisition and application of knowledge (Imran, 2014:87).

The right knowledge management infrastructure can enhance an organization's ability to create and exploit knowledge, but it does not guarantee that the organization is making the best investment of its resources or that it is managing the right knowledge in the right way (Masa'd eh, et al., 2016, 8)), some researchers have described this infrastructure as important as one of the critical success factors for organizations. The costs of developing and maintaining knowledge management infrastructure are usually high, and without spending time and effort to maintain the knowledge management system, it will fail to achieve any goal (Hamid, at el, 2016: 3).

Knowledge management infrastructure capability refers to the normative products and organizational designs that encourage knowledge management activities in the organization, knowledge management infrastructure can be classified into two main types of capabilities, technical infrastructure etc. Technical infrastructure includes physical infrastructure, information technology, hardware, and components. On the other hand, social infrastructure includes culture, structure and human resources (Raed, 2016:5).

The emergence of the knowledge-based economy has made it a strategic necessity for companies to initiate ways to effectively acquire and manage diverse organizational knowledge; knowledge when produced and scattered throughout the organization has the potential to contribute to the value of the company (Pannu, 2017:26).

Therefore, knowledge management includes capabilities, the ability of knowledge management infrastructure, and the ability to process, The purpose of this study is the infrastructure part of knowledge management capabilities, In this study, three main capabilities will be used to refer to the knowledge management infrastructure, these capabilities

relationships are culture, structure and technology (Raed,2019:3)

The knowledge management infrastructure may consist of an environment that is essentially a collective environment (technology, culture and structure) in which organizations can carry out operational and strategic business, and the process of acquisition, transfer, application and protection of knowledge through the integration of resources and activities that encourage innovation and is the financial leverage of competitive advantage (Tsetim & et al,2020:217).

B: Dimensions of knowledge management infrastructure

1. the culture

Culture refers to the values, beliefs, principles and behaviors that exist within the organization, and each organization has its own unique culture, and the process of understanding their own culture because it may act as a barrier or an enabling factor for knowledge management (Raed, 2019:3). The organizational process of knowledge management culture is one of the best institutional processes and strategies that contribute to the transfer of information and is a factor of success or failure for business organizations (Pannu, 2017: 26), Competitive advantage and superior performance can only be achieved through knowledge management, if the cultural environment is useful to remove barriers between human resources and the information available in the organization so that individuals use this information for innovation and productivity (Imran, 2014:87).

2. The structure

The organizational structure is the formal division of functions, tasks, and administrative mechanisms for the purpose of keeping pace with and integrating work activities, Including policies and procedures, hierarchical relationships, sector boundaries, etc. The organizational structure plays an important and crucial role in utilizing technology and communication networks and in facilitating cooperation and knowledge sharing in organizations (Tsetim& et al,2020:218)

1. The technology

Technology is one of the mechanisms of knowledge transfer within the organization that facilitates the creation and dissemination of knowledge in the best possible way (Imran, 2014: 87), the application of technology is one of the most important tools for



knowledge management and infrastructure in every organization, and technology infrastructure is a combination of data processing, storage and communication and the technologies, systems (databases, servers, computers and information devices, etc.) and processes that make everything work (Tsetim& et al,2020:218),Technology is a way to bring to life the knowledge in which managers develop an understanding of the relationship between organizational actions and results (Alias & Goyal, 2020:5).

4. Human Resources

The source of the success of organizations is mainly due to human resources through investing in this resource, which is the key to success for all organizations, and managers want to share the human resource with learning and cooperation, as well as flexibility and knowledge sharing, whether it is through the availability of job skills or the ability to apply knowledge in different working conditions (Wu, 2011:123)

Second: organizational excellence

Organizational excellence is defined as that system that includes all modern technologies for management in order to make the organization sustainably superior to competitors (Al-Salam, 2017:33). While (Ahmed, 2011:43) emphasizes the ability of organizations to survive, grow and continue in the presence of an ideal and distinct vision in which the organization can achieve organizational excellence. The idea of organizational excellence is based on the existence of diverse and coherent social structures that reflect the ideas and beliefs of the owners and stakeholders in the organizations. ,2002:804)

While it was emphasized by (Shelton, at el, 2009:33) that there is a great difficulty in identifying superior organizations in the field of existing industries, and despite this difficulty, it is possible to identify the features of organizational excellence, organizational excellence is a modern administrative concept that can be used and used on a large scale at the present time in a way that serves the needs of the organization for the purpose of building sustainable competitive advantage.(AL-Aazzam, at el, 2018: 16).

