The requirements of Appling Knowledge Management in conducting the Institu0te of Sciences and Techniques of Physical and sport activities in M'sila.

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The summary :

This study aimed to identify the requirements of applying knowledge management in the institute of Science and Techniques of Physical and Sports Activities inM'sila .The researchers used an analytical descriptive method ,and used the questionnaire as a tool for gathering data from a stratified proportional sample of an academician administrative levels ,and administrators of the institute.The research sample amounted to 25 employees and employee of 55 at the institute.The study concluded that there was a positive relationship between knowledge management requirements and (organizational culture –power of humanity ,management leadership ,organizational structure ,information technology),and knowledge management implementation in the institute of Sciences and Techniques of Sports and Physical Activities in M'sila .By contrast ,the study found that there were no statistically significant differences between sample members in theirimplementation to knowledge management inside the institute.The study presented a several recommendations such as :
-Rising the awareness of knowledgemanagement culture through workshops and,conferences - Designing a central data base between departments of the instituteto save and exchange the knowledge -Focusing on technological infrastructure .and allocation of financial and intellectual resourcesto establish an active networks within the institute .

Key words :knowledge management – Knowledge management requirements (Organizational culture , Human powers, Leadership, organizational structure, Information technology).

1.Introduction and thesis statement of the study :

Knowledge is the latest production factors which is recognized as principle resource for creating revolution in economy ,and an important factor for a competitive advantage in management (daniels.2001 .p3-9) ,Peter Drucker ;pointed out that Taylor ,the founder of the philosophy of scientific management. He is the first one who applied the knowledge management in work.Also, the secret behind the success of the advanced world was its relying on Taylor's cognitive philosophy.Then, successive additionsand intellectual contributions of writersand researchers on the origin of Taylor's concept in expanding the work and the professional rotation .That's why Taylor truly considered the first one who laid the philosophical bases for the work of knowledge makers asis nowadays prevailing by limiting the workto identify the mission and omit all the activities that do not contribute in the generate on of value   (Lee H.&Choi.B.p 179-180).

By the nineties of the last century,the major countries waived of the traditional power concept   which was adopted in dealing with global phenomena to replace it with another understanding of power measured by a number of minds that arehosted by those countries. In this way the term (knowledge is power) came that was praised by Frinbawen Edward in 1980 to put the organizational thinking in front of knowledge management challenges and its implementations and the resulting associated concepts as an example knowledge management .But, the overwhelming   torrent   of   scientific development doesn't stop even if in front of the most modern concepts ,for instance, although knowledge management had been applied for a few years , but today it started to face many critics   due to the shifting   knowledge management concept into sharing knowledge concept (Hadjazi.p 45.2005).

AbdelghafourNidhal in his study sees that although the knowledge management is one of the modern concepts , it proved that is possible to be applied in another field not only the commercial and industrial fields ,it is refer to many benefits that can be realized as a result of this use,as we find confirmations   on the possibility to apply this concept at   the educational institutions .(Nidhal ,2008, p 79)

Dr. Ali HeithemHadjazzi confirmed that in order to overcome the challenges facing organizations in a world accept only the quality. Many institutions had adopted the knowledge management that is considered one of the ways in which it could resort , that can be done by rehabilitation processes, , educating the work force., training it on the knowledge management and building the knowledge base of the institutions .Also ,through directing the institutions towards collecting and spreading the knowledge in all administrative levels , besides ,to   develop its quest towardsinvestment in owing new knowledge .and employ the knowledge that we have with the

maximum of our efficiency and effectivenessarriving to excellence through reinforcing what is   called the best practice .(Hadjazzi p:46,2005).

Whereas Yasser Alatibi claims that adopting knowledge management in the organizations realizes many benefits such as:
- Development and growth of the organizations
- Improve the decision making process
- Achieve the competitive advantage .
- Promote the creativity and thespeed of response.
- Increase the productivity
- Reduce the costs
- increasing efficiency and effectiveness ,
- improve performance.(Alatibi p:16.2008).

Universities areconsidered as the most important organizations that based on investing and producing knowledge,and they are most appropriate organization for adopting knowledge management. Where the administration of departments, faculties, and institutes in the Algerian universities is considered the most important areas of managements where it is directly related to students training and preparing generations in this changeable and speedy time .It is a tool used for achieving aims and great policies for nation future hence, achieve development and progress in all fields;social ,economicand other.

