Chapter 22
Knowledge Management in the Palestinian Public Sector

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ABSTRACT

The importance of the study stems from both theory and practice. In theory, it is hoped that this study will contribute to the attention of researchers to conduct further applied studies in this important field, in addition to administrative literature. For this reason, it is rare for local Palestinian studies to be conducted in this context, despite the efforts of some local studies on knowledge management but not their reflection on organizational innovation. In practical terms, its importance derives from the fact that it is conducted on an important and vital sector in the Palestinian economy, namely, the public sector, for the sector's effective efforts to develop the Palestinian society in various fields.

INTRODUCTION

Contemporary organizations of all kinds are facing a wave of rapid changes and development that has swept the world today; the most significant and influential change is the information and technology revolution which adopts the advanced scientific knowledge and the optimal use of information flowing from the great advances in computer technology and the Internet. Consequently, knowledge has become the most important strategic source as well as the most powerful and influential factor in the success or failure of the organization (Al-Zatma, 2011, p. 2).

Knowledge management is considered as one of the contemporary intellectual developments that has been initially proposed as a new framework and approaches to the study and understanding of institutional work. It has rapidly become a practical application more appropriate to rapid changes in the business world. Its role has increased after it has been shown that building and maintaining competitive

advantage depends primarily on knowledge assets and investment in these assets in order to promote continuous creativity which is also one of the components of the growth of competitive advantage for as long periods as possible (Al-Khouri, 2015, p. 7).

Knowledge management is what ensures the generation, distribution and application of knowledge in today's organizations to help them make rational management decisions, promote creativity, increase competitiveness, achieve strategic objectives of these organizations, increase their value, and finally improve their performance. It has been argued that not all information is knowledge and not all knowledge is valuable; therefore, organizational management should capture and employ useful knowledge in the organization's activities and operations (Al-Faris, 2010, p. 60).

In order to achieve the desired benefit of adopting the knowledge management approach in organizations, the role of the organization's management should focus on the effective use of this approach by employing it until they achieve the strategic goals and operational objectives of the organizations, enhance the organization's various capabilities as well as the skills of its cadres, and achieve the development, improvement and sustainability of these capabilities and skills. The management of the organization should focus on directing knowledge management processes towards achieving and institutionalizing the concept of institutionalization of knowledge. Emphasis should be placed on the implementation of a knowledge strategy which ensures that knowledge management operations in all organizational units are effectively integrated (Olayan, 2008, p.2).

Linking knowledge management to performance is one of the most modern and vital concepts where serious attempts have been made to measure and apply them in the light of the rapid economic, social, and political changes as well as the fluctuations in the local and global levels. This is reflected in the performance level in business organizations which is considered as the borderline between success and failure. The process of making important decisions in an organization (e.g., determining the trends of the organization's activity, determining the whether they are close or away from achieving their goals, implementing plans and programs, and rationalizing the use of resources and the efficiency and effectiveness of the organization) is based on performance (Al-Faris, 2010). P. 61).

Knowledge and Knowledge Management

In literature, the terms data, information and knowledge have significant and discrete meanings within the KM domain. Pearlson and Saunders (2006) state that Data are specific, objective facts or observations standing alone, such facts have no intrinsic meaning, but can be easily captured, transmitted, and stored electronically. Turban *et al.* (2005) define Information as data that are organized and analyzed in a meaningful way. Alavi and Leidner (1999) state that knowledge is not radically different from information, but Pearlson and Saunders (2006) clarify the difference and define Knowledge as a mix of contextual information, experiences, rules and values.

Turban *et al.* (2005) also differentiate between Information and Knowledge and define knowledge as the understanding, awareness, or familiarity acquired through education or experience; anything that has been learned, perceived, discovered, inferred or understood. Likewise, Hoffer *et al.* (2002) have the same opinion regarding the differentiation between data, information and knowledge. They state that according to information technology context, knowledge is extremely different from data and information. Whereas data are a collection of facts, measurements and statistics; information is an organized or processed data; but knowledge is information that is contextual, relevant and actionable. Pearlson and Saunders (2006) highlight that knowledge is richer and deeper than information and more valuable be-

cause someone has thought deeply about that information and added his or her own unique experience, judgment and wisdom. There are several different types of knowledge discussed in the literature. For example, Courtney (2001) classifies and summarizes them as Explicit vs. Tacit, Procedural vs. Declarative, Esoteric vs. Exoteric and Shallow vs. Deep.

