

*Original Article*

# The Role of Knowledge Management in Developing Decision-Making Process from the Perspective of the Syrian Arab Football Federation

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**Abstract** - The aim of this research is to identify the role of knowledge management in developing the decision-making process of the employees of the Syrian Arab Football Federation and to identify the significance of the differences in the answers of the respondents on the questionnaire of knowledge management and the decision-making questionnaire according to the research variables: (educational qualification, years of experience). The researcher used the research tool: (knowledge management questionnaire and decision-making questionnaire), where the sample of the research included (288) workers in the Syrian Arab Football Federation. The most important findings of the research:

1. There is a positive correlation between statistically significant average answers of employees to the knowledge management questionnaire and average answers to the decision-making skills.
2. There were statistically significant differences between the average answers of the research sample on the questionnaire of knowledge management according to the variable of scientific qualification in favor of individuals who possess a scientific qualification (diploma and above).
3. There were no statistically significant differences between the average answers of the research sample on the questionnaire of knowledge management according to variable years of experience.
4. There were statistically significant differences between the average answers of the research sample on the decision-making questionnaire according to the variable of scientific qualification in favor of individuals who possess a scientific qualification (diploma and above).
5. There were no statistically significant differences between the average answers of the research

sample to the decision-making questionnaire according to variable years of experience.

**Keywords** - knowledge management, Syrian Arab Football Federation, decision-making process.

## I. INTRODUCTION

The administrative field has received great attention because it relates to all the global developments that covered all aspects of life, especially those related to the aspects that are going on in the administrative process.

In light of the great challenges facing the administrative process and with the continuous and successive changes that accompanied the administrative systems in the administrative field within administrative institutions, including sports institutions, it was necessary to emerge modern administrative concepts that interact with these changes and keep pace with the developments against which efforts must be made and works to reach the development and improvement of these processes in order to ensure the success of administrative work and achieve the institution's objectives.

The administrative process includes several pillars, the most important of which are: planning, organizing, decision-making, coordinating efforts, guidance, follow-up, monitoring, and evaluation, to ensure the achievement of the institution's goals. The success of any sports institution in achieving its objectives is linked to the ability of the management of this institution to direct the behavior of its members and unite their efforts towards the desired goal.

Knowledge is the real nerve of today's organizations and a purposeful and contemporary administrative means to adapt to the requirements of the times. Knowledge is the most important resource in creating wealth and achieving excellence and creativity



in the light of intellectual data that has escalated many intellectual concepts, such as globalization, privatization, information revolution, and the expansion of different human societies. (Abu Khader,2009).[1]

Institutions' constant quest for development and competition has made them adopt different tools of success. Knowledge management is one of its most vital resources. In the past few years, knowledge management has increasingly emerged in studies and research presented in many differently structured formats and concludes with the conclusion that knowledge management is a source of many organizational capacities. Knowledge is an essential building block for organizations. Knowledge enables the organization to develop the core competencies, enable it to meet challenges, manage complexities and give it competitiveness.

The knowledge-based approach has emerged through a focus on intangible strategic resources rather than physical resources (Erden, et al., 2014).[ 2 ] Accordingly, knowledge is the most important resource, and heterogeneous knowledge bases among different organizations are the main determinants of their performance differences. Some researchers, therefore, shorten the resources in organizations with one intangible resource: knowledge (Gassmann & Keupp, 2007).[3]

In the management process, knowledge transfer is seen as a critical aspect of strategic management for learning based on experience in non-local environments, where organizations develop “empirical” knowledge that can be transferred across borders. It can be argued that this knowledge is the source of the competitive advantage that organizations possess, where the implementation of the internationalization project is rarely simply a process of implementation; it is a journey to create knowledge that involves learning (Ahern, et al., 2014). [4]

Knowledge management has become one of the most important inputs of development and change in our time where it has been able to make a qualitative leap in the level of performance of various institutions, the existence of management as a modern science renewed, which necessitated the emergence of concepts and disciplines that add to this science further innovation. Its branches shall have more specializations in order to dissect and classify this science in a way that serves the management science as a concept and in order to achieve its objectives in improving the administrative status of the society in general and the sports institutions in particular. The concept of sports management, which differs from the industrial sector, appeared in the first management concepts, which requires, in addition to adequate knowledge of management, knowledge of all sports fields such as (collective and individual games, committees and

specialties and ...) and the impact of internal and external factors. Given the novelty of the concept, this study was an initial contribution to the identification of this subject and the extent of the practice of knowledge management in the Syrian Arab Football Federation.

Several studies and researches such as (Bshara, 2015; Drwazah, 2008; Al-Zatma, 2011; Al- Aloul, 2011; Al-Modallal, 2012) confirm that adopting knowledge management in organizations brings many benefits, for example Increasing efficiency and effectiveness in the process Making decisions, improving performance, increasing productivity, improving creativity, achieving competitive advantage and responding quickly to changes in the environment.

Decision-making and decision-taking are at the heart of the management process of any sports organization. It is a key skill for every administrative officer as it permeates all administrative processes. Decisions must be made at every stage of the process since the manager is the tool for exercising decision-making and the cornerstone of contemporary management. Therefore, he must be an effective management leader and able to make appropriate decisions in various areas of sports decision-making, and the extent of the success achieved by the management of the sports institution depends on the ability, efficiency, and participation of employees in any sports institution in making effective decisions that achieve the desired goals.

Hence the idea of research in identifying the concept of knowledge management, and to identify the role of knowledge management in the development of decision-making process for employees in Syrian sports institutions in order to optimize the intellectual capital in those institutions, which reflects the experience and skill possessed by the individual in the institution, and upgrading Performance.

## II. THE PROBLEM OF RESEARCH

The tasks and responsibilities of the management of the sports institution are increasing in the number of activities, tasks, and duties. Some of them are related to employees, including those related to programs, activities, events, services, and sports participations, including technical matters such as supervising the work of clubs, sports teams, personnel affairs, and training, including financial matters such as expenses and entitlements of employees, technicians, and athletes in implementation of administrative and financial decisions and to achieve the objectives and policies. Thus, business is complicated, things are intertwined and practices are bifurcated, separated only by appropriate decision-making and good practice.

In order to meet these challenges and improve performance, the application of knowledge

management is one of the means that institutions can use. This is done through the rehabilitation of the workforce and training in knowledge management, building the knowledge base of institutions, as well as through the orientation of institutions towards the collection and dissemination of knowledge at all levels of management in them and develop their quest to invest in the acquisition of new knowledge, and employ the knowledge they possess. It enables efficiency and effectiveness to the stage of excellence by promoting so-called best practice.

Despite the interest that began in the past few years in knowledge management in various fields and the knowledge organization project suggested by the Ministry of Administrative Development for its application in governmental institutions in 2015, this project has been temporarily suspended because sports institutions suffer from a weak investment like this important resource and more importantly direct their abilities by adopting it to reach its set goals.

From here can we wonder about sports departments and their relationship to knowledge and knowledge management?

Knowledge management is often responsible for the difficult task of changing the culture of an organization to achieve knowledge exchange and transfer as a necessity to realize the full value of an organization's knowledge resources. We have addressed this problem as a result of the lack of academic studies related to the management of knowledge in the field of sports in Syria, and what it can provide. Opportunities to increase organizational competencies and capacities, and support for development in the long term from clear and deliberate management practices.

Through his professional experience as a player and as a football coach, the researcher believes that Syrian sports institutions need to apply knowledge management. This is expected to contribute to improving the performance of sports institutions, which is reflected positively on the general level of the shareholders involved in sports institutions, and to apply and practice knowledge management processes, sports institutions must build programs that contribute to the development of sports culture towards understanding the concept of knowledge management and activate their own processes. (organizing, generating, storing, implementing, publishing, and distribution) and adopting strategies that maximize intellectual and information resources, practicing new ways to improve the quality of work, as well as improving decision-making processes and staff participation in their making and practice. Therefore, the search problem can be determined by the following question:

**How does the application of knowledge management relate to the development of decision-making**

**processes from the perspective of the staff of the Syrian Arab Football Federation?**

### III. IMPORTANCE OF THE RESEARCH

The importance of the research is in the following points:

1. The current research may help officials in the Syrian Arab Football Federation to identify the training needs of the staff and to prepare and organize many appropriate courses, which raise the level of staff through the optimal use of available resources and capabilities.
2. The rapid changes and challenges at various levels have made knowledge management a necessity for all institutions, especially sports institutions because of their popularity in Syrian society.
3. The results of the current research may be useful in changing management practices towards knowledge management, and in supporting the management development project in the sports sector.
4. Attempting to reach some results that will activate the stages of decision-making and taking and provide an organizational culture among sports officials to help promote participation in the decision-making process in sports institutions.