In fact ,the Institute of Sciences and Techniques of Physical and Sports Activities thatis consists of five departments besides to the administrative scientific organisms related to teachers and students .It indicates that there are many problems and deficiencies aspects such as: - Lack of internal and external efficiency .- The weak connection between the university education and private / public sector .-The progressneeds. -Preparing and developing the teaching organismmembers .-The weakness of scientific productivity of the teaching organism members , - The absence of scientific research strategy, and the research   policy that guides   different programs and activities.--Lack ofscientific researchbudget .-The absence of balance when expanding graduate studies programs -The increase acceptance,registration,and expansion degrees in the higher education,-Luck of coordination between departments .

 --Deficiencies inrules and systems of information sources systems .So,the adoption   institute administrationfor   the knowledge management principle will help it to overcome those previous obstacles .Also,contributes to keep up with the requirements changes of this time ,and face the increase of different economic ,social ,and knowledgeable pressures to promote its   human performance and increase its efficiency and effectiveness.
In the light of the knowledge management importance,and in the absences of scientific studies aimed at detecting of the applicability of knowledge management system in the institutes of Sciences and Techniques of Physical

and Sport Activities in Algeria .The researcher determines the problem of the study in the following question:

   *What is the possibility to apply the knowledge management requirements in conducting the institute of Sciences and Techniques of Physical and Sport Activities at M'sila?.

To answer the main question we need to ask the following sub-questions:

1-2 The Sub-Questions:

1)-Are there a statistically significant differences at the significance level ($\alpha \leq$ 0,05)on recognizing the importance of applying knowledge management among respondents attributed to the " gender – professional level –experience ."?

2) Is there a statistically significant relationship between the knowledge management requirements (organizational culture –human powers- administrative leadership ,organizational structure ,information technology) and the implementation of knowledge management in the institute of Sciences and Techniques of Physical and Sport Activities in M'sila?

2-Hypotheses:

2-1 the general hypothesis:

-It is possible to rely on the knowledge management requirements in conducting the institute of Sciences and Techniques of Physical and Sport Activities in M'sila.

2-2 The Sub-hypotheses:

- There are a statically significant differences at the level of significance ($\alpha \leq$ 0,05) on recognizing the importance of knowledge management implementation between the sample individual which attributed for the "gender-professional level –experience " variables .

- There is a statically significant relation between the knowledge management requirements (organizational culture, human power, administrative leadership, organizational structure ,Information Technology) and the knowledge managementimplementation in the institute of Sciences and Techniques of Physical and Sport Activities at M'sila.

3-Aims of the study:

This study aimed to achieve the following objectives:

- Identify the importance ofknowledge management concept   in administrative contemporary thinking .

- Identify nature of the relationship between the institutes and knowledge management starting from the intellectual, thoughtful credit of the institute and its role in building the human element.

- Determine the most important requirements of the knowledge management ,and the practices that lead in activating it .

- Study and analyze the current reality of knowledge management in the Institute of Sciences and Techniques of Physical and Sport activities at M'sila .

4)Significance of the study:

This study tackled a very important topic which considered one of the most significant initiatives at present time .Due to the rapid changes occurred in the global economyhave made the knowledge management process necessary for all community organizations especially, the educative organizations as the universities administration including its institutions and departments which are the largest field can be invested in the era knowledge economy, and with the programs of this institutions and departments to educate the human element and provide it with the necessary skills ,and obliged it to innovation and changes as an essential approach in planning its future programs .In order to achieve the excellence it should follow all the innovative and creative styles to make that change .

5) Determination of the principle concepts:

5-1 Knowledge

Originally the word knowledge derived from the verb known, knowing, recognition,and it is the recognition of something as it is (IbenMendhour p:236,1968)

Whereas Alsabagh defines it"as a term used to describe any of us understanding of the truth." knowledge can be described as a set of models that describe multiple properties and behaviours within a specific range " . Knowledge can be recorded In the individual's brains , or can be saved in the society documents(or organization) within its products , properties , systems , and process .

So, the procedural definition which had been adopted by the researcher to the knowledge is that; knowledge is a mixture of stacked attitudes   , acquisitions , skills among employees and the organization that produces services .

