



THE REALITY OF KNOWLEDGE MANAGEMENT IN CONTEMPORARY ORGANIZATIONS AND ITS IMPACT ON IMPROVING INSTITUTIONAL PERFORMANCE

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Received: 26 th November 2025 Accepted: 24 th December 2025	<p>Know-how is an important element to build upon and learn about in today's business world that is full of changes, intense competition, and rapid technological development. The material and financial-based resources are no longer enough to achieve the excellence of an institution, but rather the organizational knowledge is a more significant source in increasing efficiency and improving institutional performance.</p> <p>This study seeks to understand the state of knowledge management in modern organizations, through studying the practices and tools associated with this concept, discovering the extent to which it is adopted in different organizational settings and revealing its contribution in institutions' performance development covering administrative, financial and operational performance along with services' quality. The study may also provide some insight into the relationship of KM processes (knowledge creation, preservation, sharing and application) as to how they contribute to improving employee performance, creating new ideas and facilitate decision-making.</p>
Keywords: Knowledge management, organizational performance, intellectual capital, organizational innovation, managerial efficiency.	

INTRODUCTION

The world has over the past few decades seen a swift changes in multiple economic, administrative and technological sectors. This development has caused knowledge to be recognized as a strategic resource that is no less important than material and human resources for organizations. The capacity for creating, organizing and using knowledge has become one of the key factors contributing to organisational perfection as well as competitive advantage in the new knowledge economy where what matters most is accumulated knowledge and experience.

Knowledge management is a new management idea, which has attracted many researchers and practitioners' attention in recent years. It helps increasing organizational performance as it makes use of the tacit and explicit knowledge of individuals to turn them into added value which is seen through efficiency in decision-making with regard to quality in-service. In addition, knowledge management assists organizations in facing changes in the environment, adapting to new needs and creating an appropriate environment for innovation emergence and continuous organizational learning. In such a context, it was necessary to study the reality of knowledge management in organizations and analyze its different dimensions including those that are connected with: -the generation of information / theory; -information storage; -data for sharing and data usage in service processes (1), but also to reflect our paper within an impact on the improvement of organizational performance following its indicators. This study is relevant as it emphasizes one of the main bases concerning modern management, and contributes to the enrichment of theoretical and practical knowledge in relation to knowledge managements for organizations.

Hence, this study is directed towards a consideration of concept of KM and its significance as well as its most common processes and models, and concentrate on the area beyond others for bright changing organizations or company performance. This is achieved by drawing upon the theoretical framework in this thesis and matched with current management thinking.

Research Problem

Modern organizations under pressure by the fast changing business environment, aggressive competition and ongoing advances in information communication technologies (Talwar et al., 2008b). This developments makes knowledge a vital asset for survival and growth. Although many enterprises have realized the importance of knowledge, experience has shown that there are deficiencies in its management, causing much knowledge to be wasted or left untouched.

The basis of this research problem is that very few organisations have formal and structured systems for managing knowledge from how it gets formed, stored, shared or used. This is bad for our organizations - it limits what they can



do in terms of being more efficient and effective at reaching their outcomes. Moreover, lack of knowledge sharing culture and poor IT infrastructure as well unclear policies and procedures vis-a- vis KM further complicate this problem. Hence, the most significant issue examined in this study is that of knowledge management not being a reality to first-rate organizations nowadays and its impact on improving organizational performance under the volatile pace of changes brought by today's work place. This is the issue that this article aims to tackle by investigating both the theoretical aspects of knowledge management and its implications for organizational performance.

The Importance of the Research

Significance of the Study The study significance result from that, knowledge management has gained in importance in modern management thinking as it is deemed to be one of the key building blocks for improving organizational performance and enhancing institution's competitive. * General management enhances the utilization of employees' intellectual abilities and experience as a strategic resource in achieving organizational objectives effectively and efficiently.

The theoretical contribution of this research is that that it amplifies the existing body of literature on knowledge management by disambiguating its basic concepts, dimensions and processes and also connects knowledge management to organizational performance. The study also has offered a knowledge framework that may help to extend the academic base within the realm of studies devoted to this topic, considering that currently there is a growing demand for research related to knowledge management in today's organizations.

The practical implications of this research can be drawn from: the findings themselves; and, the level of valuable insights that it can provide to assist organizations' administrative leaders and decision-making authorities in identifying more efficient ways to implementing knowledge management practices. This, in addition, leads to enhanced organizational performance along with efficient administrative functions along with input for decision making. Additionally, the findings of this study can provide a general guidance for building knowledge management policies and procedures in organizations.