Tacit knowledge is that knowledge which is contained within a person's head and is difficult or impossible to express, write down and codify. Tacit knowledge is of great interest to organizations because it involves knowledge that leads to effective practices, policies and procedures. *Explicit knowledge,* on the other hand, is that which can be easily collected, organized and transferred through digital means. It can be readily articulated, written down, codified and shared. *Declarative knowledge,* referred to as data or information in the KM literature, consists of facts or observations about the state of the world. *Procedural knowledge* is closer to what most authors would consider knowledge, as it involves "how" to do something.

Esoteric knowledge is the knowledge which is highly specialized, formalized, and applicable to narrow domains, in short, that which is found in most scientific disciplines. This type of knowledge is of limited value in solving unstructured, complex management problems. On the other hand, exoteric knowledge is applicable to broad domains and in some cases might be considered "common sense". It is applicable to complex and unstructured problems. *Deep knowledge* is usually related to relatively well-structured scientific and technical domains, and consists of formal theories of behavior of phenomena in those domains. *Shallow knowledge* is often that in social domains where theories and understanding are usually less well organized and codified than in scientific domains.

Nonaka (1994) states that new organizational knowledge is created by a dialectical relationship between tacit and explicit knowledge, which emerges into a spiral of knowledge creation consisting of four types of knowledge conversions: socialization, externalization, combination and internalization. Bolloju *et al.* (2002) note that according to Nonaka's model of knowledge creation, individuals interact with others to create knowledge through four modes.

The first one is *Socialization*, it involves the conversion of tacit knowledge to tacit knowledge among individuals; it refers to the creation of new tacit knowledge from shared tacit knowledge. Individuals can acquire tacit knowledge by observation, imitation and practice. The second is *Combination*, which implies the conversion of explicit knowledge to explicit knowledge; it refers to the creation of new knowledge through the exchange and combination of explicit knowledge held by individuals in the organization. The exchange of explicit knowledge could be done through knowledge sharing. It could also happen through interactions through meetings, e-mail and casual conversations. The integration of the exchanged knowledge and its reconfiguration throughout sorting, adding, categorization and re-contextualizing can help to create new explicit knowledge. The third is *Externalization*, it involves the conversion of tacit knowledge to explicit knowledge. It takes place when individuals use "metaphors" to articulate their perspectives in order to reveal hidden tacit knowledge that is otherwise hard to communicate. Finally *Internalization* which implies the conversion of explicit knowledge to tacit knowledge, it takes place when explicit knowledge becomes tacit. This involves taking explicit knowledge and deducing new ideas or taking constructive action. Nonaka (1994), views this conversion as somewhat similar to the traditional notion of learning. Thus, individuals try to integrate explicit knowledge that they shared with their prior knowledge in order to update their mental models and produce new tacit knowledge.

Grant (1996) highlights the main characteristics of knowledge that allow firms to create value from using knowledge like: transferability, capacity of aggregation, suitability, specialization in knowledge acquisition and knowledge requirements of production. Gray (1999) also underlines that knowledge, unlike other assets, it is not subject to diminishing returns, when it is used it is not consumed, but its value is increased and user's knowledge also improved. At the same time, as knowledge grows, it branches and fragments, so an organization must continually revise and update its knowledge base to retain it as a source of competitive advantage. Therefore, it is difficult to estimate the value of sharing the knowledge or even who will gain the most benefit. Accordingly, understanding and managing these characteristics of knowledge can enable decision makers to choose what the firm needs from all available knowledge sources (Fang, 2004).

Therefore, KM can be defined in different ways; Nakra (2000) defines KM as "a concept, a way of doing business, under which information is turned into actionable knowledge and made available effortlessly in a usable form to the decision-makers and other users". Nakra considers it as a discipline of capturing knowledge -ased competencies and storing, and diffusing them in order to add value. On the other hand, Teruya (2004) defines KM as "the way of retaining the talent and expertise of employees who leave or are otherwise unavailable; it is unlocking and disseminating the knowledge of individuals so this knowledge can be considered as resources in the organization and becomes available without depending on the employees".

