

# Organizational culture and knowledge management at Al-Quds University

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## Abstract

To Investigate Al-Quds university organizational culture, organizational structure, and knowledge management and their relationship to each other, the researchers will address the Pfeiffer-Sutton model, this model reflects the steps necessary to transfer knowledge, and this model focuses on certain points that contribute to the success of the knowledge management program, The variables were examined based on the university's website and Al-Quds University's private councils' documents. The culture of the institution is a basis for its management and a basis for managing knowledge in it, and since the organizational culture of the institution is a guide to management and human resources, it is an engine for knowledge management. Thus, the application of knowledge management at Al-Quds University may have a positive impact on all elements of the educational system, which are: its inputs represented by students, faculty members, This research leads that knowledge management needs to create a stimulating, encouraging and supportive culture for knowledge production and sharing, establishing an organizational environment based on sharing knowledge and personal experiences, building effective networks in relationships between individuals, and establishing an organizational culture that supports participation, sharing and exchange of knowledge. To invest in knowledge management ideas and principles at the university, it is necessary to: Teaching knowledge management in appropriate programs, using knowledge management to support university management decisions, and improving the internal document management process. As for the organizational culture of Al-Quds University, there is not, like other institutions, only one culture, but there are four types of cultures.

## Introduction

Higher education institutions of all kinds are facing a wave of scientific revolutions sweeping the world today, foremost of which is the information and technology revolution, a revolution that relies on advanced scientific knowledge and optimal use of the flowing information resulting from the tremendous progress in the field of computers, the Internet and artificial intelligence, where the production of knowledge has become the most important strategic resource in building the competitive advantage of higher education institutions, and thus it has become an urgent necessity to transform higher education institutions into productive, applied and share knowledge that does not copy and ruminate it, and with the increase in the volume of competition Among higher education institutions, to keep pace with the requirements of globalization and to excel in education, it was necessary for universities to adopt knowledge management, and it became

an integral part of the organizational culture of the university.

Since the organizational culture in recent times has received great attention from management scholars and organizational behavior, as one of the main determinants of the success and superiority of business organizations, especially at the present time when the business environment is characterized by rapid changes that affect the performance of organizations and the achievement of their goals; Organizations that have a strong adaptive culture that enables their members to be committed and disciplined, creative and innovative, participate in decision-making, which leads them to achieve outstanding individual performance that enables the organization to achieve its goals.

Since knowledge management is a modern management philosophy that aims to make the organization more creative and innovative, and it is also concerned with the creation,

production and maintenance of knowledge, to transfer the organization a qualitative leap in production and creativity, it must be part of the organization's culture. We cannot but manage knowledge with its important elements without being part of the culture, the institution is one of the most important pillars of the organizational structure.

As the organizational structure of any organization are a means and a purposeful tool to help organizations achieve their goals with high efficiency and effectiveness, through coordination, cooperation, decision-making and developing plans between the various departments, units and activities.

To spread the culture of knowledge management, creating an organizational culture that supports the dissemination, exchange and sharing of individual knowledge at the organizational level requires holding several training seminars on topics such as: the foundations of knowledge management, the culture of participation, the learning organization, the role of knowledge management in generating creativity and innovation, technology systems.

Knowledge management in educational institutions defined it as: "a framework or method that enables individuals working in the educational institution to develop a set of practices to collect information and share what they know, which results in behaviors or behaviors that lead to improving the level of services and products that they provided by the educational institution" (Nodine & Petrides, 2003), Through this definition, it is clear that knowledge management works on linking three basic sources in the organization: (people, processes, and technologies) to enable the organization to invest and share the information and knowledge available to it in a more effective manner.

**Rationale:** knowledge creation, innovation, discovery, dissemination and circulation is the main reason for the existence and establishment of universities (Kidwell et al, 2000).