Research Objectives

This research aims to achieve a set of objectives that align with its central problem and main themes, which can be summarized as follows:

- 1- To understand the concept of knowledge management and explain its origins and development in contemporary management thought.
- 2- To clarify the most important characteristics and objectives of knowledge management within organizations.
- 3- To describe the main processes of knowledge management, particularly knowledge generation, storage, sharing, and application.
- 4- To explain the role of knowledge management in improving organizational performance in its various dimensions.
- 5- To highlight the importance of knowledge management as a strategic resource that contributes to supporting organizational efficiency and its ability to meet contemporary challenges.

RESEARCH HYPOTHESES

- 1- There is a statistically significant relationship between the level of knowledge management implementation and improved organizational performance in contemporary organizations.
- 2- Knowledge management processes (knowledge generation, storage, sharing, and application) positively impact the efficiency of organizational performance.
- 3- Adopting knowledge management contributes to enhancing employee capabilities and raising the level of organizational innovation.
- 4- Knowledge management plays an active role in improving the quality of administrative decisions within organizations.
- 5- The degree of impact of knowledge management on organizational performance varies depending on the level of leadership support and the technological infrastructure of the organization.

RESEARCH METHODOLOGY

The present study followed the descriptive-analytical method, because it is instrumental for the kind of topic and aims. This methodology enables to describe the knowledge management phenomenon in enterprises, to analyse its multiple dimensions and processes and to explain its effect in increasing organisational efficiency. The descriptive-analytical method involves collection of data and information on study subject followed by its analysis and interpretation in order to produce scientific results based on the fact.

To achieve its purpose, the study depended on several scientific sources covering Arabic and foreign publications and references about knowledge management concepts, importance, stages as well as literature that raises the issue of organizational performance. This variety of sources helped in creating a theoretical perspective that fits the research goal, and assists in answering its main question



SECTION ONE

THE CONCEPTUAL FRAMEWORK OF KNOWLEDGE MANAGEMENT

First: The Concept of Knowledge Management

Know how management is a late management approach, introduced due to the fast changes in business community and thanks to dynamic use of information and communication technology. Material resources are no more enough to achieve excellence in the organizations and what actually a sustainable source today is knowledge within these organizations. The description given can be characterized as knowledge management (KM) and, although the concept has been treated in different ways depending on a variety of intellectual approaches (Sveiby, 1997), its amplitudements reflect the fact that knowledge is increasingly becoming an asset that must be managed in a structured and rationalized way by organizations.

Knowledge management is seen as a compact process for creating, arranging, storing, spreading and applying knowledge within an organization. And help to enhance the performance of the organization and achieve its strategy optimally. Information management is not confined to the realm of information storage/retrieval, but also involves managing human experiences, skills and tacit knowledge (Al-Ta'i, 2010; Hijazi, 2012) residing in employees' minds by transforming them into explicit knowledge that can be shared/utilised.

According to management literature, knowledge management is an overarching framework that involves the intertwining aspects of people, processes, technology and organisational culture with the aim to leverage an organisation's intellectual capital. Also to decision-making support, innovation stimulation and organizational lifelong learning continuous attainment.

(Al-Zubaidi, 2015).

Second: The Emergence and Development of Knowledge Management

Knowledge management became a response to the new trends of management thought that developed in the late twentieth century due to the transition from an industrial economy to a knowledge economy. The factor here was that knowledge has ceased to be a by-product in a factory that creates value but has become the primary factor of added value in the organization. Accordingly, it interested the organization how knowledge is generated and transferred. In particular, it became relevant to the organization due to the recognition of the fact that the employee's accumulated experience is an asset and should be invested in it and preserved. Moreover, advances in information and communication technologies databases, decision support systems, and electronic communication networks reinforce interest in knowledge management; new technologies have provided effective tools for collecting, storing, retrieving, and disseminating knowledge. But knowledge management quickly went beyond the technical dimension and acquired organizational and cultural features – knowledge management was understood as creating an organizational culture that promotes learning and working (Al-Dulaimi, 2014). Many scientists consider the development of knowledge management as the result of the organization's need to respond to external environmental changes, increase the ability to adapt, and create innovation; the need to adapt to unstable conditions to achieve sustainable competitive advantages is growing.(Al-Shammari, 2016).