5-2 Knowledge management :

Knowledge management express processes that help the organization to generate , gain, choose , organize , use , spread the knowledge , and transmit the important information ,and experiences of the organization which are very necessary for the different administrative activities as making decision , problem resolution , education , strategic planning . (aboud , 2007, p63)

Yassin Saad defines it as " a work in order to maximize the efficient use of intellectual capital in business " . It requires connection of the best brains of individuals through the collective participation and the collective thinking (Saad , p124)

It means by knowledge management in this study " the regular processes that help the educative organizations to generate , find, examine the knowledge

and . Also help to organize , spread , make it available to all employees of the organization and outside users .

5-3 Requirements of Knowledge Management :

5-3-1 The Organizational Culture : it is represented in the values and beliefs which lead the human behaviors   of the organization individuals , and it is considered one of the necessary , supportive factors for knowledge in the organization (alali, 2008, p 305) .

5-3-2 Human Powers :

 It represents the human resourcewhich does all the organization activities , and it is one of the most important resources that the organizations rely on to survive , continue , develop , and expand .   Where each worker in the organization considers the component of success or failure on it . (Mdalal p 51, 2012)

5-3-3 Organizational Structure:

Organizational structure clarifies and determines the way of distributing missions and duties . Also, the responsible that is followed by employee. And formal coordination tools .and patterns of interaction that should be followed and applied ,the organizational structure includes three major dimensions which are complexity ,official and central.(Harim,2006.p45)

5-3-4 The Administrative Leadership:

It is known as an activity done by administrative responsible in field of taking and giving decisions and orders .Also, doing the administrative supervision on employees   using official authority ,through influence in order to achieve a particular aim .In this concept leadership collects between the use of official authority and the influence on the other's behavior .Also ,lobbing them to cooperate in order to achieve the aim.

(Abwi p:25,2008).

5-3-5 The Information Technology :

It means all the things that consist computers and the assistive devices. Also,computer networks with its different types ,and Data information of all kinds ,and all centers and jobs related to technology and its services in the systems and institutions .In additions to programs that are used in business performance, products marketing,services ,and everything related to that form programs ,devices ,and equipments.

(Alani p:63 ,2009)

6- Literature Review :

6-1 The Arabic studies :

6-1-1: The Study of Nadia Alkanadia (2008):"The Requirement of Appling Knowledge Management in SoultanKabos University –Practical Study " PHD Dissertation supervised by:Hadawi Mohamed Hafed -Education Faculty .SoltanKabosuniversi – Saltane Oman.

This study aimed to identify the theoretical and intellectual principles of knowledge management.Also,it aimed to find out availability of a number of requirement for applying knowledge management in SoltanKabus University from the point of view of teaching staff members of universities faculties .In this study the focus was on the knowledge management in the scientific research.

One of the most important findings of the study to the degree of the availability requirements of applying knowledge in SoltanKabus university .It was medium in all themes excepttheme of teaching organism who got a great degree of availability .

6-1-2 The Study of Yasser Alatibi (2008): "the knowledge management and the possibility of applying it in the Saudi universities applied study Um Al-Qura University"supplementary requirementfor the PHD in Education Management and Planning,   supervised by:Dr .RamdhanAlsabagh   in Um ElQura university (Saudi),

where the study found out the sample individuals see that the university does not give the priority to knowledge management , ,and the knowledge management is the term trading intensively .Also, there is no clear strategy to knowledge management . As the study resulted that there are statistically significant differences between the averages of the study sample members responses in all axesrelying on (qualification, Experience ,proffesional level)variables.

6-1-3: The Study of Daroza (2008) in titled "The Relationship between Knowledge Management Requirements, and its Processes .Besides, its Impacts on the Excellence of the Institutional Performance, practical study in the Minister of Higher Education in Jordan".

This study aimed to discover the relationship between knowledge managementthe requirementsas it mentioned in the price of second King Abdallah to his excellence in the institutional performance and transparency (the knowledge needs, awareness and the cognitive commitment, and the internal and external communication),and knowledge management processes (Diagnosis ,interpolation,saving ,distribution ,Implementation) and the impact of this relationshipon the institutional performanceexcellences in the Minister of Jordanian Higher Education.The researcher designed a questionnaire was distributed to the study sample which are the employees who have an intermediate diploma and above their number is 300 member .The study concluded that there is a statistically significant relationship between knowledge managementrequirements and its processes from one side and the employee's satisfaction,the institutional growth ,and the efficient of the internal processes from another side.Also,there is a relationship between knowledge managementthe requirements and each one of the following; knowledge

diagnosis, knowledge generation, knowledge distribution,and knowledge implementation.