Where the environment of universities and colleges is, by its nature, one of the most appropriate environments for applying the principles and methods of knowledge management, as it has modern information and infrastructure, sharing knowledge with others is a very natural matter between faculty members and students in general. One of the natural requirements that students seek to reach

through their enrollment in universities is to obtain knowledge from easily accessible sources as quickly as possible. Any method or method that may give the university a competitive advantage and better performance ability may be of interest, and knowledge management is one of the administrative techniques Modern and pioneering in the trend. The novelty of the issue of knowledge management in the region prompted the researchers to investigate the reality of the application of knowledge management by Al-Quds University and to investigate the existence of some activities as a reflection of the application of knowledge management.

Investigation is a process of examining research variables, organizational culture, organizational structure, and knowledge management and their relationship to each other.

Questions: What is the organizational structure? And what are its good features?

What is the organizational climate?

What is meant by organizational culture, its importance, its entrances, and its models?

What is meant by knowledge management, and what are its objectives? What are the benefits for organizations from adopting knowledge management? What are the requirements for a knowledge management application? What are the areas of application of knowledge management at Al-Quds University?

**The organizational structure:** It is the framework that governs the form of the departments and sections that make up the organization, and it is the skeleton of the human being that holds the various sub-systems of the body. Without it, the departments and sections remain isolated units and do not constitute a unified structure. In the organization, which is represented by the basic divisions, as well as the existing relations between the various departments and their occupants, and are they coordination relations or presidential relations, clarifying the nature of the executive and advisory authorities, and setting strategic plans to confront crises and risks facing operating institutions, and dealing with them and predicting them before they occur as much as possible (Abbawi, 2006).

**Characteristics of a good organizational structure:** There is a set of specifications that must be provided in the organizational structure in order to become a good organization, and the

most important of these characteristics and specifications: taking into account specialization, at the level of individuals and units to benefit from the benefits of specialization. It provides an effective communication network that links the parts of the organization to each other and provides ease in transmitting information, opinions, orders and directions at the required time. Taking into account the appropriate scope of supervision for administrative positions. Distinguish between major important activities and less important secondary activities. Taking into account the element of cost and lack of extravagance, the creation of multiple administrative levels that are not needed leads to extravagance and increase the cost to the organization. Delegating the principle of necessary authority to individuals in a way that achieves the principle of equal authority with the size of its responsibility (Al-Salam, 2005) that individuals know what is required of them and their relationship with others with complete clarity. Good organizational work is the one that takes into account the human element in its steps and stages. Team and cooperative team work Flexibility in performing administrative work in the organization, which naturally leads to the success and sustainability of the organization (Abbawi, 2006).

What is meant by organizational culture, its importance, models, methods of measurement and types?

**The concept of organizational culture:** Taylor defined it as: “that complex whole that includes knowledge, belief, art, morals, law, custom, and any capabilities acquired by man as a member of society” (Al-Qaryouti, 2009).

A set of beliefs, feelings, behaviors, and symbols that make up an organization's characteristic, as it is a common philosophy of ideologies, beliefs, assumptions, expectations, tendencies, standards, and values (Salha, 2019) It is a complex fabric of the reduced processes of the beliefs of the members of the institution, which allows the processing of information in interaction with the internal and external environment for the production, management and evaluation of knowledge.

**The importance of organizational culture:** Organizational culture is considered

- A guide to management and human resources.
- A guide to the distinctive features of the organization from other organizations.

- An important factor in attracting appropriate human resources.

- An important element that affects the organization's susceptibility to change and its ability to keep pace with developments.

- Strong organizational culture is an effective and supportive element for management and helps it achieve its goals and ambitions.

- A strong organizational culture is a competitive advantage for the organization if it emphasizes ethical behaviors such as dedication to work and customer service.

- Organizational culture, like any other element of the organization, needs conscious efforts to nourish and strengthen it, and to ensure its relative stability and its consolidation in the minds of employees and their follow-up to its instructions, which is clearly reflected on their behavior and relationships (Al-Laithi, 2008).