Third: Characteristics of Knowledge Management

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Fourth: Objectives of Knowledge Management

Knowledge management is seeking a series of goals to improving the output of organization. Among these are of course an increase in administrative efficiency, supporting decisions and all within the organization to develop new ideas. Knowledge management is intended to keep safe organizational knowledge from loss, perhaps resulting from employee retirement or transfer, by recording expert knowledge and experience acquired.



Knowledge management also helps to improve organizational learning capability that leads to a competitive advantage, institution of products or services quality offered by the organization and creation of capacity to change with time affecting it from environmental changes.(Al-Nuaimi, 2017).

Fifth: Types of Knowledge

Knowledge is categorized into a number of types literature on management, which provides an important base to comprehend nature of knowledge management in organization. "Knowledge is not restricted to written." explain researchers: "It encloses expertise, competence and experience gained from work." So, the difference between explicit knowledge and tacit knowledge appears to be two most common forms of an organization's knowledge.

Explicit knowledge consists of codified knowledge that can be documented, stored and exchanged easily (e.g., reports, regulations, instructions, database or official document). It is easy to deal with this kind of knowledge as it can also be codified states in written and virtual documents and transferred among the employees within the organization without much effort (Al-Ta'I, 2010).

On the other side, tacit knowledge is that which is within people's heads, experience organizations, but also personal experiences, accumulated skills and abilities to solve problems. Another type of knowledge is the tacit, which is vague and less easy to transfer because it cannot be easily codified and (the firm's atmosphere should be around interaction, communication, cooperation), thereby transformed into explicit knowledge that can be used by the firm) (Hijazi, 2012). Among other classifications of knowledge, such as individual and collective; internal and external, however, the explicit-tacit rift continues to be paramount for applying it in any managing strategies on using it or not in institutions (Al-Dulaimi, 2014).

Sixth: The Importance of Knowledge Management in Organizations

"Knowledge has become as important to organizational performance as material, labor and money" (Nonaka and Takeuchi, 1995). Knowledge management promotes the most effective application of available knowledge resources in the organization, turning this knowledge into an active element that assists administrative processes and strategic goals. The significance of knowledge management is illustrated by its capability to assist decision-making process with relevant and up-to-date information and knowledge, minimizing the uncertainty of operations for management leader in order to decide on the best action. Knowledge management also enhances the quality of administrative decisions and increases the effectiveness of planning, organization, and control in the institution (Al-Zubaidi, 2015).

In addition, knowledge management is an important factor in promoting innovation and creativity as it encourages employees to share ideas and experiences, while establishing the organizational culture that emphasizes constant learning. This culture fosters personal and collective competencies and enhances the performance of the organization in a steady rise of fast-paced and competitive work places in particular (Al-Shammari, 2016).

Knowledge management also helps retaining organizational knowledge from loss with respect to employees the information when retire by recording critical skills and experience and enabling their dissemination in a new context that will be used by the organizations. Knowledge therefore becomes a sustainable strategic asset and drives the stability and long-term growth of the organization.(Al-Ubaidi, 2018).

Seventh: Requirements for Implementing Knowledge Management

To deploy knowledge management in organizations, a number of basic conditions must be met to guarantee its success and efficacy. Chief among these needs is senior management support. A key enabler that determines the success of KM implementation is administrative leaders' commitment to implement KM for required resource allocation, policy support and organizational culture facilitation.

In addition, culture is a basic prerequisite for knowledge management to operate. It should be built on cooperation, trust, exchange of knowledge and promotion of lifelong learning. However, the lack of such culture represents one of the biggest problems in knowledge management efficiency for organisations (Al-Nuaimi, 2017).

It also needs a kind of technological infrastructure that can solve the problem of storage, feed information retrieval to management, and facilitate from now on with knowledge transfer in order not only to product new knowledge, but also take advantage from the one already produced. It also needs appropriate human resources possessing talents and knowledge to endlessly work with these system.(Al-Dulaimi, 2014).

Section Two: Knowledge Management Processes

First: Knowledge Generation

Knowledge creation is the most essential knowledge management process because it serves as the basis of all other processes. Knowledge production is the creation process of achieving new knowledge for organizations and individuals by communication among them, referring to the wisdom gained over time, learning from past practices and social research and development. This also helps in strengthening the innovative capacity of an organization and willingness to adapt to different environmental changes.

Knowledge is created within organisations in many sources (such as organisational learning, training-for-life, teamwork and when it members of staff) share information with each other'). Shannon, 1999, assigns similar importance to



meetings, work groups and workshops as they allow for the exchange of ideas, sources of discussion and generating good solutions (Al-Ta'i:2010).