6-1-4: The Study of Ayman Almaani (2009):"Directions of Managers in the Jordanian MinistriesCentersto the role of knowledge management in the Professional Performance".

This study aimed to identify the directions of managers in the Jordanian ministriescenters towards applying knowledge management concept and the impact of that on the professional performance. Also, examine thedifferences in all directions according to their different demographic features .The study found several results, the most important is that the Jordanian ministries adopted knowledge management with medium degree and the respondents feel with high level of professional performance .

6-1-5:The Study of Mohamed Ahmed Selman Elrakb (2011):" Knowledge Management Requirements in the Palestinian universities in the Gaza District" .

This study aimed to identify the most important requirements of the educational culture and the appropriate characteristics of the organizational structure to apply knowledge management, and identify the features of administrative leadership and the technological requirements needed to apply knowledge management .As well as providing a set of recommendations and proposals on knowledge management in the Palestinian universities in Gaza district ,which should serve the universities administration in the continuous improvements .

The main findings of the study indicated that respondents who are under study agree on the availability of the knowledge implementation elements in universities ,and came mainly in terms of agreeing to implement knowledge managements helps to achieve the universities objectives. Also,there was a positive relationship between knowledge management that are represented in (organizational culture,organizational structure ,administrational leadership ,information technology), and the knowledgeimplementation in Palestinian universities , Gaza district .

6-1-6: The study of AbissateHeidar (2005) : "The Organizational Culture and its Impact on the Institutional KnowledgeBuilding".

This studyaimed to diagnose the impact of organizational culture on knowledge building in Jordanian free zones corporation. The study concluded that the increase in the exchange of resources between employees leads to increase in level of organizational knowledge building.The study pointed out to a relationship between the organizational culture which is dominated in the organization, and exchange resources among employees . So, that leads to build the organizational knowledge .

6-2:The foreign studies :

6-2-1 :The Study of Collins , Hage, Hull&Teachman(1993): "The knowledge Impact on the Survival of American Manufacturing Plants)

This study aimed at determining the concept of knowledge through both human capital ,and Technology ,and the impact of knowledge on the persistence and evolution of organizations.The study sample consisted of 97 factories in New Jersey, and this state was chosen because of the existence of wide range of different industrial organizations which generally present the American industry .While the reason behind choosing these organizations was that this study sample beenpreviously studied in 1973 with aim of finding the reasons behind   death (closing) many American factories .Also, the study intended to examine the knowledge impact on the survival part of the sample is alive ,and used for that historic event analysis (Event –history analysis).The most important results of the study :

*57 to 97 of factories covered by the study sample stayed alive.

*the factories which stayed alive are factories that employed the knowledge in its businesses.

*The investment in knowledge has an important positive impact,as important as the impact of **the investment in research and developments .**

6-2-2.The Study of Connelly and kellway(2011): "Users Predictions for SharingKnowledge Culture".(Predictors of Employees 'Perceptions of Knowledge Sharing Culture):

Theaim of this study is to find whether organizational factors (user perceptions of how much management support for knowledge sharing process inthe users' perceptions to the social interaction culture in the organization , size of organization ,and sharing technology in the available knowledge in organization,,and the individual factors as the age, sex ,organizational control (tenure) has a significant impact in the user's perceptions to the administration support of the sharing process in knowledge inside the organization .

The mentioned study has clarified the importance of knowledge culture which enhances and reinforces the perception of the individual working in organizations to the importance of e sharing in knowledge. Also, the study confirms the importance of sharing knowledge because of its impact on employing the knowledge management .Therefore ,the researcher made the sharing process of knowledge one of the independent variable in this study.

6-2-3 The Study of Ikhsan&Rowland(2004):"Knowledge Management in Public Organizations".

The purpose of this study is to identify the relationships between the organizational components ,Information technology ,human resources , and policies inside the organization,creating and transferring the knowledge assets at the headquarters of the capacity development Ministry in Kwelalumpur.Malizia .The study had gotten many results ,the most important is that all organizations whether in the public or private sector is needed to the

tacit and explicit knowledge management ,and that to achieve a higher effectiveness in the organizational knowledge.