### IV. RESEARCH OBJECTIVES

Research objectives can be defined as follows:

1. Identify the role of knowledge management in developing the decision-making process in the Syrian Arab Football Federation from the perspective of its staff.
2. Identify the degree of exercise of the members of the research sample to the decision-making stages in the Syrian Arab Football Federation.
3. Identify the significance of the differences in the answers of the respondents to the questionnaire of knowledge management according to the research variables: (educational qualification, years of experience).
4. Identify the significance of differences in the answers of the members of the research sample on the decision-making questionnaire according to the research variables: (scientific qualification, years of experience).

### V. RESEARCH QUESTIONS

The research seeks to answer the following questions:

1. What is the role of knowledge management in developing the decision-making process in the

Syrian Arab Football Federation from the perspective of its staff?

2. What is the degree to which members of the research sample practice the decision-making stages in the Syrian Arab Football Federation?

## VI. RESEARCH HYPOTHESES

The research seeks to test the following hypotheses at the significance level (0.05):

1. There was no statistically significant correlation between the respondents' answers to the knowledge management questionnaire and their responses to the decision-making questionnaire.
2. There were no statistically significant differences between the average of the respondents' answers to the knowledge management questionnaire according to the variable of educational qualification.
3. There were no statistically significant differences between the average of the respondents' answers to the knowledge management questionnaire according to the variable of years of experience.
4. There were no statistically significant differences between the average of the respondents' answers to the decision-making questionnaire according to the variable of scientific qualification.
5. There were no statistically significant differences between the average of the respondents' answers to the decision-making questionnaire according to the variable of years of experience.

## VII. LIMITATION OF THE RESEARCH

1. Human borders: The research was applied to the staff of the Syrian Arab Football Federation.
2. Spatial limits: Syrian Arab Football Federation - Central Administration and branches.
3. Time Limits: Research tools were applied during the 5-6 months of 2019.
4. Scientific borders: The reality of knowledge management and decision-making processes from the perspective of the staff of the Syrian Arab Football Federation.

## VIII. SEARCH TERMS AND OPERATIONAL DEFINITIONS:

1. **knowledge management:** "Processes that help organizations generate, create, select, use, disseminate and transfer important information and expertise of the organization that is essential

for various management activities such as decision-taking, problem-solving, education, and strategic planning" (Sen, 2006).[ 5 ] The researcher defined knowledge management operationally: It is a structured process of diagnosing, acquiring, generating, storing, developing, distributing, and applying knowledge in order to add value to administrative processes such as decision-making and decision-taking in the Syrian Arab Football Federation and generate a competitive advantage.

2. **Knowledge:** "A combination of experience, skills, abilities, and information accumulated by academics, universities, educational institutions or others to help them understand correctly and take the right decision to achieve best results and practices" (Nava, 2007).[6]
3. **Sports Management:** It is the process of planning, leading, and controlling the efforts of members of the sports establishment using all materials to achieve specific goals (Talha, 1997, 19).[7]

Decision-making process: "It is the process of selecting the best alternative from a set of alternatives or is a behavior or set of actions selected from a number of possible alternatives" (Narrator, 1997, 251). [ 8 ] The researcher defines the decision-making processes operationally in this research as The process of collecting specific information related to the problem, identifying the alternatives available for the solution, and then the process of the trade-off between these alternatives in order to choose the best one is a means of conscious selection of the best available alternatives that achieve the best return or the lowest cost achieving the desired objectives in the cultural institutions in Damascus Governorate.

Decision-taking processes are: (preparation for decision-taking, participation in decision-taking, drafting and announcement of the decision, the follow-up to the implementation of the decision), and expressed by the total degree obtained by the individual in the performance of the decision-making questionnaire used in this research.

## IX. ARABIC STUDIES

1. **Hawamdeh and Kasabeh study (2000), Jordan:** *(The impact of organizational trust and participation in decision-making on the satisfaction of faculty members at the University of Mutah).* [9]

The study aimed to determine the impact of organizational trust and the degree of competition

between perceived and desired participation in decision-making on the satisfaction of faculty members at Mutah University. The study used the descriptive-analytical method. According to the questionnaire tool, the study sample consisted of (370) faculty members at Mutah University. The study showed the following results: There is a positive statistically significant relationship between organizational confidence and the satisfaction of faculty members at Mutah University, and there are no statistically significant differences between the perceptions of faculty members at Mutah University about organizational trust attributed to gender variable. The presence of statistically significant differences according to the variable years of service outside the university attributed to the variable of experience in favor of years of experience more.

2. ***Drwzah study (2008), Jordan: (The relationship between knowledge management requirements and processes and their impact on the excellence of institutional performance "applied to study in the Jordanian Ministry of Education and Higher Education").*** [10]

This study aimed to reveal the relationship between the requirements of knowledge management as stated in the King Abdullah II Award for Excellence in Institutional Performance and Transparency, namely: (cognitive needs, awareness, and commitment of knowledge, internal and external communication) and processes of knowledge management and the impact of this relationship on the excellence of institutional performance in the Ministry of Education And higher education in Jordan. The researcher adopted the descriptive-analytical method and used the questionnaire tool, the sample of the study included (300) employees of intermediate diploma holders. The researcher reached a number of results, the most important of which are: a relationship between the requirements of knowledge management and its operations and between employee satisfaction, education, institutional growth, and efficiency of internal processes on the other hand.

3. ***Maghari Study (2009), Palestine: (The pattern of leadership prevailing in the directorates of education in the governorates of Gaza and its relationship to educational decision-making from the viewpoint of workers).***[11]

This study aimed to identify the pattern of leadership prevalent among the directors of education in the governorates of Gaza from the viewpoint of the employees in the directorates, and the extent of the practice of directors of education and teaching stages of educational decision-making according to the scientific method, as well as to know the relationship between leadership styles and the process of educational

decision-making in the directors of education and teaching. . The study also aimed to determine the impact of the variables of (gender, educational qualification, years of experience, job title, and workplace) on the staff's estimates of the prevailing leadership style and educational decision-making among the directors of education in Gaza governorates. The researcher followed the descriptive and analytical approach. To achieve the objectives of the study, the researcher built two questionnaires, one to determine the prevailing leadership style, and the other to measure the extent of the practice of education managers and teaching stages of educational decision-making according to the scientific method. The sample of the study consisted of (180) deputies of the directorate of education and heads of departments and supervisors in the directorates of education in Gaza governorates. The study showed the following results: There is a positive correlation between the type of democratic leadership and decision-making process, and the presence of statistically significant differences between the estimates of staff for the educational decision-making process due to the variable of educational qualification in favor of university qualification.

4. ***Audi study (2010), Palestine: (The reality of knowledge management in Palestinian universities and ways to strengthen it).***[12]

This study aimed to clarify the reality of knowledge management in Palestinian universities and ways of strengthening them and identify the processes of knowledge management to be practiced by employees in Palestinian universities. The researcher adopted the descriptive-analytical method and used the questionnaire tool. The sample of the study included (327) administrative staff in the university. The researcher based on personal interviews to answer some questions of the study, and the researcher reached a number of results, the most important of which are: the presence of statistically significant differences to the reality of knowledge management in the Palestinian universities due to the variable of scientific qualification, and the variable of the workplace, the absence of statistically significant differences to the reality of knowledge management in Palestinian universities attributed to variable years of service and gender.

5. ***Madi study (2010), Palestine: (The role of knowledge management in ensuring the quality of higher education "A case study of the Islamic University of Gaza").***[13]

The aim of this study is to demonstrate the impact of the application of the concept of knowledge management on the quality assurance of education at the Islamic University, based on the characteristics of

teaching staff and the characteristics of the knowledge management infrastructure at the Islamic University. The researcher adopted the descriptive-analytical method and used the questionnaire to collect information. The sample of the study included (359) members of the teaching staff at the Islamic University of Gaza. The researcher reached a number of results, the most important of which are: There are differences in the opinions of the sample members on the infrastructure due to the scientific degree and the experience of the faculty members. And the existence of a relationship between the computerization of libraries and the provision of modern scientific requirements and participation in databases and library diversification, and ensure the quality of higher education.

6. ***Al-Zatma Study (2011), Palestine: (Knowledge Management and its Impact on Performance Excellence, "An Empirical Study on Intermediate Colleges and Technical Institutes Operating in the Gaza Sector")***. [14]

This study aimed to identify the relationship and type of impact between knowledge management requirements and processes and the excellence of institutional performance in the intermediate technical colleges and to identify the extent of the application of intermediate technical colleges of knowledge management processes. The researcher adopted the descriptive-analytical method and used the questionnaire tool to collect the necessary data, and the sample of the study reached (279) members of faculty members and heads of administrative departments. The researcher reached a number of results, including the degree of availability of knowledge, needs in medium technical colleges as follows: data and information relative weight (71.98%), tacit knowledge (79.64%), explicit knowledge (72.72%), infrastructure, and technology (81.43%), Human Capital (69.35%).