**Organizational culture models and ways to measure them:** The researchers chose the Denson model

**Denson Model:** Denson presented a practical model through which organizational culture can be understood and measured and its role in increasing organizational effectiveness. This model focuses on four main dimensions as follows:

**Dimension of inclusion and interdependence:** This dimension reflects the extent to which individuals are integrated with their hearts and minds at work so that they feel that they are part of the organization. This dimension includes the following organizational culture elements: empowerment, team orientation, and developing the capabilities of employees.

**Consistency and homogeneity dimension:** This dimension reflects whether the organization has a strong and coherent culture, as well as the degree of integration prevailing among the workers in the organization. This dimension includes the following organizational culture elements: clarity of core values, agreement, coordination and integration.

**Adaptation dimension:** This dimension focuses on the organization's ability to quickly adapt and respond to signals from the external environment, including customers and the market. This dimension includes the following organizational culture elements: creating change, organizational learning, and customer focus.

**The mission dimension:** This dimension reflects the extent to which the organization has a clear sense of the goal that determines its long-term future directions. The importance of the mission dimension stems from determining whether the organization suffers from short-sightedness or is interested in defining the strategy and action plans in an orderly manner. This dimension includes the elements of organizational culture. The following: vision, strategy, goals and objectives (Samii, 2009).

#### **Types of Organizational Culture:**

□ **Bureaucratic culture:** in this type, responsibilities and authorities are defined, so work is organized, coordination between units and a hierarchical chain of authority is based on control and commitment.

**The culture of power:** It is close to the first type of culture, and one of the most important features of this type of culture is order and stability, as the leadership is just and unites the efforts behind the leader, and the leader protects the loyal, loyal followers, in addition to that, individuals are motivated through the method of reward and punishment.

□ **Creative culture:** It is the culture that provides an encouraging work environment and helps creativity, and its members are characterized by boldness and risk in taking decisions and facing challenges.

□ **Supportive Culture:** One of the most important features of this type is that the administration treats its employees in their human capacity and not as machines.

□ **Operations Culture:** The interest of operations culture is limited to the way work is accomplished and not the results that are achieved, so caution and caution spread among individuals.

□ **Mission culture:** This culture focuses on achieving goals and accomplishing work, cares about results, and tries to use resources in an optimal way in order to achieve the best results at the lowest costs.

□ **Achievement culture:** Its features are close to the characteristics of the previous type of culture where the focus is on goals, as workers have a common commitment and strong enthusiasm to reach the goals.

□ **Role culture:** Its focus is on the type of job assignment and therefore job roles are more than the individual and is concerned with rules and regulations (Fuda, 2007).

□ **Knowledge management:** answering questions related to knowledge management:

Knowledge management is defined as the processes that help organizations to generate, obtain and select knowledge, organize, use and disseminate knowledge, and transform important information for problem solving, decision making, learning and strategic planning (Hamshri, 2013).

The concept of knowledge management is one of the modern concepts in management science, which has increased interest in it during the last two decades, which led to the emergence of many definitions of that concept, which differed according to the researchers' specializations and their different views. To understand and define knowledge management, there are three main approaches, namely

A. **Information approach:** includes the activities of data processing, management of information flows, developing databases and documenting business activities in the organization.

B. **Technical approach:** It is concerned with building and developing knowledge management systems based on information technology such as data mining systems, data warehouses, expert systems, real-time analytical processing systems, web-based information systems and others.

C. **Cultural approach:** It is concerned with the behavioral or intellectual dimensions of knowledge management by addressing the fields of collective learning, continuous learning, and building organizations seeking to learn (Hamashry, 2013).

#### **The importance of knowledge management**

Hammoud (2010) pointed out that the importance of knowledge management lies in the following points: 1. It helps in the dissemination of information and knowledge among all individuals in the organization, which leads to the achievement of efficiency and effectiveness to achieve the goal. 2. A strategic source that supports the organization in achieving its goals in different time periods. 3. It increases the competitiveness of the organization.