6-3: The Summary of the Previous Studies :
        The previous studies that were revised ,indicated on the importance of the subject of the current study .Research had gotten a set of benefits can be summarized as follows:
-Determine the aspects discussed previously the topic of the study ,and the aspects that had not been searched before to enable the researcher to begin from where the other researchers finished.
-Help to identify the problemof the study , and identify its importance besides to , the causes behind doing it .
-Answering the questions that are related to the theoreticalframework ,strengthening its constructions , and guiding the researcher with several references .
-help to choose the appropriate approach , and appropriatestudy , contribute to build it .Also, benefit from the findings of the previous studies in discussing the findings that will be reached by the current study .
    Whereas the main findings and tendencies of the previous studies are as follows:
- Investing in knowledge has an importantand positive impact that is as important as the impact of investing in research and progress .
-Conformation on the importance of knowledge management in developing the organization, and determining the importance of knowledge management.
- the necessity to integrate knowledge management in the academic disciplines in universities.
   Through a review of previous studies , it proved that is similar to the current study on the topic knowledge management , but the present study characterized by trying to determine the recognition degree of the employees who work in the Sport institutes to the importance of knowledge management concept . Also, determe the degree of exercise that knowledge at the institute of Sciences and Techniques of Physical an Sports Activities - M'sila .

7-Limits of the Study:
Our study included the following dimensions / limits :
7-1 Human Limits:
   The sample of administrators who work in the office Sciences and Techniques of Physical and Sports Activities Institute – M'sila .
7-2 Time Limits:
From January, 2014 to January, 2016.
7-3 Place Limits:

This study had been applied in the institute of Sciences and Techniques of Physical and Sport Activities – M'sila .

8- The Exploratory Study:

Wehave made an interview with some employees of the Sciences and Techniques of Physical and Sport Activities Institutes M'sila.Their number was 10 one of them is the headmaster of the adopted physical activity department and the users responsible . The questionnaire papers were given to them. The initial version of the questionnaire was distributed to them in order to examine its sincerity and consistency.

This stage aimed to:

-To know the working conditions of employees in terms of tasks, tools, equipments,

andoffice equipments.

- To determine the statistical community survey where we identified the total number of employees.

9-Methodof Study:

Methodology is the path that leads researchers to discover the facts in sciences through a set of scientific rules .(Mourad p:32, 2009) .

  On this basis, we had used the analytical descriptive method, and case of study method because it fits our topic.

10- Community and the Study Sample:

    Our study community consists of all administrators employees of Sciences and Techniques of Physical and Sport Activities in Mohamed Boudiaf .M'sila, their number according to the office users of the institute was 55 employee, whereas the number of the study sample was 25 employee , it was stratified random with a sampling method of relativity which is " take from each layer a number commensurate with members number of the community layer".(AbouAlem, 2011,p:175).Where we divided the community into two layers (Academicianswith anadministrative level, Administrators).

The community:

	Study community	The study sample	Percentage
Academicians with an administrative level	**10**	**05**	**50%**
Administrators	**45**	**20**	**44%**
Total	**55**	**25**	**45%**

Table N◦(01): the proportional stratified preview

11 Tool ofStudy:
The questionnaire was divided into two parts
11-1 personal information: Gender(male , female) – the professional level (academicians with an administrative level, administrator) – Experience (less than 05 years , from 05 years to 10 years) .
11-2 Themes of study:
-**Theme one**: knowledge management implementation consisted of 13 expression.
-**Theme two**: consists of 50 expression were distributed between five requirements (the organizational culture 10 expressions, the Human power 10expressions, the administrative leadership10 expressions, organizational structure 10 expressions , information technology 10 expressions) .

The researchers relied on the form of CSS that determines the possible responses to each questionto achieve this questionnaire   , it means relying on the standard of   " Likert quintet", Respondents were asked to determine the acceptance level of those expressions as it is clarified in table N◦ (02)

Response	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Degree	5	4	3	2	1

Table N◦ (02): The questionnaires' degrees

11-3 Credibility of Tool:
   This means make sure that the questionnaire will measure what was prepared to measure .(Saber ; mirvat, 2002, p 167) .
11-3-1 Virtual credibility: Arbitrators'' assessments
   Virtual credibility means the test is honest only in its apparent image, in other word scientifically and statistically is not honest. The general appearance to its expressions indicates that is appropriate for respondents , and this clearly shows through its instructions , terms , and the difficulty levels in the test . (Farhat , 2001, p122)
 We viewed the questionnaire to five arbitrators holding PHD degree in Theory and methodology of physical education and psychology , they have over than 10 years of experience . We viewed the questionnaire starting from december15, , 2015 to December 25, 2015.
11- 3-2 Credibility of Internal Consistency:
   This test leads to reach ofthe formation sincerity and the logical diagnosis for its components besides, to the accurate in measuring that feature .And how much this feature related with other elements helping to a specific predictions in the field of correlation. This method can be done by using the correlation

coefficient between terms .and the sum total of questionnaire and themes. (Alrajhi , 2003, P 78) .