In light of the globalization that organizations are experiencing today, organizational excellence is the basis and the starting point for all organizations at the present time. The trend towards organizational excellence is increasing in light of the fierce race between organizations for the purpose of obtaining a competitive position (Arbab.2019:14). For the purpose

of achieving strategic excellence, exploiting critical success factors through effective strategic planning on the one hand, and on the other hand, it has become imperative for organizations to achieve and maintain strategic excellence through the application of knowledge for the purpose of sustaining strategic excellence. In this regard, the two researchers conduct (Waswas & Jwaifeel, 2020:56). A comparison between excellence at the level of people and excellence at the level of organizations, as excellence at the level of organizations requires work, directing efforts, and working in a team spirit for the purpose of achieving goals and objectives in order to achieve the desired goals.

Dimensions of organizational excellence

1. Develop the appropriate strategy

Organizations, when developing their strategies, seek to achieve sustainable superiority by focusing more on operational performance and paying more attention to detail. The need arises to formulate and implement strategies that help the organization obtain its resources from its external environment, in addition to creating internal approaches to the implementation of the strategy. The result of following the steps of implementing the strategy it is sustainable organizational excellence (Lu, et al, 2012: 18). The implementation of strategic planning leads to the goals that organizations seek to achieve, and whenever the planning is well prepared, it is easier for organizations to achieve their goals, and when the strategic plan is developed by the management the plan should be adjustable in line with environmental developments (Al-Zeidi, 2017: 45). Developing the resigned vision of the senior leadership in the organization, transforming it into a written message, and then deviating from the strategic goals, and then transforming this strategy into a tangible reality The strategic plan works to assist the organization in its survival, growth and stability in the markets, on the contrary, when strategic planning is weak due to lack of expertise or resources or for any reason, organizations fail to achieve their goals (Samawia & et al, 2019:35).

2. Superiority Of Leadership

Excellence in leadership is the most important pillar of organizational excellence, so we find that all organizations seek to excel in leadership, as contemporary and modern administrations require superior leadership capabilities; To become highly capable of keeping pace with all changes, whether in the external environment or the internal environment (Abu Naser and Al Shobaki, 2018:15), and leadership that works to develop the vision, values, and cultures



that establish organizational excellence, is thus ensuring the continuous improvement and development of work systems to serve organizational excellence (Alrawashdeh and Altaany, 2019:89). The role that leadership plays is a pivotal role that enhances knowledge exchange behaviors through training courses. and development for working individuals (Shamia, et al, 2019:7).

3. Service Excellence

The superiority of services is often seen as understanding the needs and desires of customers, and therefore the end result of this superiority is to obtain customer satisfaction, as business organizations must strive to achieve organizational excellence (Al-Zeidi, &, 2017:50), most of the starting points for excellence awards are focusing on customers and taking care of them by meeting their needs and desires and paying more attention to them. (Altamony, 2018:909).

4. Business Results

Business results are one of the most prominent dimensions of organizational excellence that is concerned with a set of indicators, the most prominent of which is customer satisfaction through the quality of goods and services provided, through the profits achieved, or through the relationship of the sector in which the organization operates and its importance for that country (Altamony, 2018:908). The superiority of organizations through the indicators referred to confirms that the organization's efforts are focused mainly on achieving organizational excellence, so we find that organizations seek to achieve a set of goals, the most important of which is a large share in the market, better profit, product growth in general, obtaining customer satisfaction, reducing costs, including It does not conflict with the quality of the products and work to achieve the reputation of the organization (Al-Zeidi, 2017:51)

Third: the intellectual relations between the dynamics of knowledge and organizational excellence

Achieving organizational superiority in administrative organizations is mainly due to the existence of a knowledge management infrastructure that enables organizations to achieve organizational superiority over the rest of the organizations (Low, et al, 2017: 48). This matter is called organizational excellence that enables it to achieve its goals by focusing attention and actually on the knowledge management infrastructure (culture, structure, technology, human resources) (ALnaweigah, 2014:188).

