

The Impact of Obstacles to the Application of Knowledge Management to Performance Excellence

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Abstract : *The aim of this study was to identify the obstacles facing the application of knowledge management and its impact on performance at Palestine Technical University-Kadoorei from the point of view of employees and to detect the differences between the average views of the study sample on the subject of the study according to some variables such as (gender, nature of work, Education Level, specialization, years of experience). The study followed the descriptive analytical method and the questionnaire as a tool for study. It was distributed to 74 employees. After the questionnaire was distributed, the data was collected and coded and entered into the computer and processed statistically using the SPSS program.*

The study found that the percentage of approval of the obstacles to the application of knowledge management at Palestine Technical University-Kadoorei differed between few and large, and the relative weight of the axis was complete (68.2). The degree of awareness of the workers of the reality of performance excellence at the University of Palestine Technical-Kadoorei was between medium and very large. There is an impact of the constraints of the application of knowledge management on performance excellence at Palestine Technical University-Kadoorei.

In light of the results of the previous study, the researchers recommended that the importance of knowledge management should be taken into account in order to raise the university's reputation and reputation at home and abroad and improve its services to students and the local community. And to promote the exchange of experiences and knowledge with local, regional and international universities in order to enhance the knowledge and preserve it and provide modern and sophisticated scientific techniques and use them in administrative and academic work at the university.

Keywords: Obstacles, Knowledge Management, Performance Excellence, Palestine Technical University-Kadoorei, Palestine.

1. INTRODUCTION

Modern institutions, including institutions of higher education, face great and unprecedented challenges due to the changes resulting from the information and technological revolution, in addition to the fierce competition between different institutions and the challenges that have emerged in various sectors, especially educational ones. Therefore, the wheel of change and the face of competition imposed by advanced reality on scientific and knowledge bases (Al-Othman, 2013).

In order to meet these challenges and to deal with them, it was necessary to introduce knowledge to represent the most important strategic source in achieving excellence in performance, and to meet the challenges posed by the circumstances of the times. It has become the most powerful and influential factor in the success or failure of knowledge. It is considered an essential component of the organization's production as well as its capital and work, while others view the need to deal with the knowledge that the organization possesses as a capital asset that can have material value within the assets and assets of that organization (Abu Khudair, 2009).

The existence of universities as leading educational institutions is associated with three main things: thought, science and civilization. These concepts are interrelated and cannot be separated. They also have a specific message and objectives: education, scientific research and community service. And that these goals do not differ according to the temporal or spatial component (Barakat and Hassan, 2009). Therefore, to ensure that this message and those goals in the leadership of the movement of scientific change should be achieved to keep pace with development and catch up with the global civilization should be based on a rational awareness of the radical changes, which requires an assessment of the educational reality of these universities and identify their weaknesses and their proximity to national (Al-Shuweihat, 2007).

Global societies are represented by their educational institutions adopting new concepts of nature in line with current scientific developments such as Information Quality, Total Quality Management (TQM), Knowledge Society, Meta-Cognitive and other concepts which was originally launched by the world's leading universities, leading to the emergence of advanced educational systems based on their strengths in education (Al-Zamil, 2005).

One of these concepts is the concept of knowledge management in institutions in general and in universities and educational institutions in particular. Therefore, the current study examines the obstacles facing the application of knowledge management and its impact on performance in Palestinian universities represented by Palestine Technical University-Kadoorei .

2. PROBLEM STATEMENT

Arab universities as institutions of higher education face many challenges, some external ones imposed by the international reality and the global economic, political, technological and scientific transformations, including the development of modern educational systems such as distance education, the development of scientific research, the increasing use of electronic media at the university, Higher education, and the internationalization of education. Some of these are the limited internal capacity of these institutions, the increasing social demand for them, the difficulty of balancing the quantity and quality of the work system in these institutions, the difficulty of adapting to the market requirements in these societies, and weak institutional outputs represented by the large number of graduates who are not suitable for modernity in light of changing the nature and forms of future occupations (Barakat and Hassan, 2009) and (Khoj, 2008).