Correlation coefficients ranged between each paragraph of the themes and the total degree of their paragraphs between (0,326 – 0,767) where is considered a significant and the level of significance   (0,05 – 0,01) , so the theme paragraphs are honest to what they developed to measure . Except the expressions N°'(04) and (09) in the organizational culture theme, the expression N°(01) in human power theme , , and the expression N°(08) in the theme of human leadership , also the expression N°(07) from the organizational structure theme .Because the correlatıon coefficients value was limited between (0,096 – 0,212) thus , these paragraphs are not sincere which should be deleted or reformulated.

12- Stability ;

It is very important factors that should be available for the validity of any test or questionnaire . The study stability tools   means " Make sure that the answer would be almost the same if we re- apply at the same persons in different times" . (Dahcha, , p 76, 2006).

12- 1 Half Tone Retail :

Through counting the correlation coefficients of**"SpearmanBrown"** between each part of the questionnaire themes ,we found that is limited between 0,862-0,955 . As each half part of the performance featured with highly stability.

So that , the stability coefficient for the two parts of questionnaire was high, for first half :0,951 , for second half ;0,956 .Also , the correlation coefficient between the two half of the questionnaire was high , so we got a correlation coefficients estimated with 0,895.

12- 2 The Stability Coefficient of Crombachα:

We had found in this questionnaire that all stability coefficients were high and statistically significant at the significance level (0,05) , and the value of those coefficients was different from one theme to another . Where its highest limit in "knowledge management implementation" theme reached0,957 , and the lowest limit in the organizational structure theme reached 0,799. The total coefficient of the study questionnaire was : 0,971 that was very high , and statistically significant stability coefficient at the significance level (0,05) indicating the possibility of steady findings obtained by the use of questionnaire . So, the questionnaire can be considered a steady high to be used in our study.

13- The Statistical Review :

The researcher relied on statistical program that is called the statistical bag social sciences (SBSS22) besides to the following statistical techniques :

-Percentages and repetitions for sample descriptions .

- Stability coefficient of   **Crombachα** to know the reliability of questionnaire paragraphs .

- Test (T-Test) to find the differences between the medium averages.
- Correlation coefficient of **Spearman Brown** to look for the   relationship between the study variables .

14- View and Analyze the Study Findings :

14-1 The Answer of Question One :

-"**Are there a statistical significant differences at significance level (0,05) about   recognizing the importance of applying knowledge management among respondents attributed to" gender , professional level (position) , and experience) variables ?** .

  To answer this question we had used the (T- Test) in order to know the differences , and table N° (03)shows the Arithmetic averages and standards deviations of the questionnaire's average grades to the knowledge management theme , and the value(t) with its significance level according to the gender variable at the freedom degree 23 .

Knowledge management implementation theme	Sample variables	Number	Arithmetic averages	Standard deviation	T–Test value	Significance level	The statistical significance
Gender	Male	16	2,60	1,,01	-1,427	0,752	Not indicated
	female	09	3,27	1,19			
professional level	Academicians with administrative level	05	1,96	0;06	62,119	0,880	Not indicated
	Administrators	20	3,06	1,04			
Experience	Less than 5 years	20	3,03	1,01	1,,776	0,383	Not indicated
	More than5 years	05	2,09	1,22			

table N° (03): The test findings of the differences between the Arithmetic averages to the sample members response on the knowledge management implementation theme attributed to " gender – professional level (position) – experience)" variable.

According to the previous table the significance values   to   "knowledge management theme in all variables(gender- position – experience) are bigger than 0,05 that means there are no statistical significant differences in the sample individual responses on this theme that is attributed to "gender – professional level (position) – experience "   variables   that mean all those variables have no impact on the knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities – M'sila .