7. ***Al-Aloul study (2011), Palestine: (The role of knowledge management in the development of academic human resources in the Palestinian universities in the Gaza Sector)***. [15]

This study aimed to identify the concept of knowledge management in the field of academic human resources development in the light of contemporary administrative thought in the Palestinian universities in the Gaza Sector, and to clarify the differences of statistical significance in the practice of academic staff for the role of knowledge management in human resources development in Palestinian universities according to the variable: (Gender, Job Title, Educational Qualification, Years of Experience, Specialization, and University). The researcher used the descriptive-analytical method. The study sample

included (196) academics. The researcher used the questionnaire of knowledge management in human resources development. The degree of academic staff practicing the role of knowledge management in the development of academic human resources in Palestinian universities is moderate, and there are statistically significant differences in the degree to which academic staff practice the role of knowledge management in human resources development due to the gender variable in favor of females. The absence of statistically significant differences for the degree of academic staff exercising the role of knowledge management in human resources development is attributed to the variable of scientific qualification and the number of years of experience, and the absence of statistically significant differences to the degree of practicing the role of knowledge management in human resources development attributed to the university variable for the benefit of the Faculty of Arts And trade.

8. ***Hallaq Study (2012), Syria: (Obstacles of Knowledge Management in the Faculty of Education, Damascus University)***. [16]

This study aimed at identifying the obstacles of knowledge management in the faculty of education in Damascus University from the point of view of faculty members, in addition to presenting a set of proposals to develop the reality of knowledge management. The research sample consisted of (75) faculty members, and the researcher relied on a questionnaire to monitor the obstacles of knowledge management and development proposals. The results showed significant obstacles facing knowledge management in the Faculty of Education at the University of Damascus, the most important of which are: the absence of research teams, the lack of adequate electronic media suitable for research, and the short time of faculty members.

## X. FOREIGN STUDIES

1. ***Nolte study (2001), USA: (Making the tough call factors that influence principal decision making.) (Elements influencing decision-making by the principal)*** [17]

The study aimed at identifying the factors affecting school principals in the difficult decision-making process. The researcher adopted the descriptive-analytical method. The study sample consisted of (13) principals selected for this purpose. The study showed the following results: The surrounding environment influences the decision-making process. The context in which decision-making takes place plays an important role. The specific time available for decision-making is important.

**2. Alavi & Leidner, study ( 2001): (Review: Knowledge Management and Knowledge Management Systems: Conceptual Foundation and Research Issues) [18]**

The study aimed to show that knowledge as an abstract and broad concept was defined as a controversial topic, and how it evolved in the past few years as knowledge has become an organizational resource. Knowledge systems research focused on knowledge management systems aimed at supporting the formation, transfer, and application of knowledge management in organizations. It reached a number of conclusions, including the complexity of knowledge and the complexity of its existence, that knowledge management was interdependent and that information technology had played an important role in supporting its operations. It recommended that this relationship be explored to address global competition that requires the blending of information technology with organizational knowledge management strategies and processes.

**3. Kylberg & Lundberg, study,(2002): (Improving Knowledge Transfer: A Study of an Innovation Project at Tetra Pak).[19]**

The study aimed to: Develop an understanding of how knowledge is transferred within and between FAO projects and how the transition process can be improved. The study was conducted at the Swedish organization Tetra Pak, one of the organizations involved in the processing and packaging of liquid foods. One of the most important results of the study: The project staff depends heavily on the process of transferring knowledge on personal interaction between them, and databases and information technology are not being fully exploited. The study, therefore, recognized that this project lacked a knowledge transfer strategy. The study recommended the need to develop and approve a knowledge management strategy in the project, preferably focusing on the transfer or circulation of tacit knowledge.

**4. Smith study,(2002): (The Socialization of Knowledge: A Systems View of Knowledge Management in Large, Complex, Highly Technical, Global Organizations)[20]**

The aim of this study was to explore the basic framework of the socio-systemic view of knowledge management and describe the key relationships between that socio-systemic view and large, complex, high-tech organizations that can use this process to develop guidelines for their organizational effectiveness. Some of the main findings of this study are: Some organizations have used knowledge concepts as community concepts in order to develop knowledge relationships that benefit organizational effectiveness and that dealing with knowledge processes as

community concepts have been beneficial to the culture of knowledge makers. Business organizations and the process of community concepts is a building process for large complex global organizations with high technology, as well as add value to other patterns and organizational forms. This study also points to the importance of knowledge dissemination and circulation among members of the organization. This study directed the researcher to identify knowledge patterns and reinforced the concept of knowledge transfer and transfer processes as fundamental and effective in employing knowledge management across the organization.

**5. Chen&Chen, study, (2005): ( A Review of Survey Research in Knowledge Management Performance Measurement: 1995-2004).[21]**

It aims to review survey research in measuring the performance of knowledge management from 1995 to the end of 2004. In addition, it clarifies the ways in which the evaluation of knowledge management performance has evolved during this period. The study was conducted on 76 articles and research from 78 academic journals specialized in knowledge management. The study reached a set of results, most notably that the evaluation of knowledge management performance is of great importance, and the use of quantitative analysis is a key methodology in assessing the performance of knowledge management.

**6. Singh study,(2008), Malaysia: Role of leadership in knowledge management. [22]**

This study aimed to identify the relationship between leadership styles and knowledge management, and the impact of these patterns on knowledge management practices in an Indian software company, the researcher adopted the descriptive-analytical method through a questionnaire to collect the necessary information from the study population, the sample of the study included (331) employees working in a company To produce software in India. The study reached a number of results, the most important of which are: the guiding and supporting leadership style has a negative impact on knowledge management practices, the consultative and negotiating leadership style has a positive impact on knowledge management practices, the conduct of the negotiating leadership style is the most influential on the management of knowledge, both implicit and explicit, where freedom is granted Sufficient to think and act.

**7. Girard and McIntyre study,(2010), Canada: (Knowledge Management Modeling in Public Sector Organization). [23]**

This study aimed to illustrate the optimal use of the knowledge management model in public sector institutions. The researchers adopted the case study

methodology through a case study of the federal government in Canada and a knowledge management model in Canadian government institutions.

The researchers concluded that the Inukshuk knowledge model, which includes technology, leadership, culture, processes, and metrics, is the overall model that ensures organizations make the most of knowledge and that the five elements of knowledge management (technology, leadership, culture, processes, and metrics) Contributed positively towards enabling organizations to achieve their goals.

**8. Kasim study,(2010), Malaysia: (The Relationship of Knowledge Management Practices, Competencies and the Organizational Performance of Government Departments in Malaysia).[24]**

This study aimed to demonstrate the important role of knowledge management practices in improving the performance and efficiency of public sector institutions and how government performance can be improved through the application of knowledge management. The researcher used the descriptive-analytical method and adopted the questionnaire tool. The study sample included (500) workers in the Malaysian ministries. The most important results of the study are as follows: There is a positive relationship between knowledge management practices and the efficiency of job performance in Malaysian public sector institutions.

**LOCATION OF THE CURRENT STUDY FROM PREVIOUS STUDIES**

By looking at previous studies the researcher found that her current study has agreed with previous studies in some aspects on the one hand such as the study of variable knowledge management, and the study of decision-making, and differed in some aspects on the other hand. Previous studies have addressed the knowledge management of public sector workers, the university, or the linking of knowledge management to the quality of higher education. While the current research deals with the role of knowledge management in the development of decision-making process from the point of view of employees in the Syrian Arab Football Federation, and therefore the current research agrees with the previous studies that were presented as:

- It addresses knowledge management as a key variable in research.
- The current study is distinguished from the previous studies in that it: Was devoted to studying the role of knowledge management in the development of the decision-making process from the point of view of workers in the Syrian Arab Football Federation, while not previously - within the limits of the researcher - has not been addressed this research.

**XI. THEORETICAL SIDE**

**A. Knowledge Management Requirements include:**

- Initial partnership in knowledge, expertise, skills, and practices among team members within the Syrian Arab Football Federation.
- Applying and adopting the concept of knowledge partnership is the basis for creating new services and products.
- Providing the necessary infrastructure represented by technology (computer-based technology and related software such as communication networks and all related matters), which in one way or another refers to information technology and information systems.
- Providing the necessary human resources, which is considered one of the most important elements and tools of knowledge management, and accordingly the success of knowledge management in achieving its objectives, they are known as knowledge individuals who have the responsibility to carry out the necessary activities and the generation, preservation, and distribution of knowledge (Hislop, 2009).[25]
- Organizational Structure: It is a requirement for the success of any work, including the vocabulary that may restrict the freedom to work or launch the creations inherent in the employees, so a flexible organizational structure is required so that knowledge individuals can launch their creations to work freely to discover and generate knowledge.
- Cultural Factor: It is important in knowledge management by creating a positive culture that supports knowledge, produces and shares knowledge, establishing a society based on sharing knowledge and personal experiences, building effective networks in interpersonal relationships, and establishing a supportive and organizational culture of knowledge.

The researcher believes that the Syrian Arab Football Federation should be involved in training courses, workshops, and international conferences to keep abreast of the latest developments in the field of education, scientific research, and technology, through which institutions become more able to obtain competitive advantage and reach the highest levels.