#### **Knowledge Management Objectives:**

.1. Providing knowledge to the organization, applying it, planning and organizing its efforts, to achieve the organization's strategic goals.

.2. Upgrading and improving organizational performance based on experience and knowledge by supporting knowledge-based practices.

.3. Upgrading the decision-making process in the organization.

.4. Institutionalizing knowledge: encouraging departments and departments to generate, apply, generate, share, share and disseminate knowledge.

.5. Increased productivity: Giving workers the opportunity to access sources of knowledge to help them carry out their tasks effectively and proficiently.

.6. Increase growth: the sustainable increase in any knowledge-based performance measure.

.7. Finding creative solutions to the problems faced by the organization.

.8. Rooting the culture of learning in the organization, sharing knowledge and competing through human intelligence.

.9. Rooting a culture of creativity and innovation in the organization.

.10. Creating business value through planning, information quality, human resource management and development, customer management and production evaluation.

.11. Raising the degree of customer satisfaction.

.12. Creating an effective leadership capable of building and applying knowledge management approaches (Hamshary, 2013).

Justifications for the shift towards knowledge management. Several studies, such as the study (Al-Rifai and Yassin, 2004) indicated that the organizations that adopted such initiatives have achieved a set of benefits, which can be summarized as follows:

Improving the decision-making process  
Implementing the decisions made in a better way.

Employees become more knowledgeable regarding their jobs and other jobs close to theirs.

Employees become more aware of operations and are able to get their work done with better quality. Employees become more and better able to cooperate with each other.

### **Knowledge management processes:**

Knowledge management is shaped as a result of a number of processes that provide the key to understanding knowledge management and

how it is best implemented within the organization. Most researchers in the field of knowledge management point out that knowledge derived from information and from its internal and external sources do not mean anything without those processes that feed it, enable access to it, participate in it, store, distribute, preserve and retrieve it with the intention of application or reuse. Knowledge management processes work in an interrelated and sequential manner, as each process depends on, integrates with and supports the other, and these processes are:

**1. Knowledge Diagnostic Process:** Diagnosis is one of the important issues in the knowledge management program, and in the light of the diagnosis, policies and programs for other operations are developed. The knowledge diagnosis process is a key to any knowledge management program, and a major core process that contributes directly to launching and determining the shape and depth of other processes.

**2. The process of setting knowledge goals:** It has special goals in which it works to guide and achieve it, and it must be specified so that knowledge management does not prevail in confusion.

**3. The process of generating and acquiring knowledge:** The generation of knowledge relates to the processes that focus on obtaining, buying, creating, discovering, acquiring and acquiring knowledge that knowledge can be generated through a number of processes that extend between the challenge of creativity and serious research, informal meetings, seminars and all ways to do so.

**4. The process of organizing knowledge:** There is no benefit in cumulative knowledge without classification and coding for easy access and retrieval.

**5. The process of storing knowledge:** It is the process of storing knowledge to benefit from it and retrieve it to complete the work.

**6. The process of retrieval of knowledge:** its retrieval and it is intended to ensure that the appropriate knowledge reaches the person searching for it at the appropriate time, and that

it reaches the largest possible number of people working in the organization.

### **7. The process of applying knowledge:**

sharing it The application of knowledge expresses the transformation of knowledge into operational processes, and the knowledge contribution must be directed directly towards improving the performance of organizers in cases of decision-making and job performance, as it is natural that the process of applying knowledge is based on available knowledge (Hamshari, 2013).

Knowledge management models: The researchers will address the Pfeiffer-Sutton model

This model reflects the steps necessary to transfer knowledge, and this model focuses on certain points that contribute to the success of the knowledge management program, which can be summarized as follows:

The importance of learning approach and experience approach.

Emphasize the priority of application versus theory.

The advantage of cooperation over competition.

Encouraging initiative versus inertia.

New behaviors of leaders.

This form is an implementation of that process <https://aboabdulazizn.wordpress.com/>

### **Analysis: Examination and investigation of the organizational structure and organizational climate and their relationship to knowledge management:**

A document analysis tool and the university website have been prepared to check knowledge management processes.