Some of the studies showed how organizations that stimulate and promote knowledge generation, and provide an environment conducive to this within the organization, are better able to achieve institutional excellence insofar as they depend on more current knowledge which adds value to their performance and for developing administrative procedures.(Hijazi, 2012).

Second: Knowledge Storage

Knowledge storage is essential in knowledge management, which serves to retain existing organizational knowledge and to avoid that it is lost, especially when staff changes due to resignations or retirements. Information and knowledge storage consists of recording and storing such collected information, knowledge, and experience so that it is easy to access when needed.

Organizations use a range of tools to store knowledge, such as electronic databases; document management systems; digital archives and procedural manuals; official reports. These applications help in structuring knowledge, making it readily accessible and assist with the efficient delivery of policy services and improving decision quality (Al-Dulaimi,2014).

The management literature also highlights knowledge storage as nothing purely technical. It also needs the development of written policies and protocols that govern the recording and on-going maintenance of effective knowledge, maintaining its relevance & currency. (Al-Zubaidi, 2015).

Third: Knowledge Sharing

Knowledge sharing is the most important activity in knowledge management, and enables dissemination of knowledge within organizational boundaries and also enhances its usage. Sharing knowledge is an exchange of knowledge, experiences, and information between employees or organization members that can occur formally or informally and can lead to organizational learning which will result in increased performance.

Given the organization encouragements for collaboration and team work, free flow of communication without concern of the information being misused or manipulated is what makes knowledge sharing successful. Also, administrative leadership is an effective factor to stimulate knowledge sharing from staff by encouraging them to share their experience and provide incentives as a supportive strategy (Al-Shammari, 2016).

Research shows that insufficient knowledge sharing is the main barrier to successful implementation of knowledge management initiatives in organizations, but one that allows some ppl to become owners and managers of knowledge while shutting org down on most or all its benefit!(Al-Nuaimi, 2017).

Fourth: Knowledge Application

Knowledge application is the ultimate step in knowledge management, which refers to the use of the gained knowledge for enhancing administrative processes, making decisions and increasing organizational effectiveness. The institutionalization of knowledge matters because it turns considered information into real added value that helps the organization to achieve its objectives.

(3) Applying Knowledge - The ability to apply knowledge in the performance of specified job requirements; applying problem solving and decision-making skills to meet work objectives with minimal supervision. It further helps us in improving efficiency of the system, lessening the capacity for errors and utilisation of resources (Al-Ubaidi, 2018).

Literature suggests that the success of knowledge use relies on the congruence between all KM processes, how the organization is able to connect knowledge with its strategic direction, as well... (Al-Dulaimi, 2014).

Section Three: Knowledge Management and Improving Organizational Performance

First: The Concept of Institutional Performance

Institutional performance, as a major concept in modern management science, represents the degree of organizational efficiency and effectiveness in fulfilling its proposed objectives, and having professional benefit from human, material and intellectual potential. Institutional performance is a function of what an organization has accomplished within a given time period, and how satisfied its stakeholders are with the achieves and also how flexible it is in accommodating its various external environments.

Institutional performance is also variously defined by differing research perspectives. Some see it as the organization's capacity to reach its goals in a most efficient and effective way; whereas other relate it with the success of the organization in balancing its internal goals vis-à-vis external requests. Institutional Performance Institutional performance, is a broader term and refers to various dimensions like financial performance, administrative performance, operational performance and human resource performance etc.(Al-Zubaidi, 2015).

Second: Dimensions of Institutional Performance

Performance Performance of an organization is a set of dimensions to determine the extent to which it was successful in its objectives. Two of the best known dimensions are efficiency (the capacity of an organisation to use resources as economically as possible) and effectiveness (how we can meet its goals and immunity). Quality is yet another important



performance dimension that measures the degree of customer satisfaction with regard to the offerings, be it a product or service produced by an organization.

Moreover, organizational performance encompasses flexibility that leads the organization to weather environmental changes and innovation, which involves the capability of the organization to create new work technologies and present new solutions for their problems. Research evidence supports the notion that balancing these dimensions is a necessary condition for achieving sustained improvement in organisational performance (Al-Shammari, 2016).

Third: The Role of Knowledge Management in Improving Organizational Performance

Information management is vital in enhancing organizational performance due to the support it provides for administrative processes, decision quality and coordination across units. It delivers objective and updated data and knowledge for evidence-based managerial judgments.