**B. The Role of Knowledge Management in Improving Institutional Performance**



1) ***Impact of the application of knowledge management on the development of sports services:***

- Improving the level of services provided to players such as Information technologies that support services for players through e-services provided to players through the Syrian Arab Football Federation website.

2) ***Impact of the application of knowledge management on the development of strategic planning:***

- Improving capacity to support the trend towards decentralization, strategic planning, and decision-making.
- Improving internal and external information exchange to minimize excessive effort, and reduce the burden of communicating information and reports that are prepared to be submitted to multiple destinations.
- Strengthen the ability to develop a strategic plan that meets the needs of the labor market.
- Sharing knowledge accumulated from multiple sources internally and externally, helping the institution to become an educated institution that is able to adapt quickly to market trends (Kidwell & Johnson, 2000, 32).[26]

3) ***The impact of the application of knowledge management on the development of administrative services:***

- Improve the efficiency and effectiveness of the administrative services provided in the Syrian Arab Football Federation, such as the decentralization of work and service delivery, the development of administrative policies and procedures, the improvement of the response levels of the required administrative services, as well as the improvement of the institution's communication capacity.
- Increase the ability of the Syrian Arab Football Federation to identify improvement and development efforts in services.
- Improve the ability of the Syrian Arab Football Federation to comply with administrative policies such as supplier preference, budget policies, business guidelines, and others.
- Increase the capacity of the Syrian Arab Football Federation in the direction of decentralization in the performance of administrative work by laying out general rules of conduct to achieve harmony in the procedures followed in all the departments and sections of the Syrian Arab Football Federation, and giving powers to the administrative departments and units to act as

they see within the framework General rules of conduct.

***C. Factors affecting decision-making:***

There are many factors that influence the appropriate decision-making process. These factors can be classified as follows:

- A. Leader's organizational culture and philosophy: This refers to the leader's belief in the right of subordinates to make decisions that affect them.
- B. The extent of the leader's confidence in his subordinates: leaders differ among themselves in the degree of trust they give to their subordinates (Faleh and Abdul Majeed, 2005, 226).[27]
- C. The ability of the leader to initiate and innovate: This process stems from the important capabilities necessary for the manager in the field of decision-taking since the availability of this ability of the leader enables him to take the right decisions without hesitation, and the availability of the leader means his ability to carry out his decisions, while the leader who is independent is an authoritative manager Tired of criticism and debate, unfaithful in his ideas, he succumbs to the temptation to use it to suppress the development of his employees' ideas.
- D. Type and size of the institution or organization: those within which administrative decision is taken, the institution may be of an economic, social, political, or educational nature and may be large or small or medium in size and the number of employees and the number of associates and intellectuals, and the size and strength of work They do, and the difference of institutions in all these aspects would affect their administrative activity and the decisions taken within them (Rabie, 2006, 195).[28]
- E. The extent to which the institution or organization has the financial and human resources needed by decision-takers and implementers, and an information system capable of collecting, analyzing, classifying, and recording information and facilitating its use in administrative decision-taking processes and following up and evaluating its implementation.
- F. The nature of the institution and its own philosophy: organizations as individuals have values and there is no doubt that the leader is aware of the patterns of behavior desired by

the institution as a whole, and the leader learns about the philosophy and traditions of the institution through his knowledge of its management policy and statements of senior management (Egan, 2001, 241).[29]

Here, the researcher believes that it is not possible to believe the possibility of separation between these factors referred to because these elements and factors interact with each other in full or in part to occur their effects dictate to the decision-taker tendency to favor behavior on the other and prefer some kind of decision-taking patterns only.

**XI. FIELD STUDY**

- 1) **Research Methodology:** The research is based on the descriptive-analytical method which tries to "describe the nature of the phenomenon in question. The descriptive-analytical method helps to explain the existing phenomena. It also explains the relationships between these phenomena. "In addition, it helps the researcher to obtain as much information as possible about these phenomena based on facts. Descriptive research is more than a project to collect information; it describes, analyzes, measures, evaluates, and explains (Dwedat, 2006, 121). [30]
- 2) **Original community and sample search**
  - **The original research community:** The original study community consists of 288 members of the Syrian Arab Football Federation and its branches.
  - **Survey sample:** In order to ascertain the clarity of the items of the research tools and their instructions, the researcher conducted a deductive study, as he applied the research tool to a small sample of (20) employees in the Syrian Arab Football Federation. As a result of the survey study, the items of the research tools remained the same, as well as the instructions related thereto, which turned out to be quite clear and understandable.
  - **The research sample:** The research sample was chosen for its diversity. The research sample consists of (288) male and female employees.

The sample was drawn according to the following table:

**Table (1):**

**The distribution of the research sample of the employees of the Syrian Arab Football Federation according to the research variables**

Variable	Institute Category degree	Repetition	percent age
Qualification	Diploma and above	70	%24.3
	Total	288	% 100
Years of Experience	10 years and below	131	% 45.5
	From 11 - 20 years	80	% 27.8
	More than 20 years	77	% 26.7
	Total	288	% 100

**3) SEARCH TOOLS:**

**1- Knowledge Management Questionnaire:**

- **The stage of reading and selecting the items of the questionnaire:** Some studies that dealt with the subject of knowledge management were reviewed, including (Al-Shurfa, 2008; Badr, 2010; Audi, 2010; AL-Raqb,2011; AL-Masharfa,2012; AL-Mdalal,2012, Bshara,2015). ([31],[32],[33])

The aim of the reference was to know the items related to the role of knowledge management in improving the institutional performance in the decision-making process addressed by the researchers in their studies, and then the researcher developed the questionnaire of knowledge management and consists of (62) items. Which are:

**Table (2)**

**Shows the distribution of knowledge management questionnaire items**

N	Axes of Knowledge Management Questionnaire	Repeat stability	Spearman Brown	Alpha Kronbach
1	Organizational culture	0.855	0.790	0.721
2	Organizational Leadership	0.865	0.801	0.732
3	Information Technology	0.831	0.784	0.718
4	Generate knowledge	0.849	0.776	0.689
5	Knowledge organization	0.828	0.759	0.676
6	Institutional Performance	0.816	0.746	0.663
	Total	0.822	0.761	0.694

Each item of the questionnaire is answered by the response of the statistical unit on the Likert five-point scale with one of the following answers: (Strongly agree, Agree, Neutral, Disagree, Strongly disagree). These items correspond to scores (1,2,3,4,5) respectively for each item in the questionnaire. The high score reflects a significant role of knowledge management in the development of decision-making and vice versa.

➤ **Validity of Knowledge Management Questionnaire:**

- **Face Validity:** The researcher used the virtual honesty method to verify the validity of the knowledge management questionnaire items. The questionnaire was presented to a number of faculty members at the Faculty of Physical Education at the University of Tishreen, to explain their opinion on the validity of each item, and the degree of suitability for the purpose of research, as well as to mention what they deem appropriate additions or amendments, and based on opinions and observations did not exclude any words from The questionnaire, but some have been modified in terms of style and formulation, and therefore the final total of the paragraphs of this questionnaire finalized (62) paragraph.
- **Validity of Internal Consistency:** Defined as: "It is based on the examination of the content of the test and the examination of its various clauses to ascertain whether the whole test is a representative sample of the content of the subject and the area of

behavior to be measured" (Mikhail, 2006).[34] The researcher has made a total correlation with the sub-axes, as shown in Table (3):

- **Stability of Knowledge Management Questionnaire:** The researcher adopted in calculating the stability of the questionnaire on the following methods: The re-application of the test indicates the stability over time, so the questionnaires were applied to the survey sample twice in a row with a time difference of two weeks. The Spearman correlation coefficient was calculated between the responses of individuals by mid-fraction, Pearson by recurrence, and Alpha Cronbach. The results are as shown in Table 4:

**Table (4)  
Results of Repetition Stability, Spearman-Brown and Alfa**

N	Axes of Knowledge Management Questionnaire	Number of items	Items
1	Organizational culture	12	From 1 to 12
2	Organizational Leadership	10	From 13 to 22
3	Information Technology	9	from 23 to 31
4	Generate knowledge	10	From 32 to 41
5	Knowledge organization	10	from 42 to 51
6	Institutional Performance	11	From 52 to 62

**Kronbach for Knowledge Management Questionnaire**

It is noted from Table (4) that all stability coefficients are high and indicate the stability of the tool and allow search

**Table 3  
Correlations between the grand total and the sub-themes of the Knowledge Management Questionnaire**

	Correlation	Organizational culture	Organizational Leadership	Information Technology	Generate knowledge	Knowledge organization	Institutional Performance
knowledge management	Pearson correlation	0.902**	0.797**	0.838**	0.785**	0.645**	0.856**
	Significance level	0.000	0.000	0.000	0.000	0.000	0.000
	Number of items	12	10	9	10	10	11

It is noted from the previous table that the correlation of the sum total with the sub-axes ranged between (0.645 and 0.902), a high correlation indicates that the items of the resolution are homogeneous in the measurement of the attribute measured.