The researchers see that reason behind the absence of statistical significant differences between males and females in applying knowledge management stresses in equality between men and women in terms of rights and duties within the institute . As well as,the administration diligence to activate its role in growth and development of the institute .

This study coincided with the study findings of Yasser Alatibi(2008) and Ahmed Alrakb (2011) but it disagreed with the study of Connelly &Kellway (2011) which confirmed that females employees perceptions on knowledge sharing culture within the organization are differ from the males' perceptions , where females need to know more about social culture interaction before they positively realize the   knowledge - sharing culture in comparison with their males 's mates .

   Researchers see that respondents answers had not been affected at the level of knowledge management implementation by the professional level factor ,and that because of the similar working   conditions   from the side of regulations , or procedures , or current work environment . Where the researchers see that the employee in his job whether he is an academician with an administrative level or just an administrator has the capability to improve and grow his knowledge and promote his performance to the best , but he needs for a comfortable and encouraging work environment that is full of trust and mutual respect , knowledge is not only limited by the educational level or a specific age range , but beyond the knowledge to cover all employees in all administration levels . In order to create an appropriate working environment we need to unite efforts and put a clear strategy and methodology .Also , provide all the necessary requirements . this study coincided with the study finding of Yasser Alatibi (2008) ,WalidElmdamal (2012), and Ahmed Alrakb (2011) those who see there are no statistically significant differences at the level of knowledge management implementation that is attributed to the professional level (position) variable .

Researchers see that the experience variable had not affected the respondents answers about the level of applying knowledge management. However, the study sample members belonging to a nascent institute , but there are no difference in the working years   between respondents . Although they are different in the number of working years , they work   in the same work

environment with what it covers of regulations , systems , and the training programs that are given to them in order to reduce   their different points towards applying knowledge management in different years of experience . This study coincided with study findings of Wlidelmdalal (2012) ,but it disagreed with study finding of the following : Ahmed Alrakb(2011) , and Elatibi (2008). Where their   study findings addressed that there are a statistically significant differences between the responses   of respondents averages towards the degree of workers' realization in Um AlQura university for the knowledge management concept and its importance besides , to their practices of its processes according to number of years experience variable for the more experienced .

14- 2 The Answer of Question Two :
 " Is there a statistically significant relationship between the knowledge management requirements (Organizational Culture , Human Power , Administrative Leadership , Organizational Structure , Information Technology) and the knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities – M'sila .

   To answer this question, they used the correlation coefficient of " Spearman Brown" between themes of the knowledge management and the knowledge management requirements

(Organizational culture, Human Power, Administrative Leadership , Organizational Structure , Information Technology)   themes and the reached resulted are as follows in N°(04) table :

	Knowledge management implementation	The significance level
The Organizational Culture	** 0,814	0,0001
The Human Power	**0, 763	0,0000
The Administrative leadership	**0,651	0,0005
The Organizational Structure	*0,644	0,0211
Information Technology	**0,587	0,0000
The Knowledge management requirements	**0,718	0,0002

   *Significant at level0,01 at freedom degree23.
   *Significant at level 0,05 at freedom degree23.

Table N°(04) : correlation coefficients between knowledge management implementation theme and knowledge management requirementtheme.

  It is clear from table N°(04) that the correlation coefficient between knowledge management requirements and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila.is equal to (0,718) and the significance level was (0,0002) which is less than (0,05) , and that indicates to a strong positive relationship between knowledge management requirements and knowledge management implementation . researchers attribute that there is a such great awareness among respondents to knowledge management concept .

14-2-1 The Organizational Culture :

It is clear from table N°(04) that the correlation coefficient between organizational culture theme and knowledge management implementation is equal to (0,814) and the valuesignificance level was (0,0001) which is less than (0,05) , and that indicates to a positive relationship between the organizational culture and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila .The findings of this study coincided with the studies of the following ;(Elmdalal 2012) indicates that the organizational culture affects on knowledge management through its impact on the individuals' values and their behaviours. (Abisstat 2005) indicates that there is a relationship between the organizational culture which is prevalent in the organization and sharing knowledge sources among employees .