The infrastructure for knowledge management and organizational excellence is an important and positively interrelated process, and this leads to great interest in the knowledge management infrastructure and the process of benefiting from it in educational organizations, i.e. universities, as it requires continuous improvement in aspects of organizational excellence (AL- Zeidi, 2017: 50). The relationship of knowledge management infrastructure, that is, the relationship of this structure with each other, is an integrative relationship, and this leads to the adoption of the dimensions of the infrastructure for knowledge management by organizations (Greiner, 2008: 20)). Which made organizations more and more interested in expanding the perception and vision of organizational excellence, which made the organizations work to achieve excellence by investing the infrastructure for knowledge management, and this made modern organizations expand the vision of excellence, and work on continuous evaluation of all resources and opportunities, (AL-Zeidi, 2017:50).

We conclude that the participation of individuals working in the organizational culture, which is one of the main dimensions of the knowledge management infrastructure, is a decisive factor in achieving organizational excellence. The adoption of each dimension of the knowledge management infrastructure leads as a result to achieving sustainable organizational excellence (Ashi, et al, 2018:49), developing an effective strategy for managing knowledge and its infrastructure in organizations is extremely difficult, without a comprehensive framework prepared for this purpose (Islam, 2018:50).

The process of the success of knowledge management infrastructure projects requires a superior workforce, as there is compatibility between the goals of the organization and the goals of the individuals working in it, and this ultimately leads to achieving the goals of the organization and the goals of the individuals working in it, and here this process must be sustainable (Greiner, 2007:13) Leadership plays a pivotal role in promoting and developing knowledge sharing behavior by contributing to employee experiential learning and providing opportunities for operations management, development of ICT systems, reward systems, opportunities and interaction When management at various levels supports knowledge management, employees realize that a culture of knowledge sharing is pervasive in the organization. Thus the ideals offered by management may be very useful. (Shamia, et al, 2018:3)



The role of leadership is fundamental to the successful implementation of the knowledge management strategy as it is the senior management that disseminates the appropriate culture, builds the fertile environment and provides the necessary requirements for discovering, sharing and managing organizational knowledge, and there is a strong commitment in the executive management to change the organizational culture (Ashi, et al, 2017:46). Creating values that lead to the exchange of knowledge, and achieving this requires a leadership style that manages the best and most effective use of the current knowledge of the organization to improve performance and its connection with the organization's mission, vision and goals on the one hand, and

knowledge management strategies in the organization that promote creativity and innovation. (Shamia, et al, 2018:3)

The third axis: the practical side

This axis includes the practical side of the research, as it includes the results of descriptive analysis (arithmetic mean and standard deviations) of the research variables and the process of testing the main hypotheses of the study (correlation, regression) and subsidiary ones.

1. Presentation of the results of the descriptive analysis of the knowledge management infrastructure variable

Table (1) Arithmetic mean and standard deviations of the knowledge management infrastructure n=326

Dimensions	Arithmetic mean	standard deviations
the culture	3.581	0.5632
technology	3.865	0.6644
the structure	3.987	0.789
Human Resources	3.3215	0.5140
Total knowledge management infrastructure	3.789	0.5897

Source: Prepared by researchers based on the outputs of the SMART PLS program, 3

It is clear from Table No. (1) that the arithmetic mean values indicate agreement and to a high degree by the study sample members on the questions of the dimensions of the knowledge management infrastructure variable, and the weighted average of the knowledge management infrastructure was (3.789), which is a high acceptance average, and the standard deviation values It was small, which indicates that the answers were consistent, which indicates that

the answers were realistic and accurate. The total standard deviation of the dimension was (0.5897), meaning that there are no significant deviations from the arithmetic mean. These results reflect that organizations that have a knowledge management infrastructure are able to Executing its operational and strategic work efficiently and effectively, and thus it can achieve a competitive advantage that cannot be imitated.

Table (2) Arithmetic mean and standard deviations of the organizational excellence n=326

Dimensions	Arithmetic mean	standard deviations
Develop the appropriate strategy	4.35	0.546
superiority of leadership	3.332	0.623
service excellence	3.215	0.512
business results	3.558	0.584
Total organizational excellence	3.879	0.599

Source: Prepared by researchers based on the outputs of the SMART PLS program, 3

We note from Table No. (2) that the weighted average of the variable organizational excellence reached (3.879), which is a high average acceptance, and the standard deviation of the variable was (0.599), which came after setting the appropriate strategy in the first place in terms of importance and with an arithmetic average of (4.35), and with a standard deviation. (0.546), then it came after business results in the

second place, followed by the superiority of leadership in the third place in terms of importance, and it came in the last place after the superiority of services, with a mean of (3.215), and with a standard deviation of (0.5124). These results show that organizations that adopt the idea of excellence Regulatory authorities should invest in knowledge management infrastructure and build diverse and coherent social structures.