**2- Decision-making questionnaire:  
Stage of reading and selecting of the questionnaire axes:**

Some of the previous studies and researches that dealt with the subject of decision-making were: (Alem, 2008; Raddadi, 2012; Sufiani, 2012). ([35],[36], [37])

.In light of these studies and researches, the researcher developed a decision-making questionnaire among the staff of the Syrian Arab Football Federation for the current research. The questionnaire consisted of four axes, and the questionnaire includes 34 items (see Appendix 2). Distributed on the axes as indicated in Table (5):

**Table (5)**  
Shows the distribution of questionnaire items of decision-taking

Axes of the decision-making questionnaire	Number of items	No. of items
The first axis: (preparation for decision-taking).	8	From 1 to 8
The second axis: (participation in decision-taking).	7	From 9 to 15
The third axis: (drafting and announcement of the decision).	11	From 16 to 26
The Fourth Axis: (Follow up the implementation of the decision).	8	From 27 to 34

Questionnaires are answered with one of the following five responses: Contribute to a degree (very large, large, medium, weak, and very weak). The paragraphs are given grades and in the previous order as follows: (1,2,3,4,5).

**Table (6):**  
Correlations between the Grand Total and the Sub-Pivots for Decision-Making

	Correlation	preparation for decision-taking	participation in decision-taking	drafting and announcement of the decision	Follow up the implementation of the decision
<b>Decision making stages</b>	Pearson correlation	0.783**	0.744**	0.811**	0.777**
	Significance level	0.000	0.000	0.000	0.000
	Number of items	8	7	11	8

It is noted from the previous table that the correlation of the total with the sub-axes ranged between (0.744 and 0.811), and it is a high correlation that indicates that the questionnaire items are homogeneous in measuring the characteristic.

**Stability of the decision-making questionnaire:** The researcher adopted in calculating the stability of the questionnaire on the following methods:

The questionnaires were applied to the survey sample twice in a row over a two-week time interval. The Spearman correlation coefficient was calculated between the responses of individuals by mid-fraction, Pearson by recurrence, and Alpha Cronbach. The results are as shown in Table 7:

**Table (7)**

**VALIDITY OF QUESTIONNAIRE OF DECISION-TAKING:**

**1- Face Validity**

In order to verify the validity of the items of the decision-making skills questionnaire, the questionnaire was presented to a number of faculty members at the Faculty of Physical Education, Tishreen University, to explain their opinion on the validity of each item, the degree of its suitability for the axis to which it belongs, as well as what they deem appropriate additions or modifications. On the opinions and observations, no item was excluded from the questionnaire, but some have been modified in terms of style and formulation, and therefore the final total items of this questionnaire finalized (34) items were distributed regularly on its axes.

**2-Validity of Internal Consistency:** The researcher has made a total correlation with the sub-axes, as shown in Table 6:

**Results of Stability by Repetition Spearman-Brown and Alfa Kronbach for the decision-making questionnaire**

Axes of the decision-making questionnaire	Repeat stability	Spearman-Brown	Alpha Kronbach
The first axis: (preparation for decision-taking).	0.881	0.833	0.798
The second axis: (participation in decision-taking).	0.874	0.826	0.775
The third axis: (drafting and announcement of the decision).	0.852	0.813	0.759
The Fourth Axis: (Follow up the implementation of the decision).	0.890	0.845	0.792
Total	0.868	0.827	0.764

It is noted from Table (7) that all values of the coefficients of stability are high and indicate the stability of the tool and allow the search.

**XII. ANALYZING SEARCH DATA:**

*Results of the research questions:*

**1- What is the role of knowledge management in the development of decision-making in the Syrian Arab Football Federation from the perspective of its staff?**

To answer this question, the arithmetic mean and standard deviation of the scores of the research sample were calculated on the Knowledge Management Questionnaire. The grades can be divided as follows:

**Table (8)**

**Shows the standard score for judging the role of knowledge management in the development of decision making**

Average	Level
1- 1.8	Very weak
1.81 - 2.60	Weak
2.61 - 3.40	Average
3.41 - 4.20	High
4.21 - 5	very high

**Table (10)**

**Shows the total average of all axes in the decision-making questionnaire**

N	Axes of the decision-making questionnaire	Average	standard deviation	Class	Wight	Level
1	The first axis: (preparation for decision-taking).	4.06	4.136	1	%81.2	High
2	The second axis: (participation in	3.86	4.566	3	%77.2	High

**Table (9) Shows the Total Average of all the Axes in the Knowledge Management Questionnaire**

Axes of Knowledge Management Questionnaire	Average	standard deviation	Class	Wight	Level
Organizational culture	3.89	6.554	2	%77.8	High
Organizational Leadership	3.84	5.258	5	%76.8	High
Information Technology	3.87	5.108	3	%77.4	High
Generate knowledge	3.96	6.416	1	%79.2	High
Knowledge organization	3.75	5.449	6	%75	High
Institutional Performance	3.86	6.061	4	%77.2	High
Total	3.86	28.264		%77.2	High

This was done based on the responses of the scale 1-5÷5=0,8 and the results are as follows:

It is clear from the grades of the table (9) that the role of knowledge management in the development of the decision-making process among the staff of the Syrian Arab Football Federation was a high degree of (77.2%).

**Results show** that the Syrian Arab Football Federation supports innovation by generating new knowledge and access to global knowledge stores and adapting knowledge to meet local usage requirements. It also contributes to the formation of human capital by training its workforce, and the researcher believes that it is necessary for all sports institutions to adopt the principle of knowledge management to be able to keep pace with the progress of civilization and intellectual acceleration in order to build human resources capable of achieving competitive advantage.

**2- What is the degree to which members of the research sample practice decision-making in the Syrian Arab Football Federation?**

To answer this question, the arithmetic mean and the standard deviation of the scores of the research sample was calculated based on the decision-making stages. The results are as follows:

	decision-taking).					
3	The third axis: (drafting and announcement of the decision).	3.67	6.004	4	%73.4	High
4	The Fourth Axis: (Follow up the implementation of the decision).	3.87	5.046	2	%77.4	High
	Total	3.85	15.426		%77	High

It is noticeable from the grades of the table (10) that the degree of exercise of the sample of the research staff working in the Syrian Arab Football Federation for the decision-making stages was high (77%). This may be due to the fact that, when practicing decision-making, the officials of the football federation take into account the initial steps of this process, such as participation in the decision-making process, especially with consultants and experts from the Faculty of Physical Education or the General Sports Federation who are considered as shareholders in these institutions. They also practice the appropriate preparation of the decision-making process, especially with regard to gathering the necessary information about the decision and determining the subject of the decision, taking into account the comprehensiveness and generality of the decision to cover a problem; There are many alternatives that can be developed around the decision because of the many sources and expertise that depend on it.

### XIII. SERCH HYPOTHESIS RESULTS:

#### Hypothesis 1:

There is no statistically significant correlation between the responses of the research sample to the knowledge management questionnaire and their answers to the decision-making questionnaire. To validate this hypothesis, the researcher calculated the Pearson correlation coefficient between the scores of the research sample on the knowledge management questionnaire and their responses to the decision-making questionnaire. The results were as follows:

**Table (11)**

**Pearson correlation coefficient between the answers of the research sample in the questionnaire of knowledge management and decision-making**

	Correlation	Preparation for Decision-Taking	Participation in Decision-Taking	Drafting and Announcement of the Decision	Follow up the Implementation of the Decision	The Degree of Decision Making	Total of
Organizational culture	Pearson correlation coefficient	**0.424	**0.462	**0.422	**0.301	**0.337	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	Sample	288	288	288	288	288	
Organizational Leadership	Pearson correlation coefficient	**0.337	**0.415	**0.252	**0.275	**0.313	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	the sample	288	288	288	288	288	
Information Technology	Pearson correlation coefficient	**0.410	**0.430	**0.406	**0.416	**0.460	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	the sample	288	288	288	288	288	
Generate knowledge	Pearson correlation coefficient	**0.379	**0.348	**0.355	**0.286	**0.446	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	the sample	288	288	288	288	288	
Knowledge organization	Pearson correlation coefficient	**0.241	**0.305	**0.457	**0.443	**0.465	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	the sample	288	288	288	288	288	
Institutional Performance	Pearson correlation coefficient	**0.389	**0.376	**0.452	**0.386	**0.401	
	Significance level	0.000	0.000	0.000	0.000	0.000	
	the sample	288	288	288	288	288	
Total Degree of Knowledge	Pearson correlation coefficient	**0.408	**0.441	**0.474	**0.337	**0.459	

Management	Significance level	0.000	.0000	0.000	0.000	0.000
	the sample	288	288	288	288	288

**Hypothesis Discussion:** As shown in the previous table, the value of (R= 0.459 \*\*), which means a positive correlation that rejects the zero hypotheses and accepts the alternative hypothesis because there is a positive correlation statistically significant between the scores of workers on the knowledge management questionnaire and their scores on the skills Decision-making at the level of significance (0.01), the higher the level of application of knowledge management, the higher the level of decision-making in the Syrian Arab Football Federation.