Jennex (2005) used an expert panel to generate a composite definition of KM as "the process of selectively applying knowledge from previous experiences of making decisions to current and future decision-making activities with the express purpose of improving the organization's effectiveness". Davenport and Prusak (1998) define KM as "an effort to capture not only explicit factual information but also the tacit information and knowledge that exists in an organization, usually in the minds of employees in order to advance the organization's mission". Thus, definitions of KM are varied based on the intention of its use and the way of using it. In this book, we define KM as "the process of reaching organization's objectives by creating, sharing, storing and using knowledge derived from employees, organization's practices and other sources".

In this chapter we will discuss a case study in the management of knowledge in the public sector in Palestine; the researchers have noticed that the most important elements that ensure the success of the Palestinian public sector is attributed to its ability to keep abreast of the latest changes in the era of technological revolution and information due to the tremendous development of information and communications technology and its applications in the field of information. This has led to an urgent need to organize and manage this information wisely and responsibly in order for every organization to make the most of it in achieving strategic objectives and to support decision-makers in their business. Consequently, the public sector has begun to build a vision for the future of public system in Palestine and has endeavored to develop it in accordance with a comprehensive holistic approach that takes into consideration the methods of strategic planning and its mechanisms and methods.

The success of public sector institutions requires keeping abreast of everything new in management; it also entails the ability to employ its resources in activities which generate outputs that contribute to its survival and growth and ensure access to advanced positions in entrepreneurship and innovation.

When the public sector is able to crystallize its knowledge management ideas, it can take the initiative and, in fact, reflect it with outstanding results and the desire to know this in public sector institutions. Important things have been noticed in these institutions including lack of awareness of the administrative leadership, in general, and human resources management leaders, in particular, to the importance of

the topic of "knowledge management". They do not realize the importance of knowledge management properly; and if they do, they do not do it in a way that corresponds to the scientific approach of this department and its all components and the relationship between all of this and the level of performance, both at the general level of the institution and how to benefit from their applications in improving performance and raising the productivity of workers (Byounggu, et al., 2007).

The importance of the study case stems from the fact that it deals with a modern administrative subject that touches upon the essence of the work of the Palestinian public sector institutions. These institutions operate in an environment of development, change and innovation. Therefore, knowledge management is one of the basic means for these institutions to reach the stage of excellence in achieving their goals and improving their performance.

The study aims to the benefit and serve the management of Palestinian public sector institutions as the researchers seek to contribute to the development of mechanisms proposed to develop and activate knowledge management in these institutions in order to enhance and improve their performance. New changes and challenges are accelerating at various levels these days; they have made knowledge management a necessity for all organizations, as these institutions play a leading role in developing the human element and providing them with the necessary skills to confront and meet the challenges of the future and to improve and develop the its work in a way which necessitates the adoption of development and innovation to add value to the services they offer and products they make, and thus reflecting their capabilities and performance.

The Concept of Knowledge Management in Public Sector Institutions in Palestine

The concept of knowledge management is still a newly understood concept in Palestinian public sector institutions, especially from pure practical perspectives. There is no single agreed definition of knowledge management in public sector institutions. Knowledge management in the public sector has been defined as "a framework or method used by individuals working in public institutions to develop a set of practices for gathering information and sharing what they know; it results in behaviors or practices that improve the level of services and products provided by these public institutions". Through this definition, knowledge management works to link three key resources in the organization: individuals, processes, and techniques, to enable the organization to invest and share information and knowledge available more effectively (Kubaisi, 2004, p. 48).

Knowledge management in public sector institutions reflects all human and technical activities and practices that aim at connecting individuals- from different organizational levels, departments and sections of public institutions- in the form of teams or working groups with mutual understanding and trust, which automatically results in sharing and exchanging of what they own (including information, knowledge, skills, experiences, and abilities) that support individual and group learning processes, and thus improving and developing individual and organizational performance (Al-Dhaher, 2009, p. 91).

There is a growing trend these days to transform Palestinian public institutions into creative knowledge institutions, thus allocating part of their budget to knowledge management projects which clearly indicates that their focus shifts from physical assets to knowledge assets and intellectual capital; it also shifts their attention from manual workers to knowledge makers who are considered as the most important

and valuable asset, on the one hand, and the most likely to build the core capabilities of the institution, on the other hand. Therefore, investment in material resources usually turns into concrete and tangible assets that remain within the institution, while investment in knowledge usually turns into moral assets that are embodied in intellectual capital (Al-Aklabi, 2008, p. 27).