The Palestinian universities are similar to their counterparts in the Arab world in the face of such challenges and are influenced by the global economic, cultural, political and technological changes and the development of scientific research and the introduction of information and knowledge management in their educational and administrative programs. This study answers the president's question:

What is the impact of obstacles to the application of knowledge management to performance excellence at Palestine Technical University-Kadoorei from the point of view of employees?

The main question arises from the following sub-questions:

1. What are the main obstacles to the application of knowledge management at Palestine Technical University-Kadoorei ?
2. What is the level of performance at Kadoorei University from the perspective of its employees?
3. What is the impact of the application of knowledge management on performance at Palestine Technical University-Kadoorei ?
4. Is the level of employee awareness of the impact of knowledge management on performance at Palestine Technical University-Kadoorei different according to the variables (gender, nature of work, Education Level, specialization, years of experience)?

3. RESEARCH HYPOTHESIS

This study sought to examine the following hypotheses:

Ho 1: There is no statistically significant impact between the constraints of the application of knowledge management and the level of performance at Kadoorei University from the perspective of its employees.

Ho 2: There are no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the constraints of applying knowledge management and excellence in performance due to the following variables: (gender, nature of work, Education Level, specialization, years of experience).

4. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. Statement of the most important obstacles to the application of knowledge management at Palestine Technical University-Kadoorei .
2. Revealing the level of performance at Kadoorei University from the point of view of its employees.
3. Determining the impact of the application of knowledge management on performance at Palestine Technical University-Kadoorei .
4. To identify the differences in the average views of the study sample on the variables of the study according to gender, nature of work, Education Level, specialization, years of experience.
5. To come up with a set of recommendations that could contribute to the detection of knowledge management constraints and how to reduce them in order to improve performance in universities in particular.

5. RESEARCH IMPORTANCE

1. The importance of the theoretical study is to examine the studies and references that dealt with the subject of knowledge management and the most important obstacles facing them, as well as indicators of excellence in performance research and study in an effort to enrich scientific knowledge.
2. This study derives its importance from the vitality of its subject, especially in the literature of the Arab study, which is characterized by modernity and scientific and practical discrimination.
3. The importance of this study is highlighted by the results and scientific additions that are expected to be reached and can be used to develop and improve the level of excellence of public universities by reducing the obstacles of knowledge management.
4. Know the current status of excellence in performance at Palestine Technical University-Kadoorei in order to develop future visions in this field.

5. Knowledge of the obstacles and limitations that impede the application of knowledge management in the university mentioned.
6. Assisting the authorities responsible for planning higher education in Palestine to avoid deficiencies in the application of knowledge management and contribute to the performance excellence in Palestinian universities.
7. Providing practical scientific proposals that contribute to the excellence of the performance of public universities.

6. RESEARCH LIMITS AND SCOPE

1. **Human Limit:** This study was limited to surveying the views of a sample of workers at Palestine Technical University-Kadoorei supervisors and administrators.
2. **Institutional limitation:** This study was limited to applying to Palestine Technical University-Kadoorei
3. **Time Limits:** This study was implemented in 2018.

7. THEORETICAL FRAMEWORK

Knowledge Management

Knowledge management is one of the latest concepts in management science, which is considered one of the most vital features of activities that affect the quality and quality of work. This concept occupies a prominent and vital place in various administrative, technical, scientific and educational fields (AL- Sawy, 2007)

(Al-Baghdadi and (Al-Abbadi, 2009) as a set of processes aimed at transforming intellectual resources into tangible values by focusing primarily on intangible assets, while Nour El Din (2010) sees the engineering and organization of the environment And processes that help the organization to produce knowledge and generate it through the selection, organization, use and dissemination, and finally transfer and transfer of important information and experiences of the institution to the right people in a timely manner to be organized in various administrative activities and employment in good decision-making and problem solving and organizational learning and planning Strategic Objective.

As for the concept of knowledge management in higher education institutions, it is still relatively new, but it has received great attention from researchers and researchers in the pursuit of scientific excellence and research, quality and academic accreditation. (Abu Khudair, 2009) as a framework or layer that enables individuals working in an educational institution to develop a set of practices to collect information and share what they know, resulting in behaviors or behaviors that improve the level of services and products offered by the institution.