The variables were examined based on the university's website and Al-Quds University's private councils' documents.

The culture of the institution is a basis for its management and a basis for managing knowledge in it, and since the organizational culture of the institution is a guide to management and human resources, it is an engine for knowledge management.

The organizational structure of Al-Quds University and its organizational culture and its application of knowledge management.

Organizational Structure of Al-Quds University: About Al-Quds University a

Palestinian university was established in the year 1984. The main campus of the university is located in the city of Abu Dis, and there are four other sites centered in the city of Jerusalem, in Sheikh Jarrah, Beit Hanina and Ramallah (Al-Bireh). Al-Quds University, the main campus in Abu Dis, is the only university in the world surrounded by the apartheid wall.

The university provides an opportunity for higher education and community services in the Jerusalem area and in its neighboring towns, villages, and refugee camps in the West Bank. The university has fifteen academic colleges distributed over four locations: the College of Arts, Science and Technology, Medicine, Dentistry, Public Health, Law, Quran and Islamic Studies, the College of Dawah and Fundamentals of Religion, Health Professions, Engineering, Jurisprudence, Education, Administration and Economics Honorary College (Bard) - Jerusalem, and Pharmacy. These colleges accommodate more than thirteen thousand male and female students from the Jerusalem area and from the areas of Bethlehem, Hebron, Jenin, Jericho, Nablus, Ramallah, Tulkarm and Qalqilya.

Al-Quds University provides a vibrant learning environment for its students and at the same time creates a nucleus for creativity and exchange of ideas, freedom of expression and innovation in research. Its vision is to continue to provide students with the best possible teaching methods and to inculcate the values of committed citizenship, openness to new ideas, stimulating constructive cooperation, and respect for the cultures of the world. Al-Quds University, in its continuous endeavor to enhance the educational model and teaching methods used, has established several partnerships with American and European educational institutions. More than 30 centers and institutes are associated with the university, some of which work in the establishment of innovative research and others work to meet societal needs by providing assistance to the Jerusalem community.

The composition of the organizational structure at Al-Quds University according to the administrative hierarchy, starting with the president of the university and then his assistant deputies who form the top management, all the way to the middle management, which represents the colleges and departments

operating at Al-Quds University, which is based on implementing the decisions and policies it receives from the senior management, and ending with the lower management that represents the employees Administrators who implement what they receive from the upper and middle management.

**Based on Denson's model**, we can measure the organizational culture at Al-Quds University:

**After consistency and homogeneity:** This dimension is clearly reflected in the commitment of the organizational structure of the university, colleges and centers to the one university family, through the crises that the university has experienced from financial crises over the previous years, political crises and barbaric attacks by the brutal occupation. A noticeable increase in the pressure imposed on her by the Israeli government, on the political/legal and military front, causing material damages to buildings in the university and vehicles, not to mention the issue of recognizing her testimony <https://www.alquds.edu/> University graduates were able to contribute to obtaining recognition for the health campus from faculties of medicine, pharmacy, and various health professions; One of the reasons that helped elicit recognition is the superiority of medical students in the "Israeli" practice exam for the Zionist entity, reflecting a strong and coherent culture. It also reflects the degree of integration prevailing among university employees.

The pain of Al-Quds University members and their financial instability make them live with strength and cohesion. This dimension includes the following organizational culture elements: clarity of core values, agreement, coordination and integration. Suffice it to say that Al-Quds University bears the name of Al-Quds, and that its educational status has reached its climax at the forefront of universities, in its global successes and the methods of education available to it from the research it provides and the workshops it holds, and this is in addition to building a conscious and educated generation that confronts and challenges the occupation, which stands as a real obstacle. In building an independent Palestinian state. This, of course, can only be achieved through the availability of

an effective and active organizational structure that has high efficiency and effectiveness in keeping this university steadfast in the face of crises and risks. Al-Quds University also aims to develop a multicultural orientation in line with the current political, social and economic reality in Jerusalem, due to the unique nature of Jerusalem as a mosaic that combines different nationalities, cultures and religions, with special emphasis on introducing students in particular, and the university community as a whole, to A multicultural heritage of human civilization. This can be achieved in a number of ways, through special courses in human civilizations or human rights, international cooperation, joint educational projects involving faculty and students, lectures and activities, scholarships and exchanges with other institutions and universities. In doing so, the student is encouraged to develop a broad outlook, including an appreciation for ideas, tolerance of others, and the formation of a human moral base.