Functions of Knowledge Management in Palestinian Public Sector Institutions

Knowledge management at the level of public sector institutions is concerned with the efforts to carry out and complete the following steps and functions irrespective of the various departments and units that they perform (Kubaisi, 2004, pp. 48-51):

1. **Collecting and Acquiring Knowledge:** This is achieved at the level of individuals, working groups, governmental bodies or organizations, students studying and trainees on a full-time basis or during work.
2. **Distribution and Delivery of Knowledge:** Distribution and delivery are carried out either by publishing via readable means of communication such as books, periodicals, manuals or through radio and television broadcasting and audiovisual media, such as presentations, seminars, distribution of tapes, films and training bags; they are also likely to be distributed through banks of information that offer services to all countries of the world via the internet.
3. **Interpretation of Knowledge:** At this stage, individuals have to understand and interpret the contents and meanings of the new terms, the information and hypotheses received and analyzed to identify the relationship between the phenomenon being investigated or what is intended to be understood and the variables or factors affected or affecting it, including causal or associative relationships.
4. **Employment and Investment of Knowledge:** There is no doubt that administrative knowledge is not an end in itself, but is a means to achieve many of the goals and objectives both on the near and long runs despite the intensive efforts these institutions pay to generate and formulate it and despite the large amounts of money they spend to reach and then test and publish it.

The Importance of Knowledge Management in Palestinian Public Sector Institutions

As the knowledge latent in human minds has a major role in the success of organizations, institutions need to manage this knowledge efficiently and effectively. The importance of organizational knowledge management stems from the fact that it is a modern subject that integrates with other modern topics in management mainly the total quality management, organizational education, knowledge workers and benchmarking as well as re-engineering of business systems; all these topics have contributed to the development of knowledge and the creation of knowledge accumulation in light of the rapid globalization and proliferation of modern communication systems and the expansion of the information network that facilitated the spread and exchange of knowledge (Salem, 2014, p. 25).

Factors for Success in Implementing a Knowledge Management System in Palestinian Public Sector Institutions

There is a list of twelve factors that help to achieve success in the application of knowledge management in public sector institutions. The following is a presentation of these factors as suggested by (Harb, 2011, p. 43):

1. The necessity to have a knowledge management strategy that specifies users, resources, processes, storage of knowledge, and links that connects or joins knowledge to knowledge management system.
2. Motivation and commitment of users, including incentives and training provided to them.
3. Providing an integrated technical infrastructure including: networks, databases, warehouses, computer hardware and software, and experts in knowledge management systems.
4. Organizational culture organizational structure that supports learning as well as sharing and using knowledge.
5. The necessity to have a clear, well-defined knowledge structure that is known and easy to understand and use at the organizational level as a whole.
6. Support from the senior management; this includes providing necessary resources and effective leadership of the system, let alone providing training.
7. The organization should be an educated organization.
8. The existence of clear goals and objectives for the knowledge management system.
9. The existence of standards or criteria to assess the impact of using the knowledge management systems and to verify that the acquired knowledge is the correct knowledge needed to improve the organizational performance.
10. The search, retrieval and visualization functions of a knowledge management system support easy access to and use of knowledge
11. The need to organize the various processes of the institution to integrate with the processes of acquisition and use of knowledge.

Case Study: The Palestinian Public Sector

The researchers will attempt to link the concepts of knowledge management to public sector institutions on the ground through investigating the availability of knowledge management and its reflection on the organizational culture of the Palestinian public sector institutions.

Objectives of the Study

This study aims to:

1. Identify the attitudes of the directors of the governmental institutions in the Palestinian National Authority towards knowledge management.
2. Identify the views of the managers of government institutions on the availability of the requirements of the success of the knowledge management application; these requirements include supporting the administrative leadership of the knowledge management system, the availability of organizational culture that supports knowledge, and the availability of technologies that support knowledge.

3. Identify whether there is variation in the views- of the study respondents- about knowledge management and the requirements for its successful application according to demographic characteristics.
4. Find out solutions and suggestions that help the Palestinian public sector adopt and implement knowledge management systems effectively and efficiently.

Study Questions

The researchers of this study intend to answer the following questions:

1. What are the attitudes of managers of government institutions towards knowledge management?
2. What is the degree to which the requirements for the successful application of knowledge management from the point of view of respondents?

The following sub-questions have been derived:

a. What is the degree of availability of administrative leadership support for knowledge management in government institutions from the point of view of respondents?
b. What is the degree of availability of the organizational culture supporting the management of knowledge in government institutions from the point of view of the respondents?
c. What is the degree to which knowledge management technologies are available in government institutions from the point of view of respondents?