This can be explained by the fact that the official in the sports foundation seeks to build a successful and effective sports institution through the desired behaviors and practices carried out by him, and deals with the employees and beneficiaries of the activities of the Syrian Arab Football Federation. The foundation will be able to achieve its goals and those of the community entrusted with the task of developing expertise and refining talents for future generations through making good decisions to reach efficiency and efficiency.

The essence of the administrative process is decision-making and decision-taking, it is necessary for the office of the Sports Foundation to take effective decisions in order to achieve the desired objectives of improving the work of the institution, and thus the ability of the official to take decisions in a scientific and a successful administrative manner. This has a positive impact on the role of the sports institution in achieving an environment with a favorable climate and in view of **Table (12)**

**The results of the analysis of variance analysis of the differences between the answers of the research sample on the knowledge management questionnaire**

the fact that most of the decisions of the organizational dimensions of sport, human, legal, and economic. This calls on officials to the need to engage the workers and beneficiaries of the activities of sports institutions dimensions of those decisions.

This demonstrates the interrelationship between knowledge management elements, processes, and decision-making. This interdependence is, on the whole, an integrated system that may be difficult to succeed without one. This shows that the ability of the sports institution to provide knowledge management requirements, and its ability to exploit these requirements in the best way in the completion of knowledge management processes, which will contribute to increasing the effectiveness of decision-making processes in the institution, and thus increase the excellence of the institution in its performance.

**Hypothesis 2:**

There were no statistically significant differences between the average answers of the respondents on the questionnaire of knowledge management according to the variable of scientific qualification.

To verify the validity of this hypothesis, the researcher calculated the significance of the differences between the answers of the respondents on the questionnaire of knowledge management according to the qualification variable (institute, university degree, diploma, and above), using the ANOVA test. The results are as indicated in Table (12):

	Contrast source	Sum Squares	of DF	Mean squares	F value	Probability value	Decision
Organizational culture	Between groups	808.236	2	404.118	9.997	0.000	Sig. (0.01)
	Within groups	11520.639	285	40.423			
	Total	12328.875	287				
Organizational Leadership	Between groups	298.491	2	149.246	5.571	0.000	Sig. (0.01)
	Within groups	7635.477	285	26.791			
	Total	7933.969	287				
Information Technology	Between groups	509.450	2	254.72	10.404	0.000	Sig. (0.01)
	Within groups	6977.769	285	24.483			
	Total	7487.219	287				
Generate knowledge	Between groups	1138.259	2	569.130	15.201	0.000	Sig. (0.01)
	Within groups	10595.363	285	37.439			
	Total	11733.622	287				
Knowledge organization	Between groups	63.678	2	31.839	1.031	0.358	No-Sig (0.01)
	Within groups	8803.975	285	30.891			
	Total	8867.653	287				

Institutional Performance	Between groups	700.755	2	350.378	10.145	0.000	Sig. (0.01)
	Within groups	9843.189	285	34.53			
	Total	10543.944	287				
Total Degree	Between groups	18144.682	2	9072.341	12.253	0.000	Sig. (0.01)
	Within groups	209535.531	285	740.408			
	Total	227680.213	287				

It is found from Table (12) after the ANOVA test that the calculated value of F was (12.253), and the probability value (0.000) which is a Sig. at (0.01) in the responses of the research sample to the knowledge management questionnaire. The zero hypothesis is therefore rejected, and the alternative hypothesis is accepted. As the Scheffe test for comparing mean differences found that all responses in the degree of knowledge management practice were for individuals with a qualification (diploma and above).

**Table 13**  
Multiple comparisons between the mean answers to the knowledge management questionnaire according to the qualification variable

Scheffe		Average differences	Probability value	Decision
Group A	Group B			
Institute	Institute	7.360-	0.144	No-Sig
	Diploma and above	*20.258-	0.000	Sig. (diploma)
University degree	Diploma and above	*12.898-	0.011	Sig. (diploma)

This can be explained by the fact that working individuals with high educational qualifications have developed an organizational culture that supports, generates, and participates in knowledge. They have the appropriate capabilities, skills, and experience to support the direction of the knowledge management program plan and help them achieve their objectives. They are more careful, use, and knowledgeable about the requirements of knowledge management processes compared to the rest of the individuals working in sports institutions, because of the large number of preparation for scientific research and participation in scientific conferences and seminars.

**Hypothesis 3:**

There were no statistically significant differences between the average of the respondents' answers to the knowledge management questionnaire according to the variable of years of experience. To verify the validity of this hypothesis, the researcher calculated the significance of the differences between the answers of the respondents on the knowledge management questionnaire according to the variable number of years of experience: (10 years and under, 11-20 years, 21 years and more), using the ANOVA test. The results are as indicated in Table (14):

**Table (14)**  
The results of the analysis of variance analysis of the differences between the answers of the research sample on the questionnaire of knowledge management according to the variable years of experience



	Contrast source	Sum Squares	of DF	Mean squares	F value	Probability value	Decision
Organizational culture	Between groups	96.040	2	48.020	1.119	0.328	No-Sig
	Within groups	12232.835	285	42.922			
	Total	12328.875	287				
Organizational Leadership	Between groups	17.269	2	8.634	0.311	0.733	No-Sig
	Within groups	7916.700	285	27.778			
	Total	7933.969	287				
Information Technology	Between groups	24.514	2	12.257	0.468	0.627	No-Sig
	Within groups	7462.705	285	26.185			
	Total	7487.219	287				
Generate knowledge	Between groups	165.258	2	82.629	2.021	0.134	No-Sig
	Within groups	11568.364	285	40.878			
	Total	11733.622	287				
Knowledge organization	Between groups	380.760	2	190.380	2.393	0.102	No-Sig
	Within groups	8486.893	285	29.779			
	Total	8867.653	287				
Institutional Performance	Between groups	115.239	2	57.620	1.575	0.209	No-Sig
	Within groups	10428.705	285	36.592			
	Total	10543.944	287				
Total Degree	Between groups	1513.746	2	756.873	0.947	0.389	No-Sig
	Within groups	226166.468	285	799.175			
	Total	227680.213	287				

Table (14), after the ANOVA test, shows that the calculated value of P is 0.947 and the probability value is 0.389. It is not a Sig. (0.01) in the answers of the research sample to the knowledge management questionnaire according to the variable number of years of experience. It, therefore, accepts the zero hypotheses and rejects the alternative hypothesis.

This can be explained by the achievement of effective management in the Syrian Arab Football Federation and

the application of knowledge management through its knowledge classification processes to improve their use, identify the knowledge gap or develop a new knowledge creation mechanism and processes.

Many years of experience do not require as much as they need to be familiar with contemporary management

**Table 15**

**The results of the analysis of variance analysis of the differences between the answers of the research sample on the decision-making questionnaire according to the variable qualification**

	Contrast source	Sum Squares	of DF	Mean squares	F value	Probability value	Decision
Preparation for Decision-Taking	Between groups	252.541	2	126.271	7.727	0.001	Sig. (0.01)
	Within groups	4657.403	285	16.342			
	Total	4909.944	287				
Participation in Decision-Taking	Between groups	584.10	2	292.053	15.416	0.000	Sig. (0.01)
	Within groups	5399.214	285	18.945			
	Total	5983.319	287				

practices and practices such as cognitive management and others. This indicates from the researcher's point of view that the individual's understanding of the concept of knowledge management and the importance and practice of their operations do not require many years of experience.

**Hypothesis 4:**

There are no statistically significant differences between the average of the respondents' answers to the decision-making questionnaire according to the variable of scientific qualification.

To verify the validity of this hypothesis, the researcher calculated the significance of the differences between the answers of the research sample on the decision-making questionnaire according to the qualification variable: (Institute, University Degree, Diploma, and above), using the ANOVA test.

The results are as indicated in Table (15):

Drafting and Announcement of the Decision	Between groups	900.32	2	450.164	13.581	0.000	Sig. (0.01)
	Within groups	9446.547	285	33.146			
	Total	10346.875	287				
Follow up the Implementation of the Decision	Between groups	465.347	2	232.673	9.693	0.000	Sig. (0.01)
	Within groups	6841.483	285	24.005			
	Total	7306.830	287				
Total Degree	Between groups	7779.573	2	3889.787	18.320	0.000	Sig. (0.01)
	Within groups	60512.840	285	212.326			
	Total	68292.413	287				

The ANOVA test showed that the calculated value of F was 18.320, and the probability value was (0.000) which is a Sig. (0.01) in the responses of the research sample to the decision-making questionnaire. The zero hypothesis is therefore rejected, and the alternative hypothesis is accepted.

The Scheffe test to compare the differences between the averages found that all responses in the degree of decision-making practice were in favor of individuals with a qualification (diploma and above).