Ibrahim (2013) defines it as all the strategic efforts of the university education institution through which it seeks to achieve competitive advantage by pooling and investing its intellectual assets, improving the different practices of working individuals and optimizing the use of information in its databases, in performance and increased productivity of the whole university. It is an extension and deepening of knowledge within an appropriate framework, such as learning organizations that support their employees and allow them to express and benefit from this learning for the benefit of the organization (Hislope, 2009). It is a combination of accumulated experience, values, contextual information, and expert insight that provides a general framework for evaluating and integrating new experiences and information (Bulter, 2006). A process through which the organization uses its social intelligence to achieve its strategic objectives (Arora and Raosaheb, 2011). Firestone (McElory, 2005) defines it as a set of processes that seek to change the organization's current pattern of knowledge processing to enhance knowledge both within and at the level of its output.

Yasin (2007) defines it as information combined with experience, facts, judgments and values that interact with each other as a unique combination that allows individuals and organizations to create new situations and manage change. Al-Qahtani (2009) adds that it is the process of collecting, documenting, classifying, developing and organizing the organization's knowledge assets and storing them in a way that facilitates their use and facilitates subsequent decision-making. Al-Othman (2013) defines it as all organized processes and efforts that help the educational institution collect, generate, classify and store knowledge, distribute it to its employees and beneficiaries from outside, and apply it to achieve best practices to achieve the objectives.

The researchers define them as procedural processes resulting from the experiences and concepts adopted by the administrative institution to improve and improve the level of performance and improve them for the better.

Objectives of Knowledge Management:

Higher education institutions, in order to compete and excel in their markets, need to be characterized by their services and knowledge, and to be the leader in their field to ensure the satisfaction of their internal and external customers alike. The implementation of knowledge management in all the tasks, activities and processes carried out at the university, including (teaching, scientific research, community service, strategic planning, administrative services, student services and information resources) and the development of faculty members and the development of curricula and programs, all this will support its excellence in all areas (Temptation, 2014). AL-Sawy (2007) argues that knowledge management within the organization is generally aimed at achieving the following objectives:

1. Streamline processes and reduce costs by eliminating lengthy or unnecessary procedures.
2. Improve customer service by reducing the time it takes to deliver the required services.

3. Adopt the idea of creativity by encouraging the principle of free flow of ideas.
4. Increase financial revenue by marketing products and services more effectively.
5. Activate knowledge and intellectual capital to improve service delivery.

Al-Othman (2013) believes that knowledge management aims to build intellectual capital that serves the interests and objectives of the organization, to generate knowledge and to reveal its resources from different sources and to employ them in decision making, problem solving, organizational learning and strategic planning, through available methods and means.

The researchers believe that one of the most important goals of knowledge management is the ability to absorb the changes that occur especially as we are talking about a technical university in the sense that the mechanism of change and development is faster than the capabilities and potential of these universities material, moral and human, where investment in the human element and care and development is one of the pillars of continuity in This change has remained.

Reasons for the emergence of knowledge management:

Al-Saad and Harim (2004) believe that there are a number of reasons for encouraging and managing knowledge:

1. Globalization of the economy where information moves and moves at the speed of light.
2. The ability of modern and advanced technologies to obtain data, information and knowledge.
3. The worker's ability to absorb and analyze these data.
4. Increased competition among organizations, rapid and increased innovations, new discoveries and rapid changes in various areas.

Thus, it is necessary for organizations to recognize that knowledge management and creative processes are the means to remain in a strong competitive position under harsh, difficult and rapidly changing working conditions.

Justification for universities' adoption of knowledge management (Al-Hila et al., 2017):

The researchers identified (Mikulecka & Mikulecky) a set of justifications for it as follows:

- Universities typically have a modern information infrastructure.
- Sharing knowledge with others is normal between faculty members and students in general.
- One of the natural requirements that students seek to reach - by joining the university - is to get knowledge from easily accessible sources as soon as possible.
- Universities generally have a trustworthy regulatory environment, with no member hesitating to disseminate and disseminate knowledge.
- The great similarity between modern universities and business organizations, in terms of the tendency of universities to offer a number of activities, educational and research services, and consulting for a fee under the framework of the so-called educational Marker, so any method, or method may give the University a competitive advantage may be of interest For those universities, knowledge management is one of the most advanced technologies in this direction.