Methodology of the Study

The current study used the analytical-descriptive approach based on a field survey that aimed at a) identifying the importance of knowledge management and application requirements from the point of view of managers in the Palestinian public sector institutions, then b) analyzing and interpreting the information, and finally c) reaching conclusions and recommendations. Preliminary data were collected from literature, references and previous research.

Population and Sample of the Study

The study population consists of all managers working in various Palestinian governmental institutions in the northern governorates. The study sample was composed of (255) individuals, representing (7.5%) of the study population of (3387) managers and directors in the northern governorates of Palestine. (230), i.e. (90%) of questionnaires were retrieved for analysis.

Study Tool

The researchers distributed a scientifically-refereed questionnaire- after being approved by several knowledge management specialists- to the managers of the Palestinian public institutions at the institutional level in the northern governorates. The questionnaire was designed to measure what was designed for it. The questionnaire was divided into four sections as follows:

The first section included the demographic information such as age (four variables), sex (two variables), academic qualification (four variables), years of experience (five variables) and finally the managerial position (seven variables). The second section contained eight questions intended to measure the importance of the availability of knowledge management. The third section consisted of questions about the requirements of the application of knowledge management based on three dimensions: leadership support (six variables or questions), organizational culture (six variables or questions), and knowledge (five variables or questions).

In order to verify the stability of the questionnaire, the Alpha-Cronbach coefficient was used. It was (0.89) for all the items or clauses of the questionnaire. This value is high and acceptable for practical research purposes according to statistical criteria.

The five-point Likert scale was used and scores were given for each paragraph (5 strongly agree, 4 agree, 3 uncertain, 2 disagree, 1 strongly disagree).

RESULTS OF STATISTICAL ANALYSIS

Demographic Characteristics

Table 1 shows the demographic characteristics of the managers of the study sample. The table shows that the majority of the respondents (60%) holds a bachelor degree. The age group is between (30 – 39) and the majority of the study respondents has (10 – 15) years of experience. With respect to the functional titles, they are the following: the percentage of those who are classified as Director C is (50%), Director A (19%) and Director B (16%) respectively.

Table 1. Demographic variables

Personal attributes			Functional attributes		
Age	Frequency	Percentage	**Years of experience**	Frequency	Percentage
Less than 30 years	20	8.7	Less than 3 years	25	10.9
31 - 40	90	39.1	4 - 10	50	21.7
41- 50	100	43.5	11 - 17	75	32.6
51- 60	20	8.7	18 - 24	45	19.6
			25 or more	35	15.2
Gender			**Position**		
Male	138	60	Director A 1	16	7.0
Female	92	40	Director A 2	25	10.9
Qualification			Director A 3	34	14.8
Less than Bachelor degree	35	15.2	Director A 4	12	5.2
Bachelor degree	90	39.1	Director A	35	15.2
Master's	85	37.0	Director B	38	16.5
PhD degree	20	8.7	Director C	70	30.4

Second: Answers to Questions

Question 1: What are the attitudes of managers of government institutions towards knowledge management? To answer the question, the arithmetical averages (means) and the standard deviations were calculated for the questions concerning the extent to which managers in government institutions realize the importance of knowledge management. see table 2.

The results in Table 2 indicate that the trends of the study sample towards the importance of knowledge management is very high. The general average of the knowledge level is high. It reached (4.1812). By looking at the means, the researchers notice that knowledge is higher than the average point which is (3). Based on these statistical results, the evaluation is very high; and the results of the statistical analysis of all the statements indicate that the given item (having knowledge management) works to increase the creativity of the workers; it is ranked first with an average of (4.51). The researchers also notice that having knowledge management will improve productivity (4.25). Finally, the researchers find that when there is a knowledge management department in the institution, it helps to promote the idea of excellence and leadership among the organizations; the mean is (4.02).

Question 2: What is the degree to which the requirements for the successful application of knowledge management from the point of view of respondents? To answer the question, it was divided into several sub-questions:

a. What is the degree of availability of administrative leadership support for knowledge management in government institutions from the point of view of respondents?

Means and standard deviations were calculated to find out the extent to which managers' familiarity of knowledge management in government institutions is available from the point of view of the study sample as shown in table 3.