**Table (16):**  
Multiple comparisons between the average of the answers to the decision-making questionnaire according to the qualification variable

Scheffe		Average differences	Probability value	Decision
Group A	Group B			
Institute	Institute	2.570	0.433	No-Sig
	Diploma and above	*10.681-	0.000	Sig. (diploma)
University degree	Diploma and above	*13.251-	0.000	Sig. (diploma)

This can be explained by the fact that highly qualified workers have knowledge of the decision-making and taking process. They became more aware of the importance of the decision-making and decision-taking process as they had sufficient knowledge of them. This is in line with Maghari's study (2009) which showed that there are statistically significant differences between the staff's estimates of the educational decision-making process which is attributed to the educational qualification variable in favor of the university qualification.

**Hypothesis 5:**

There are no statistically significant differences between the average of the respondents' answers to the decision-making questionnaire according to the variable of years of experience.

To validate this hypothesis, the researcher calculated the significance of the differences between the answers of the respondents on the decision-making questionnaire according to the variable number of years of experience: (10 years and under, 11-20 years, 21 years and more), using the ANOVA test). The results are as indicated in Table (17):

**Table (17)**  
The results of the analysis of variance analysis of the differences between the answers of the research sample to the decision-making questionnaire according to the variable years of experience

	Contrast source	Sum Squares	of DF	Mean squares	F value	Probability value	Decision
Preparation for Decision-Taking	Between groups	149.10	2	74.551	4.463	0.012	Sig. (0.05)
	Within groups	4760.842	285	16.705			
	Total	4909.944	287				
Participation in Decision-Taking	Between groups	263.575	2	131.788	6.567	0.002	Sig. (0.01)
	Within groups	5719.744	285	20.069			
	Total	5983.319	287				
Drafting and Announcement of the Decision	Between groups	.1160	2	.0580	0.002	0.998	Non- Sig.
	Within groups	10346.759	285	36.304			
	Total	10346.875	287				
Follow up the Implementation of the Decision	Between groups	116.060	2	58.030	2.300	0.102	No-Sig
	Within groups	7190.770	285	25.231			
	Total	7306.830	287				

Total Degree	Between groups	1488.615	2	744.307	2.175	0.083	No-Sig
	Within groups	66803.799	285	234.399			
	Total	68292.413	287				

After the ANOVA test, Table 17 shows that the calculated value of P is 2.175, and the probability value is 0.083, which is No-Sig at the level of (0.05) in the responses of the research sample to the decision-making questionnaire. Thus accept the zero hypotheses and reject the alternative hypothesis.

This can be explained by the fact that the decision-making process is a scientific process that requires many of the skills and abilities of the decision-making individual, regardless of experience and experience, and years of work experience. In order to develop the work of the institution, and to elevate it to a prominent position, does not require many years of experience, and the application of the principle of participation of workers in the decision-making and implementation process, and the formation of teams within the institution, and achieve the goals of the institution collectively does not require years of experience in order to apply The above steps. Most decisions taken in sports institutions are programmatic and subject to public policies. These decisions deal with officials and employees equally, regardless of years of experience.

**RESEARCH RECOMMENDATIONS:**

In the light of the research findings, the researcher suggests the following:

- 1- Establish a democratic culture of decision-making and decision-making, which is an effective mechanism to ensure the participation of all members of the institution in development and reform efforts, In addition, this gives them the opportunity to gain the expertise and capacity to take the right decision.
- 2- Knowledge management should be adopted as an approach to develop and improve the individual and institutional performance of the Syrian Arab Football Federation.
- 3- Focusing on generating knowledge, developing methods of storing it, expanding the process of sharing through providing the right environment, and building an organizational culture that adopts knowledge management as a method.
- 4- Individual and institutional performance should be developed by improving the organizational climate, developing an effective performance system based on

clear criteria and standards, and adopting an incentive system that rewards knowledge efforts.

5- A plan should be developed to consolidate the concept of knowledge management and best practices in knowledge management, programs, and applications, through training, seminars, and scientific conferences.

6- Focusing on infrastructure and technology and allocating resources-both financial and intellectual to establish effective communication networks in the Syrian Arab Football Federation.

7-Training officials on the important decision-making process in the right way and through the scientific method in solving problems through continuous communication with employees and members of the local community and its institutions and involving them in the decision-making and decision-taking process. To reach the effectiveness of the decision-making process and achieve the desired goals of the Syrian Arab Football Federation.

8-Building a knowledge management team to follow up on the implementation of knowledge management systems in the Syrian Arab Football Federation.

9- Creating a stimulating, encouraging, and supportive culture for the production and sharing of knowledge and the establishment of an organizational environment based on the sharing of personal knowledge and experience. In addition, establishing an organizational culture that supports participation and sharing of knowledge.

10- Working on creating databases in which all information collected on the various aspects of the performance of the Syrian Arab Football Federation is kept, as well as providing information about the outputs of this organization, which enables it to identify the needs of the labor market and provide it with qualified and skilled individuals.

**Appendix 1**

**Percentage, arithmetic mean, and standard deviation of research sample response to knowledge management questionnaire**

**Federation: Syrian Arab Football Federation**

N	Questionnaire items	Percentage of answer %	mean	standard deviation
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		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Strongly disagree</b>		
1	There is a high level of trust among employees in the work environment within the Federation	51	37.2	9.4	2.4	-	4.37	0.754
2	The Sports Federation provides opportunities for understanding, consultation, and exchange of opinion with others in different situations.	18.4	48.3	17	13.2	3.1	3.66	1.024
3	The Syrian Arab Football Federation supports openness and knowledge sharing.	41	36.8	11.5	10.8	-	4.08	0.976
4	The Sports Federation offers opportunities for collaboration within teamwork.	44.1	30.6	14.6	10.8	-	4.08	1.007
5	There is enough space to think, be creative and make suggestions.	22.9	37.5	20.5	18.1	1	3.63	1.058
6	The Sports Federation seeks to encourage and motivate individuals to learn continuously and create new knowledge.	30.6	26.4	20.1	21.2	1.7	3.63	1.174
7	The Sports Federation can adapt to work conditions without adherence to a rigid routine.	25.3	45.1	9.4	13.5	6.6	3.69	1.180
8	Information and knowledge are publicly accessible and easily accessible.	59.7	34	3.1	3.1	-	4.50	0.708
9	The Federation treats the information, knowledge, and documents it acquires with professionalism and credibility.	37.8	44.8	11.5	5.9	-	4.15	0.843
10	The Sports Federation maintains the confidentiality of the information, knowledge, and documents it owns.	32.3	32.3	13.5	20.8	1	3.74	1.150
11	The Sports Federation has an integrated methodology for building and strengthening the organizational culture that supports knowledge.	22.9	23.3	12.2	30.2	11.5	3.16	1.375
12	The organizational culture of the federation helps decision-making and decision-making.	29.9	53.8	11.5	4.9	-	4.09	0.776
13	There is a strategic vision for knowledge management in the federation and it is applied at all	33.7	43.8	8.3	14.2	-	3.97	0.996

	levels.							
14	The management of the federation depends on the sources of knowledge in the decision-making and decision-making process.	36.5	50	6.9	3.8	2.8	4.14	0.906
15	Management is a role model for others in objectivity and professionalism	24.3	38.9	18.8	17	1	3.68	1.053
16	Management contributes to fostering a culture of participation and teamwork.	23.6	43.4	13.5	16.3	3.1	3.68	1.099
17	The management delegates broad powers to individuals which contribute to raising the level of knowledge and experience they have.	23.3	26.7	23.6	25	1.4	3.45	1.141
18	Facilitates communication between leadership and individuals and provides opportunities for constructive criticism and feedback.	28.1	26.7	16.3	25.7	3.1	3.51	1.232
19	The management promotes the freedom of individuals to communicate among themselves to exchange ideas and share knowledge.	27.4	34	11.1	26	1.4	3.60	1.182
20	Management engages with individuals in strategic decision-making and decision-making.	25.7	44.8	13.2	16.3	-	3.80	1.002
21	The federation's management seeks to provide an appropriate working environment for individuals to support their abilities to create, share and apply new knowledge	52.1	35.8	10.4	1.7	-	4.38	0.742
22	The federation's management is aware of the knowledge needs of the federation in relation to its business	47.6	35.1	14.6	2.8	-	4.27	0.812
23	Technology is a strategic choice in achieving empowerment and leadership.	22.2	42	18.8	14.2	2.8	3.67	1.059
24	The federation has the ability to abandon paperwork and become an electronic system	40.6	33.3	12.5	13.5	-	4.01	1.038
25	The federation provides computers for all employees.	44.8	28.8	14.2	12.2	-	4.06	1.037
26	The federation provides security software that is safe and private and	24.7	38.9	19.8	15.6	1	3.70	1.039