Knowledge management enhances organizational performance by promoting organizational learning and providing channels for sharing experiences and knowledge among employees, which improves their effectiveness and ability to undertake assigned responsibilities. The management literature also asserts that firms that implement good knowledge management practices can perform better than those lacking them. (Hijazi, 2012).

Fourth: Knowledge Management and Decision Support

Decision and knowledge support are critical to the future of organizations. It diminishes ambiguity and provides optimum choices by understanding problems more precisely. And the more knowledge that is both available, categorized and shared across all employees, the better and faster precise administrative decisions can be as well. Knowledge management links past information and experiences to its current reality so that it can utilize those previous experiences to apply them to similar present situations. It also results in better, more accurate, and faster decision making as well as less vulnerability to different types of environmental changes. (Al-Dulaimi, 2014).

Fifth: Knowledge Management and Organizational Innovation

Knowledge management is associated with organizational innovation because it is the main input for new ideas and innovative solutions. Knowledge management helps to establish an organisational environment that fosters creativity by offering employees opportunities for sharing and exchanging ideas and experiences, empowering them for lifelong learning.

Researches have also showed that companies that successfully adopt knowledge management get more capacity for innovation, enhancement in product and service development, and improvements of work processes. Innovation, from knowledge management for sustainable competitive advantage and long-term performance of the organization. (Al-Ubaidi, 2018).

Sixth: The Impact of Knowledge Management on Achieving Competitive Advantage

Knowledge management is a process that enhances the organizational value of an organization's intellectual resources by making them more visible, accessible and usable [22] in such way as to be difficult for competitors to replicate. The sum of the knowledge of its employees and an organisational culture that values and shares know-how are key factors that provide a company with lasting competitive advantages.

Knowledge management also enables organizations to enhance the quality of their products and services, minimize cost and improve customer satisfaction which has big advantages on the overall businesses performance in providing a leap of competitive-edge. The literature indicates that knowledge-based competitive advantage is reputed to be highly sustainable form of contrast in the modern business environment (Al-Nuaimi, 2017).

Section Four

Obstacles to Implementing Knowledge Management in Organizations

First: Organizational Obstacles

There are numerous organizational barriers to knowledge management implementation that inhibit successful development. Foremost among these is ambiguity in vision and policy for KM. OnAl notes that lack of clear organizational-wide knowledge management strategy results in dispersed efforts and weak inter-departmental coordination among various parts of the organization, hence hindering sharing or use of existing knowledge in the organization.

Bureaucracy and cumbersome organizational process are also major knowledge management obstacles as they hamper the movement of information and its transfer among employees. Some studies further highlight that inflexible organizational contexts hinder the effective embracement of KM practices, because such contexts lack flexibility and care for interaction, as well as corporate learning. (Al-Zubaidi, 2015).

Second: Human Obstacles

Human barriers are regarded as the key barriers for knowledge management in an organization because they involve individual action and attitude of sharing knowledge. For some employees, knowledge may be perceived as individual power and therefore kept by themselves not disclosed to others in order to keep their intellectual edge or job position.



Ignorance of knowledge management information and its significance is a challenge that further hampers the effective implementation of knowledge management. Employee may not be equipped with hands-on skill to handle knowledge management system or employee might not appreciate the importance of sharing the knowledge. Moreover, low material and moral motivations associated with sharing knowledge may made employee unwilling to thus fully engage in knowledge management activities.(Hijazi, 2012).

Third: Technical Obstacles

Technical barriers are some of the reasons that prevent knowledge management applications in organizations, mainly those which suffer from low information and communication technology facilities. Lack of proper information systems or out of date technology make it difficult to store, manage and exchange knowledge effectively.

One of the most significant problems that face the management of knowledge is technology fragmentation in an organization, as it causes data duplication and information disintegration which hinders comprehensive utilization. Researchers suggest that investment in up-to-date technologies is the foundation of successful implementation of knowledge management; however, lack of funds may not enable some organisations to do so.(Al-Dulaimi, 2014).

Fourth: Cultural Obstacles

Organisational culture is an important factor influencing the success or failure of knowledge management efforts in organisations. A disorganized culture that is not conducive to collaboration and teamwork, or one where individualism and mistrust are the norm would be an undesirable home for knowledge exchange and transfer.