Table 3 shows that total average of the item (i.e., The degree of availability of administrative leadership support for knowledge management in government institutions) which is considered very significant

Table 2. Importance of knowledge management

No.	Item Having knowledge management will ….	Mean	Standard Deviation	Frequency	Evaluation
1	Improve decision-making.	4.10	0.721	7	Very High
2	Improve staff skills.	4.12	0.735	4	Very High
3	Improve productivity.	4.25	0.795	2	Very High
4	Increase creativity among employees.	4.51	0.799	1	Very High
5	Transfer best practices and experiences.	4.11	0.850	5	Very High
6	Promote the idea of excellence and leadership among organizations.	4.02	0.878	8	Very High
7	Keep good competencies.	4.20	0.9.55	3	Very High
8	Improve services provided to customers and beneficiaries.	4.11	0.8.16	5	Very High
Total		4.18	0.6721		Very High

Table 3. The degree of availability of administrative leadership support for knowledge management in government institutions

No.	Item	Mean	Standard Deviation	Frequency	Evaluation
1	The manager uses open communication to exchange knowledge and experience.	3.85	1.121	1	Very High
2	The manager allows access to information when needed.	3.55	1.183	4	Very High
3	The manager motivates employees to acquire new skills.	3.47	1.213	7	Very High
4	The manager uses open communication to exchange knowledge and experience.	3.52	1.215	5	Very High
5	The manager allows access to information when needed.	3.62	1.031	3	Very High
6	The manager motivates employees to acquire new skills.	3.81	1.217	2	Very High
Total		3.637	0.8345		

for the application of knowledge management is very high (3.637); it higher than the standard deviation (0.8345) value which is in itself very high.

Looking at the statistical analysis of the statements shows that the manager acts as a guide and facilitator as the mean score (3.85) shows, while the manager understands the importance of monitoring the knowledge of employees to benefit from them is ranked last as the mean is (3.47).

b.   What is the degree of availability of the organizational culture supporting the management of knowledge in government institutions from the point of view of the respondents?

To answer the question, the means and standard deviations were calculated to find out the degree of availability of the organizational culture supporting the management of knowledge in government institutions from the point of view of the respondents as shown in table 4.

Table 4 shows that the general average of the availability of organizational culture to support knowledge management in government institutions from the point of view of respondents is (3.325). The highest mean score goes to item (4) which states that (The senior management of the organization/institution encourages the efforts exerted by the knowledge management); the mean is (3.81). However, the lowest score relates to item (6) which states (Continuous development and self-learning are characteristic attributes of employees); the mean score is (2.75).

c.   What is the degree to which knowledge management technologies are available in government institutions from the point of view of respondents?

To answer the question, the means and standard deviations were calculated to find out the degree to which knowledge management technologies are available in government institutions from the point of view of respondents as shown in table 5.

Table 4. The degree of availability of the organizational culture supporting the management of knowledge in government institutions

No.	Item	Mean	Standard Deviation	Frequency	Evaluation
1	The organization/institution encourages the staff to participate in setting goals	3.75	1.182	2	Very High
2	The organization/institution encourages employees to share information between different departments.	3.25	1.121	4	High
3	The organization/institution is keen to take care of the beneficiary as a primary objective of sharing knowledge and information.	3.41	1.052	3	High
4	The senior management of the organization/institution encourages the efforts exerted by the knowledge management.	3.81	1.412	1	Very High
5	The organization/institution uses the reward system to encourage sharing of knowledge.	2.98	1.001	5	Moderate
6	Continuous development and self-learning are characteristic attributes of employees	2.75	1.025	6	Moderate
Total		3.325	0.9012		High

Table 5. The degree to which knowledge management technologies are available in government institutions from the point of view of respondents

No.	Item	Mean	Standard Deviation	Frequency	Evaluation
1	The organization/institution maintains an information system to facilitate knowledge delivery processes.	2.721	1.021	5	Moderate
2	The organization/institution provides its employees access to information from both sources.	2.851	1.112	4	Moderate
3	The organization/institution provides access to information technology.	3.112	1.124	2	High
4	The organization/institution provides the necessary technologies to support knowledge transfer among employees.	3.245	1.235	3	High
5	The organization/institution provides employees to work on the Internet.	4.001	1.312	1	Very high
Total		3.186	0.8421		High

Table 5 shows that the general average of the availability of the degree to which knowledge management technologies are available in government institutions is (3.186). The highest mean score goes to item (5) which states that (The organization/institution provides employees to work on the Internet); the mean is (4.001). However, the lowest score relates to item (1) which states (The organization/institution maintains an information system to facilitate knowledge delivery processes); the mean score is (2.721).