14- 2- 2 The Human Power:

It is clear from table N°(04) that the correlation coefficient between human power theme and knowledge management implementation is equal to (0,763) and the value significance level was (0,0000) which is less than (0,05) , and that indicates to a positive relationship between human power and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila . The findings of this study coincided with what (Almaani 2009) recommended in his research on knowledge management role in the professional performance in the Jordanian minister centers that is the need for providing a comfortable working environment to employees besides, to provide them with sufficient powers enable them to apply their knowledge . Also, some interest to develop their capacities according to a deliberate practical programs , and adopt the moral and materials incentive system rewards the cognitive efforts , and encourage the employees to be creative and product knowledge .

14- 2-3 Administrative Leadership :

It is clear from table N°(04)   that the correlation coefficient between administrative leadership theme and knowledge management implementation is equal to (0,651) and the value significance level was (0,0005) which is less

than (0,05) , and that indicates to a positive relationship between administrative leadership and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila . The findings of this study coincided with the study of (Elmdalal 2012) where indicated to the deficiencies connection between the high administration and the employees lead to weakness in applying the knowledge management and that indicates to a relationship between leadership and knowledge management .Also, it agreed with (Alrakb 20011) study which indicated to a positive relationship between the administrative leadership requirement and knowledge management implementation in the Palestinian universities in Ghaza district .

14-2-4The Organizational Structure :

It is clear from table N°(04)   that the correlation coefficient between the organizational structure theme and knowledge management implementation is equal to (0,644) and the value significance level was (0,0211) which is less than (0,05) , and that indicates to a positive relationship between the organizational structure and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila . The findings of this study coincided with the study of (Alrakb 20011) who sees that to apply the knowledge , we need to be provided a flexible organizational structure allow to accommodate the internal and external environment variables . But the findings of this study disagreed with the study of (Ikhsan& Rowland 2004) which indicated to a positive relationship between the organizational structure and the knowledge management .

14-2-5 Information Technology :

It is clear from table N°(04)   that the correlation coefficient between information technology theme and knowledge management implementation is equal to (0,587) and the value significance level was (0,0000) which is less than (0,05) , and that indicates to a positive relationship between information technology and knowledge management implementation in the institute of Sciences and Techniques of Physical and Sport Activities - M'sila . The findings of this study coincided with the following studies : (Ikhsan& Rowland 2004) (Alrakb 2011) their findings indicated that there is a positive relationship Information technology and knowledge management . Also, the study (Alatibi 2008) , (Derrouza2012) their results indicated that information technology is one of the infrastructure component for implementing knowledge management .

15-The General findings of the study:

1-There are no statistically significant differences at the level of significance (α≤ 0,05) towards the importance of applying knowledge management among respondents attributed to "gender" variable .

2-There are no statistically significant differences at the level of significance (α≤ 0,05) towards the importance of applying knowledge management among respondents attributed to "professional level" variable .

3- There are no statistically significant differences at the level of significance (α≤ 0,05) towards the importance of applying knowledge management among respondents attributed to "experience" variable .

4- There is a strong positive , statistically significant relationship between the requirements of knowledge management (Organizational Culture, Human Power, Administrative Leadership , Organizational Structure , and Information Technology) and the implementation knowledge management in the Institute of Sciences and Techniques of Physical and Sport Activities – M'sila .

16- Recommendations of the study :

1- Designing a strategic plan to apply knowledge management   at the university and support its projects .

2- Spreading awareness , culture of knowledge management , and exchange information and experiences through set of seminars , lectures , workshops , and training courses .

3- Restructuring the processes and simplifying the procedures to realize the speed in achievement through focusing in the quality and speed of services as a major priority without complying in rigid systems and personal tempers .

4-Develop an effective fair system of incentives and rewards ensures investing human powers , and encourage employees to generate new ideas that contribute to raising the level   of knowledge   within the institute and increase performance .

5- Develop an effective and fair oversight act , and accountability that guarantee to correct mistakes and punish violators of regulations and laws, and contribute to achieve the highest degrees of commitment and handle the responsibility .

6- Keep up with methods and management methodologies and administrative practices regarding to improve and develop cognitive inventory investment available for employees and caring it as a wealth increases the success or shifts the failure to success .

7- Relying on information technology to build sophisticated business system, and abandoning bureaucratic paper work to Gnostic and electronic system that can be done as follows :

-The necessity to pay attention to the technological infrastructure ,and allocating financial and intellectual resources to establish digital system in the institute

- Forming a group work specialized in designing and programming oversees all computer processes and development .

- providing all information related to university activities for all individuals .

- computerization of internal and external correspondence of the institute in order to maintain the information inventory and achieving effective continuity

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