Change Resistance Change resistance is another major cultural barrier for knowledge management introduction. Some staff will often reject the new and improved ways of doing things, or utilize advanced knowledge management solutions because they are afraid of change or stuck in their old habits. Multiple researches point out that developing organizational culture for managing knowledge effectively is a critical factor to overcome these obstacles as well as to gain more benefits from the using of organizational knowledge.

(Al-Nuaimi, 2017).

Fifth: The Impact of Obstacles on Organizational Performance

Barriers to embedding knowledge management directly effect performance of the institution through organizational, human, technological and cultural perspectives. They result in poor knowledge application, low inter-organizational unit coordination and relatively inferior AD quality. These barriers also undermine the organization's capacity of innovation and to adapt to changes in its environment, influencing negatively the fulfilment of its strategic objectives.

That is the importance of detecting these barriers and addressing them systematically. This can be accomplished by implementing good knowledge management policies, promoting a supportive organizational culture and having proper technological infrastructure and human resources. These activities help to achieve better performance of organizations, and strengthen the competitive position of institutions (Al-Ubaidi, 2018).

This study focused on the issue of knowledge management in modern institutions and its application to enhance organizational performance. Knowledge management is receiving an increasing amount of attention in contemporary management and for good reason - the changing nature of business activity, and the move towards a knowledge-intensive economy. Knowledge Management is a field that aims in the United States and around the world from 1991 (Akbar, 1999) Studies about this topic seek to develop lines of investigation fully, goes until regimen to build up theoretical bases regarding` subject and daylight theories for its construction. It also pointed out major challenges for its application in institutions.

The study achieved prove that knowledge management is not an organizationally optional requirement, but it emerges as a strategic imperative objectively predetermine by the demands of competition and sustainability. This arises out of its active involvement in the process through which intellectual ability is employed and employee undeclared expertise/ knowledge base epochs transformed into productivity gains, occurring as an outcome that redounds to the efficiency and effectiveness of the organization. The study further found that knowledge management success is much attributed to its ability in incorporating the different processes of knowledge generation, storing, sharing and utilization for decision-making support and performance improvement.

In addition, the study focused on proximity between knowledge management and organizational performance and its impact on increasing quality in administrative decision-making, efficiency of routine operations, innovativeness, and gaining a competitive edge. On the other hand, the study identified a number of organizational, human, technical and cultural barriers that might hinder the success KM implementation in an organization which imply addressing them within systematic framework.

In this respect, we can ascertain that knowledge management is one of the cornerstones of present day management and when it is adopted in a systematic and conscious manner will provide visible advances on organizational performance and reinforces organizations itself to deal with the current and future challenges.

CONCLUSIONS



1. Knowledge is a key strategic resource in contemporary organizations, and knowledge management is central to better organizational performance and attainment of organizational objectives.
2. Knowledge management activities including knowledge creation, storage, sharing and use as well as knowledge generation assist in streamlining the administrative process and decision making.
3. The effectiveness of knowledge management is contingent on the presence of a facilitating environment within an organisation, which prescribes effective leadership and organisational culture that values learning and knowledge sharing.
4. Knowledge management is critically important in stimulating organizational innovation and gaining sustainable competitive advantage in the turbulent environment.
5. There are many barriers to knowledge management adoption in organizations, including organizational, human, technological and cultural inhibitors.
6. Poor execution of knowledge management hampers the performance of an organization in terms of low decision-making quality, limited coordination & inferior innovation.
7. The barrier to knowledge management should be eliminated if we want to fully make use of intellectual resources in organizations.
8. This study's findings support that knowledge investment leads to improving the sustainability of institutions and their adaptive capacity to environment disturbances.

RECOMMENDATIONS

1. To ensure sharing of best or current practices, their knowledge management strategy should be explicit and integrated into the broader strategic plan.
2. Senior management should reinforce their positive attitude towards knowledge management plans by allocating resources and formulating policies.
3. Enterprises, in turn need to develop an organizational culture that supports lifelong learning and knowledge transfer among employees.
4. Systems should be implemented within organizations to support efficient knowledge storage, access and sharing.
5. Human resource investment Should make an investment in human resources to provide continuous education in knowledge management concepts and methodologies.
6. Create a combination of reward systems with real incentives that help employees shine by giving rather than hoarding knowledge.
7. Simplify the bureaucratic organizational system in order to provide for a more efficient placement of knowledge throughout the organization.
8. Apply knowledge from historical and best practices in Knowledge Management to enhance organizational performance.
9. Encourage researchers to explore knowledge management from diverse applied perspectives in future studies, for the advancement of the field of knowledge.

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