**Adaptation dimension:** This dimension focuses on the organization's ability to quickly adapt and respond to signals from the external environment, including customers and the market. This dimension includes the following organizational culture elements: creating change, organizational learning, and customer focus. Examiner of the development plans of Al-Quds University or its periodic meetings, or meetings of the councils' board - the university councils: The university councils body includes members of the working councils in the university, which are: the university council, the academic council, the graduate studies council, the scientific research committee, the college councils, and the directors of institutes, centers and departments Administrative members of the university, and members of the General Secretariat of the Councils. The board of councils, headed by the university president, meets at least once a quarter to discuss strategic issues and general policies for the university, and to formulate recommendations that will develop the academic and administrative performance at the university, The change taking place. The university was able to reach a high degree of administrative and financial stability after an international company in the field of financial consulting under the name of "One Family" took over the financial stability plan at the university through the short-term

strategic plan, recruiting financial support for the university and reducing expenses. There are stricter laws regarding new appointments and scholarships, as well as bylaws and regulations that control the workflow. After this stage of stability, the university began to move towards excellence, growth, and achievement.

**Mission dimension:** This dimension reflects the extent to which the organization has a clear sense of the goal that determines its long-term future directions. The importance of the mission dimension stems from determining whether the organization suffers from short-sightedness or is interested in defining the strategy and action plans in an orderly manner. This dimension includes the following organizational culture elements: vision, strategy, goals and objectives. In the previous two years, the university administration formed a committee to develop its programs that leads the development and adaptation of the mission, vision, objectives of the various programs and their strategic plans to match the skills of the twenty-first century and the requirements of the labor market. As all colleges were able to modify and develop their plans in line with the information revolution taking place, they focused on the cognitive, skill and emotional learning outcomes and the mechanism for achieving them, and focused on the student as a competitive product locally and globally.

The university's philosophy and vision have become based on encouraging innovators and initiators towards distinct creative ideas, in addition to continuous updating and development of the university's material and technological capabilities, encouraging employees to continuously develop and providing pioneering research projects.

Including, for example, but not limited to a project with the University of Jordan and the American University of Beirut to adopt creative ideas to develop and produce knowledge similar to industrialized countries and to transform into the idea of a productive university. It has also partnered with local community companies to implement the entrepreneurial business incubator project in Sheikh Jarrah to enhance the idea of the steadfastness of Jerusalemites, which the university pays attention to great.

The five areas for the application of knowledge management as mentioned by Al-Hamshari (2013): scientific research, development of educational programs and curricula, student services and activities, graduate services, administrative services, strategic and theoretical elements of knowledge management and how these fields need to be examined, specially for this purpose. The researchers decided to investigate the benefits of knowledge management fields where knowing the result leads to knowing the reason.

First: The benefits achieved in the field of scientific research: The Deanship of Scientific Research at Al-Quds University works to increase competition and respond to research grants, contracts and opportunities to conduct productive research. As well as the sharing of knowledge experiences between workers in Palestinian and international universities. The one who browses the news of Al-Quds University believes that it has paid great attention to holding conferences and seminars on a regular basis, and even urged workers to participate actively in order to provide the opportunity to exchange the largest amount of knowledge between universities to support knowledge management within these universities. Which leads to a diverse service as well as solving problems and finding a number of experiences that will support the labor market and increase the generation of ideas.