Obstacles to the application of knowledge management:

Al-Suhaimi (2009) sees several factors impeding the application of knowledge management in organizations, and it is important to avoid them that can lead to knowledge management failure:

- The absolute perception of knowledge as being outside the minds of individuals, while most implicit knowledge lies in their minds.
- Lack of awareness of the importance and role of implicit knowledge and discouraging its manifestation.
- Isolation of knowledge about their uses.
- Replace technological communication rather than direct dialogue.
- Relying on the knowledge stored in knowledge bases, and not paying attention to the flow of knowledge and new knowledge.
- Intense centralism and fear of a job by a centralized management approach may not help to transfer and share knowledge among the staff of the organization and the source of such centralization is sometimes a fear of a job.
- Ignorance of the importance of transferring knowledge not to pay attention to self-development and not to monitor important, virtual and implicit knowledge.
- Knowledge management is not included in the organization's strategic plans, which reduces its ability to recognize the value of knowledge management and the need to provide a system for it.

Al-Othman (2013) adds other obstacles:

- Weak use of available techniques.
- Low level of participation of decision-making staff in FAO.
- The existence of negative organizational conflicts.

- Weak documentation of implicit knowledge (experiences, skills and creations) and discouragement to show them.
- Lack of qualified human resources to perform knowledge management tasks.
- Lack of support from senior management.
- Lack of sufficient financial resources to implement knowledge management.

Performance Excellence:

Excellence Management is defined as planned organizational efforts aimed at achieving lasting competitive advantages. Excellence is a slogan that all university institutions must raise and take as their core message. In another way, the ability of the organization to achieve its objectives through the efficient use of available resources (Yousef, 2006). Performance is the highest level of performance that can be achieved by individuals working in the organization (Al-Salami, 2002). Shaban (2010) sees outstanding performance as the interconnection of a set of variables and standards with each other to create a competitive advantage over which to compete with its competitors. Yousef (2006) believes that outstanding performance is more than just doing things well, going to what is after success, and relating to individuals who work creatively and undertake to accomplish the tasks entrusted to them on an exceptional basis.

In the opinion of the researchers that the outstanding performance is the ability to employ the capacities and potentials of material, human and organizational, so as to contribute to the performance level of expectations beyond the minimum time and effort and cost.

Objectives of adopting and applying the approach of excellence in performance (Jamiel and Sfeir, 2011):

The objectives and benefits of applying the excellence approach to university performance are as follows:

- Create a culture that strongly focuses on customers and improves trust.
- Improve participation and responsibility as well as morale and satisfaction of employees.
- Improving the quality of outputs and training staff in process development.
- Learn to make decisions based on facts, arrange, analyze and control problems.
- Maintain customers and create an environment that supports and maintains continuous improvement.
- Increase efficiency and achieve key objectives of the organization.
- Monitor and develop performance measurement tools.

Excellence in performance can be measured by the following variables (Al-Naimi et al., 2010):

- Focus on students: Demonstrates the extent to which the institution can identify the requirements, needs and wishes of students.
- Focus on the faculty: Indicates the extent to which the institution can identify the requirements, needs and wishes of the faculty.
- Scientific research: It indicates the ability of the institution to activate the programs and methodologies of scientific research, support and encourage professors to provide valuable scientific research, sponsoring scientific conferences, and the establishment of a scientific journal.
- Community Service: Explains the role of the faculty member in the civil society service, including consultations to solve institutional problems and organize or contribute to the organization of local or regional seminars or workshops in the field of specialization or any other contributions (Al-Azzawi, 2007) and (Shaban, 2010)

Palestine Technical University-Kadoorei : (PTUK)

It is one of the institutions of higher education in Palestine. It is the first and only governmental university in the West Bank to follow the Ministry of Education and Higher Education. It was established in 1930 as an agricultural school for the benefit of the Palestinian society and then developed under the Palestinian National Authority to become a college that offers diploma programs in many disciplines and then turned into a university college, "Palestine Technical University-Kadoorei" to provide technical programs at different levels (diploma and bachelor). The college was transferred to a university with the approval and approval of the National Commission for Accreditation, Quality, and the Minister of Education and Higher Education. The development of the organizational structure and the academic, administrative and technical staff was carried out. A development plan was developed in the first two and a half years, during which new colleges were established and special and complementary specialties were opened for the other disciplines available in the other Palestinian universities to meet the needs of the local and Arab And also international (<https://www.ptuk.edu.ps>).