2. View and analyze correlation results

The research includes a main hypothesis regarding the correlation between the study variables, which are:

There is no significant correlation of knowledge management infrastructure with its dimensions in organizational excellence in its dimensions

Table (3) Correlation coefficients between knowledge management infrastructure and organizational excellence n=326

knowledge management infrastructure	organizational excellence				
	Develop the appropriate strategy	superiority of leadership	service excellence	business results	The number of correlations
the culture	0.61**	0.56**	0.50**	0.55**	4
technology	0.68**	0.67**	0.70**	0.74**	4
the structure	0.54**	0.52**	0.56**	0.58**	4
Human Resources	0.62**	0.60**	0.73**	0.78**	4
Total knowledge management infrastructure	0.63**	0.59**	0.68**	0.67**	4

Source: Prepared by researchers based on the outputs of the SMART PLS program, 3
 ** Significant at the level (0.01) *Significant at the level (0.05)

We note from Table No. (3) that there is a direct significant correlation between all dimensions of organizational superiority and the dimensions of knowledge management infrastructure at the level of significance (0.01) in the universities of the study sample, and therefore we reject the null hypothesis and accept the alternative hypothesis.

3. View and analyze the results of the impact

This paragraph includes testing the second hypothesis, which states:

There is no significant effect of the knowledge management infrastructure in its dimensions on organizational excellence, its dimensions.

Table (4) the results of the impact of the knowledge management infrastructure on organizational excellence n=326

Variables	organizational excellence					
	α	β	F	R ²	the impact	Sig.
the culture	21.325	0.81	33.235	0.71	Sig.	0.00
technology	24.258	0.83	32.123	0.73	Sig.	0.00
the structure	22.078	0.64	36.25	0.69	Sig.	0.00
Human Resources	28.338	0.67	40.558	0.73	Sig.	0.00
The knowledge management infrastructure	2.365	0.82	28.325	0.76	Sig.	0.00

Source: Prepared by researchers based on the outputs of the SMART PLS program, 3

It is clear from Table No. (4) that the results of the regression model are significant at a confidence level (0.05) between the variable of knowledge management infrastructure and the variable of organizational excellence through the value of the coefficient of determination (R²), which represents the explanatory power of (0.76), which means that the variance in Organizational superiority is due to the variation in the knowledge management infrastructure by (76%) and the rest is due to other variables, and we also note the value of (β) of (0.82), which means that any change in organizational superiority by one unit is due to the change in the knowledge

management infrastructure By (0.82) units, and the calculated (F) value reached (31.456) at a significant level (0.00), and based on these results, we reject the null hypothesis which says there is no effect between the study variables and accept the alternative hypothesis which states that there is an effect between the infrastructure Knowledge management and organizational excellence in the universities of the study sample.

FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS
First: the conclusions



1. The necessity of paying attention to the areas of knowledge management infrastructure by paying attention to the aspects of knowledge management infrastructure and focusing more attention on the human resource as it is the main driver for achieving organizational excellence.
2. It is necessary to work on introducing the knowledge management infrastructure with actual and real practical programs in order to achieve an added value for the academic work.
3. All dimensions of knowledge management infrastructure as an independent explanatory variable have achieved a significant correlation in the dimensions of organizational excellence, and this supports the work of academic organizations that seek to achieve organizational excellence.
4. All dimensions of the knowledge management infrastructure as an explanatory variable showed significant progress in achieving organizational excellence.
4. The necessity of working to enhance the changes achieved by the fields of knowledge management infrastructure by working to encourage and activate the use of sensing, feeling and intuition to promote changes in the dimensions of organizational excellence and thus achieve the desired organizational excellence.

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Second: Recommendations

1. Working to strengthen the relationship between the areas of knowledge management infrastructure and the dimensions of organizational excellence by generating a state of synergy and cooperation, which helps academics in the process of making future decisions that serve organizational excellence.
2. Working on activating the relationship between the knowledge management infrastructure and the dimensions of organizational excellence in various fields of academic work for the purpose of achieving more organizational excellence in the future through conducting training courses and giving lectures that motivate and direct the investment of knowledge management infrastructure.
3. The necessity of employing the dimensions of knowledge management infrastructure by administrative leaders in academic work and making it an essential feature to promote sustainable organizational excellence.



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