It facilitates joint research processes between diverse and overlapping disciplines - improving the level and effectiveness of internal and external services related to scientific research activity, reducing the administrative costs of scientific research.

To achieve this, Al-Quds University has taken confident, deliberate and systematic steps, including a project with the University of Jordan and the American University of Beirut to adopt creative ideas to develop and produce knowledge, similar to industrialized countries, and to transform into the idea of a productive university.

It also built the Al-Quds Research Network for Creativity and Production through the Jerusalem Endowment Fund for Scientific Research and Quality Education, and the partnership that was established by Al-Quds University for Medical Research with the

Majali Group, and there is a project of bilateral studies with the German government in electrical and industrial engineering, technology and management. <https://www.alquds.edu>

However, there is a large percentage of non-productive research that does not serve the community in any way. It is intended for promotion purposes, as appears from the annual scientific research report (Scientific Research Report, 2018).

Second: The benefits achieved in the field of curriculum development: Strengthening the quality of the offered curricula and educational programs, by identifying and providing best practices and experiences, and examining and evaluating the outputs. Improving the speed of efforts to review, develop and update curricula - Improving administrative services related to teaching and learning processes using technology. Improving the effectiveness of the faculty's performance by making use of lessons, experiences, and previous experiences of agents, evaluating students, and other inputs that can be used to improve performance. - Ease of designing and developing common curricula and programs between more than one specialty and more in a program as a result of the ease of discussion and planning across the various departments and colleges, as a result of the uniqueness of the management of the two. Al-Quds University has adopted building a culture of creativity and production, as a direction through which the academic programs at the university are reviewed and restructured.

To determine the teaching and learning outcomes that respond to the factors and requirements of competition, and stimulate scientific research and creativity to be a cultural, economic and scientific lever, as the university has already restructured the programs according to a development plan and the development team has worked on it with all faculties.

Third: The achieved benefits of student services and alumni services improving the services provided to students such as library services, the information provided by the knowledge system for students, in addition to the information technologies that support students' online and extra-curricular services through the university's online and extra-curricular

services. The Internet, support the process of preparing new students through the university's website, by: Providing information about the university, its departments, policies and regulations, maps of the university's website, and the information provided to students by the university, as well as its library information. Supporting the students' education process by providing all the information and knowledge the student needs related to his study program and courses, in addition to providing exercises, activities, training and other methods of training. However, there are students of some colleges, especially colleges of humanities, who do not have the slightest knowledge of the existence and availability of these services.

Establishment of the Palestinian-Indian Center for Excellence in Information and Communication Technology to provide the highest quality service to university students.

The university has partnered with local community companies to implement the entrepreneurial business incubator project in partnership with the private sector in Al Hamra Palace on Salah Eldeen Street to create job opportunities, develop and empower Jerusalemites to enhance the idea of their steadfastness, which the university attaches great importance to.

Fourth: The benefits achieved in the field of administrative services: Improving the level of efficiency and effectiveness of administrative services provided at the university, as a result of the application of knowledge management from improvements in the field of administrative work, such as the decentralized approach.

Services, to develop administrative policies and procedures, develop and improve the level of response to the required administrative services, in addition to improving the educational institution's communication capacity. It is evident in Al-Quds University that faculties, departments and departments are given the authority to act according to what they see fit within the framework of the general rules of conduct. Strengthening the ability to develop a strategic plan that meets the needs of the labor market. For example, but not limited to what the College of Educational Sciences has done with a team from the Palestinian ministry and universities in restructuring the basic education program to suit the requirements of the times and the needs of the Palestinian market, as well as the development of the special education

program in response to the urgent Palestinian need.

Thus, the application of knowledge management at Al-Quds University may have a positive impact on all elements of the educational system, which are: its inputs represented by students, faculty members, the administrative body, and the rules, regulations, policies and equipment, or in its operations, including, for example, the administrative processes and include (planning, organizing, directing and follow-up and evaluation) and academic processes such as (teaching, scientific research, providing consultations, training, evaluating students, student supervision, student grants). In addition to its impact on the outputs of the system, which includes (graduates, scientific works, innovations and inventions, and discoveries provided by the university and services provided to the community).