Results of the Case Study

This current case study sought to investigate knowledge management and the requirements for its successful application in the Palestinian public sector. The answers to the case questions were as follows:

1. The researchers note that the study sample has positive attitudes towards knowledge management; they believe in the importance of the existence of knowledge management and its reflection on improving the skills of employees, improving the services provided, and creating ideas of excellence and leadership among organizations. Such a result can be attributed to the fact that managers in the Palestinian public sector are aware of the importance of knowledge management in terms of administrative functions and practices. In general, there is increasing interest in knowledge management among those who participate in the Palestinian public sector. Although knowledge management is a modern concept that has been highlighted mainly in recent years, the level of awareness and attention to its significance is high.

2. As with respect to the availability of knowledge management application requirements through administrative leadership support and the use of open communication for knowledge exchange, it was also very high. This finding can be attributed to the fact that managers encourage individuals to receive information in order to complete work effectively and efficiently; they also support the exchange of knowledge and experience through working side by side with other individuals in the same organization. Finally, they managers encourage open communication and innovation to foster trust and cohesion among group members

3. In terms of the availability of organizational culture in support of knowledge management, the researchers have noticed that encouraging employees to participate in the setting of goals comes in the first place while the continuous development and self-learning among employees is moderate. The institution's interest in and care about the beneficiary as a major goal to share knowledge and information is high. This result can be attributed to the fact that the organizational culture of public sector institutions supports learning and self-training that can be achieved individual workers look for appropriate ways to develop and train themselves properly and adequately so that they provide excellent services to customers or beneficiaries.

4. On the other hand, the availability of knowledge management-supporting technologies from the point of view of managers is high especially; these managers or directors seek to provide employees with access to the Internet. The availability of information systems in the institution is likely to facilitate the transmission of knowledge and access information at their original source; it is somehow moderate. This result can be explained by the fact that public sector organizations are concerned with knowledge management techniques, both at the technical level or at equipment, systems, databases and information programs' level.

RECOMMENDATIONS

The authors recommend the following:

1. It is crucial to urge public organizations/institutions to gradually include knowledge management in their business because it is necessary and will definitely achieve better results, especially in the initial stages; however, the introduction of the whole concept from the beginning may lead the staff members to have a kind of complicated and difficult sense and thus reject the idea and tend to be unwilling to participate.
2. The public sector should adopt an organizational culture that focuses on knowledge, education, open dialogue, participation in information, freedom of expression and the presentation of ideas at the individual or collective levels through the team work or working groups within institutions. It also requires the development of a sense of belonging and identity to their institution through the development of their individual abilities, skills and acquaintances in the field of specialty.
3. It is very important to guide public organization/institutions to hold periodic meetings with all employees in order to discuss the latest developments and obstacles that face the application of knowledge management, and to plan training programs that are particularly important in knowledge management processes.
4. The public sector organizations/institutions should focus on the concept of awareness-raising by giving it sufficient time and employing a diversity of methods to gain the largest possible support based on understanding and trust.
5. The public sector organizations/institutions should involve the largest possible number of staff members in knowledge management processes and not just a specific team assigned to the task so that the rest will feel that the subject is not limited to the team and that success in knowledge management is based primarily on collective participation in knowledge management processes rather than individual participation.

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KEY TERMS AND DEFINITIONS

Data: Are specific, objective facts or observations standing alone, such facts have no intrinsic meaning, but can be easily captured, transmitted, and stored electronically.

Deep Knowledge: Is knowledge that usually related to relatively well-structured scientific and technical domains, and consists of formal theories of behavior of phenomena in those domains.

Esoteric Knowledge: Is the knowledge which is highly specialized, formalized, and applicable to narrow domains, that which is found in most scientific disciplines.

Explicit Knowledge: Is knowledge that can be easily collected, organized and transferred through digital means. It can be readily articulated, written down, codified, and shared.

Information: Is data that are organized and analyzed in a meaningful way.

Knowledge: Is a mix of contextual information, experiences, rules and values. Knowledge as the understanding, awareness, or familiarity acquired through education or experience; anything that has been learned, perceived, discovered, inferred, or understood.

Knowledge Management: Is the process of reaching organization's objectives by creating, sharing, storing and using knowledge derived from employees, organization's practices, and other sources.