	prevents leakage of information and documents.							
27	The federation has technical facilities to create and share knowledge (intranet, email, group sharing systems, online databases, etc.).	32.3	25.3	20.1	20.8	1.4	3.66	1.172
28	Any employee can access and use this technology to develop and apply knowledge.	22.9	46.5	9.7	13.2	7.6	3.64	1.190
29	There are computer programs for managing personnel and identifying their knowledge needs.	61.8	30.2	2.8	4.2	1	4.48	0.826
30	The federation has an integrated database of all its activities, business, and information.	36.1	44.4	10.8	7.6	1	4.07	0.931
31	The federation relies on communication between its employees on the means of communication and advanced technology.	29.2	28.1	17.4	23.6	1.7	3.59	1.186
32	There are teams and working groups within the federation to provide information about the problems facing the federation.	16	17.7	16.3	33	17	2.83	1.343
33	There are prospects for research, experimentation, and creative thinking in front of employees.	28.8	52.4	12.5	6.3	-	4.04	0.815
34	There is an incentive system to encourage workers to create knowledge.	31.3	38.5	11.1	18.1	1	3.81	1.099
35	Multimedia programs are used to obtain the necessary knowledge of the federation.	32.3	49.3	9	5.9	3.5	4.01	0.982
36	Workshops and seminars are held in the federation related to knowledge.	23.8	35.7	19.2	19.2	2.1	3.60	1.109
37	Employ the talents of employees to generate new knowledge of interest to the federation.	21.2	42	15.3	18.4	3.1	3.60	1.106
38	Dissemination of the culture of individual and collective initiative among the employees of the institution to produce new knowledge.	16.3	28.1	24.7	29.5	1.4	3.28	1.099
39	Brainstorming is employed in the production of knowledge within the	26.7	26	14.9	29.5	2.8	3.44	1.243

	federation.							
40	There is a special assessment of the federation to take advantage of its successes and failures in acquiring new knowledge.	26.4	33.3	11.5	27.8	1	3.56	1.182
41	There are rewards to encourage workers to turn tacit knowledge (in their minds) into explicit (written) knowledge.	21.5	45.1	15.6	17.7	-	3.70	0.998
42	The computer is used to store and save the necessary information to manage the federation effectively.	32.6	28.8	22.6	13.2	2.8	3.75	1.128
43	Data and information are categorized and documented in a way that is easy to retrieve.	22.6	39.9	24	13.5	-	3.72	0.964
44	Cognitive content is organized on the basis of overlapping competence and unity of knowledge.	12.5	25	24.3	34.4	3.8	3.08	1.116
45	Knowledge is easily accessible when a decision is needed.	35.1	34.4	5.6	14.6	1.4	3.96	1.057
46	Software is used to store knowledge.	18.1	34.7	15.3	28.8	3.1	3.36	1.166
47	Brief and written reports on the organization and storage of knowledge are kept	31.9	47.9	10.1	5.2	4.9	3.97	1.034
48	Adopts simple and uncomplicated methods of organizing knowledge.	30.6	49.7	12.5	5.6	1.7	4.02	0.901
49	Develops your organizational skills that facilitate knowledge organization.	30.2	44.4	12.5	4.9	8	3.84	1.149
50	The available data is classified according to its type in the field of work.	47.2	35.8	11.1	3.5	2.4	4.22	0.947
51	Knowledge is organized into images and shapes in simple, meaningful systems.	34.7	25.7	14.6	22.6	2.4	3.68	1.231
52	Knowledge affects the speed and efficiency of workers' handling of problems.	24.7	45.8	11.8	12.2	5.6	3.72	1.130
53	Using knowledge increases the chances of career advancement.	32.6	25.7	20.1	19.8	1.7	3.68	1.173
54	Knowledge contributes to the efficient and effective dissemination of information among employees.	26.4	45.1	9	12.8	6.6	3.72	1.178

55	Knowledge contributes to improving the quality of service capacity of workers in sports federation	58.3	34	3.8	3.8	-	4.47	0.746
56	The adoption of a knowledge management approach increases reliance on modern means of information exchange, for example (e-mail).	38.5	44.8	10.8	5.9	-	4.16	0.840
57	The adoption of a knowledge management approach increases the proportion of individuals who are willing or have high degrees.	31.9	33.3	13.2	20.5	1	3.75	1.142
58	The adoption of a knowledge management approach contributes to an increased budget for technology and information.	22.6	23.3	12.2	30.2	11.8	3.15	1.377
59	The adoption of a knowledge management approach increases the demand for cultural programs and activities in the sports federation.	30.2	54.2	11.1	4.5	-	4.10	0.765
60	Interest in knowledge management contributes to more efficient processes and supports innovation processes.	34	43.1	8.3	14.2	0.3	3.96	1.013
61	Interest in knowledge management contributes to increased coordination and integration of different sports federation	36.5	50	6.9	3.8	2.8	4.14	0.906
62	The interest in knowledge management simplifies and facilitates the services provided to beneficiaries and participants in sport federation.	24	39.2	18.8	17	1	3.68	1.050

**Appendix 2**

**Percentage, arithmetic mean and standard deviation of research sample response to decision-making questionnaire**

N	Questionnaire items	Percentage of answer%					mean	Std deviation
		Very big	big	Medium	weak	Very weak		
1	See circulars related to the decision	50.7	35.8	12.8	0.7	-	4.36	0.729
2	Collect the facts I need before making a decision.	19.1	47.6	16.7	13.5	3.1	3.66	1.034
3	Determine the importance of the decision before taking it.	42.4	37.2	10.4	10.1	-	4.12	0.959
4	Consider the possibility of unexpected results when taking a decision.	52.4	36.1	10.1	1.4	-	4.40	0.725
5	Determine the subject of the decision	25.7	45.8	14.6	12.8	1	3.82	0.991



	accurately							
6	Create the right conditions for decision-taking.	40.6	34.7	12.8	11.8	-	4.04	1.004
7	I put possible alternatives to take a decision.	41	34.7	11.8	11.5	1	4.03	1.041
8	Read past experiences before making a decision.	41.3	35.4	11.1	11.5	0.7	4.05	1.023
9	I accept new and possible alternatives to the decision	39.2	27.8	12.8	19.4	0.7	3.85	1.160
10	I trust in the available expertise I have in my staff	30.2	36.8	9.4	17.4	6.3	3.67	1.246
11	All shareholders are involved in decision-making.	52.4	28.1	5.6	9.7	4.2	4.15	1.152
12	I resort to voting when making a decision.	40.6	44.8	8.7	5.9	-	4.20	0.831
13	Beneficiaries are involved in taking important decisions.	32.6	33.3	11.8	20.5	1.7	3.75	1.166
14	I discuss the decision to be taken collectively.	28.1	26.4	14.2	21.9	9.4	3.42	1.346
15	I exchange views to develop the best possible alternatives to the decision.	27.8	52.1	12.8	7.3	-	4.00	0.837
16	I take into account that the statements of the decision do not contradict each other.	30.2	34.4	8.7	15.6	2.1	3.84	1.086
17	I care that the administrative decision does not conflict with the regulations.	30.9	46.9	10.1	9	3.1	3.93	1.025
18	The administrative decision is formulated in clear terms.	21.5	34.7	16.7	24.7	2.4	3.48	1.151
19	I take into account the compatibility of the decision with the decisions that preceded it.	20.5	41	13.2	21.9	3.5	3.53	1.144
20	The decision was taken with complete objectivity.	18.1	31.9	21.5	26.7	1.7	3.38	1.113
21	Recognize the importance of timing in decision-taking.	31.6	29.2	13.2	23.3	2.8	3.64	1.225
22	Be sure to communicate the decision to all target levels.	30.9	35.8	11.1	21.2	1	3.74	1.140
23	The reasons for the decision-taking are explained.	22.6	46.5	14.2	16.7	-	3.75	0.988
24	I consider the balance between productivity at work and the interest of the individual	32.6	33.3	18.8	12.5	2.8	3.81	1.109
25	Use the appropriate means of communication to announce the decision	30.9	38.5	20.5	10.1	-	3.90	0.954
26	Prepare for the issuance of the decision in accordance with the working interest.	21.5	29.9	17.7	28.1	2.8	3.39	1.184
27	Verify that the decision is implemented according to plan.	38.5	38.5	6.9	15.3	0.7	3.99	1.064
28	Sufficient time is given to implement the decision.	22.6	38.2	13.5	22.9	2.8	3.55	1.153
29	The implementation of decisions is evaluated according to the stated criteria.	45.5	38.5	7.3	5.6	3.1	4.18	1.002

30	Support is provided to staff as they implement the decision.	44.1	41.7	4.9	8.3	1	4.19	0.939
31	Decisions are corrected if they are negative.	37.8	35.8	9.4	11.5	5.6	3.89	1.193
32	Feedback is provided after the decision is implemented.	36.8	35.1	11.1	10.4	6.6	3.85	1.213
33	The implications of decision-making are studied.	29.5	49.3	11.5	9	0.7	3.98	0.914
34	Those who fail to be held accountable in the implementation of decisions.	16.7	38.5	15.3	26.7	2.8	3.40	1.131

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