Haider (2004) indicates that the new roles of educational institutions under knowledge management in order to reach a successful knowledge society include: 1. Reconsidering the mission and objectives of educational institutions so that they become centers of knowledge radiation. 2. Transforming learning institutions into learning organizations. 3. Development of curricula, teaching methods and assessment methods. 4. Application of communication and information technologies in education. 5. Accommodating the requirements of globalization. No country, no matter how large its size or its knowledge or material wealth, can bear alone the burdens of building a knowledge society. 6. Reform of the management of learning institutions Therefore, educational institutions has a greater need to move towards decentralizing the decision because it will help shorten the decision-making cycle.

**Challenges:** The challenges that stand in the way of Al-Quds University's application of knowledge management are mediation and nepotism, which may pose a mortal danger to the knowledge management system. Some members of Al-Quds University stress the organizational views, the difficult economic conditions of the Palestinian society and its impact on the education of children, especially with the high costs of higher education and the

lack of sufficient donors. The limitation of scientific research in universities to achieving the objectives of the imminent knowledge explosion, the revolution of technology and the emergence of the information society, the adoption of traditional indoctrination and training methods, and the distance from the self-learning process. Inadequate university education inputs in terms of learning, thinking and analysis methods. Globalization means, in essence, the increase in relations and interactions between countries and nations through the exchange of goods and services, the transfer of capital, the spread of ideas and information, and the influence of values and customs.

**Conclusion:** This research leads that knowledge management needs to create a stimulating, encouraging and supportive culture for knowledge production and sharing, establishing an organizational environment based on sharing knowledge and personal experiences, building effective networks in relationships between individuals, and establishing an organizational culture that supports participation, sharing and exchange of knowledge.

To invest in knowledge management ideas and principles at the university, it is necessary to: Teaching knowledge management in appropriate programs, using knowledge management to support university management decisions, and improving the internal document management process. As for the organizational culture of Al-Quds University, there is not, like other institutions, only one culture, but there are four types of cultures. The achievement that the university seeks to achieve growth, excellence and creativity, and there is also a culture of human sympathy that focuses on human relations between university employees, and it is noted that there is an inverse relationship between the two cultures of strength and systems, meaning that in the case of a culture of systems, the rules, regulations and laws that govern the workflow Therefore, decision-making is away from personalization, dictatorial leadership and influence, and the relationship between the boss and the subordinate is a formal working relationship. But what calls for surprise is examining the reality of Al-Quds University despite its relentless attempts to be a model for learning

and knowledge organizations in our modern age, with its technology and cognitive development, as professors and university students are societies of research and renewed knowledge interaction in the first place. The use and application of information technologies practically and theoretically, and even a section of our professors suffer from what is called "computer illiteracy". Even at the lowest level of use, which is the electronic classroom, we find some people cannot use it, despite it being the official platform for the student. What to do? And how is it possible to spread technological culture and technological enlightenment to be an integral part of the organizational culture of the university? Is the application of knowledge management in a clear and systematic manner enough to eliminate technological illiteracy? Does the application of knowledge management achieve excellence and leadership?

In light of the foregoing, and after studying the requirements of knowledge management and its obstacles, the researchers believe that the basic requirements for knowledge management are: The presence of a vision, mission and strategic objectives in accordance with an integrated strategic building that expresses the future of the university through its application of the proposed framework for these practices, and an effective administrative leadership capable of formulating goals and objectives Which the organization seeks, with a flexible organizational structure capable of adapting to internal and external environmental changes, in addition to the presence of an information infrastructure that leads to positive repercussions on the organization, and provides efficient manpower distributed over business according to skills and work requirements, and in the absence of these requirements, they may hinder The success of knowledge management within organizations, and the lack of any of the previous ingredients, of course, constitutes an obstacle or a problem in the effective application of knowledge management.

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