8. LITERATURE REVIEW

- Study of (Shamia et al., 2018) aimed to use the Asian knowledge model “APO” as a determinant for performance excellence in universities and identifying the most effecting factors on it. This study was applied on Al-Azhar University in Gaza strip. The result of the study showed that (APO) model is valid as a measure and there are four dimensions in the model affecting significantly more than the others (university processes, KM leadership, personnel, and KM outputs). Furthermore, performance excellence produced though modernizing the means of education, curriculum development, technology and flexibility in the organizational structure. The study recommends expanding the usage of (APO) model, enhancing the role of knowledge leadership, technology, organizational flexibility, sharing culture and incentive systems that encouraging innovation.
- Study of (Abu Amuna et al., 2017) aimed to identify the role of Knowledge-Based computerized management information systems in the administrative decision-making process and that can lead to a reduction or limitation of potential problems, especially those related to unintended bias and ambiguous, these problems controls the collection of information for the primary knowledge base, and given that the knowledge based systems, computer information systems constitute a dynamic, constructed and programmed throughout specialized knowledge based systems programming languages. That is, they learn from the experience and knowledge gained. They can be used to build intelligent business decision making systems. The research found a set of recommendations, including: the need to use knowledge-based computerized information systems in the administrative decision-making process. And the configuration of tires capable of using modern applications of information technology in various administrative levels. As well as benefit from the advantages offered by the knowledge-based with respect to the effort, time and money and to be able to respond to environmental conditions and changes.
- Study of (Al hila and Al Shobaki, 2017) aimed to indicate the role of servant leadership in achieving Excellence Performance from the perspective of workers in technical colleges. The researchers used the descriptive and analytical approach, and the population of the study teaching at the technical college faculty members (Palestine Technical College, and the University College of Science and Technology), and the study tool is a questionnaire applied to a simple random sample were distributed (120) to identify the study sample was obtained at (111) questionnaire at rate of (92.5%). The results of the study showed the followings: the presence of a statistically significant relationship at the level of ($\alpha < 0.05$) between the servant leadership and achieve Excellence Performance in technical college’s governorates of Gaza Strip. There are statistically significant differences at ($\alpha < 0.05$) among respondents responses about Servant Leadership and achieve Excellence Performance in technical colleges governorates of the Gaza Strip due to Faculty variable, and in favor of (the University College of Science and Technology), while there are no significant differences due to the Education Level and years the service. One of the most important recommendations: the need to choose university leaders, according to objective criteria of scientific and administrative, and prepared so that those leaders will become one of the factors that contribute to the success of any educational change that is advantageous, so to help provide a regulatory environment that encourages innovation and renewal. The need to pay higher education institutions management special attention to all elements of the work environment as an important variable contributing to the impact on the job performance of employees, which will lead to higher morale and increase their loyalty and belonging to the institution, and the introduction of successful models globally.
- Study of (Abu Naser et al., 2016) the paper assesses Knowledge Management Maturity (KMM) in the universities to determine the impact of knowledge management on performance excellence. This study was applied on Al-Azhar University and Al-Quds Open University in Gaza strip, Palestine. This paper depends on Asian productivity organization model that used to assess KMM. Second dimension which assess performance excellence was developed by the authors. The controlled sample was (610). Several statistical tools were used for data analysis and hypotheses testing, including reliability Correlation using Cronbach's Alpha, “ANOVA”, Simple Linear Regression and Step Wise Regression. The overall findings of the current study suggest that KMM is suitable for measuring performance excellence. KMM assessment shows that both universities maturity level is in level three. Findings also support the main hypothesis and it is sub- hypotheses. The most important factors effecting performance excellence are: Processes, KM leadership, People, KM Outcomes. Furthermore the current study is unique by the virtue of its nature, scope and way of implied investigation, as it is the first comparative study in the universities of Palestine explores the status of KMM using the Asian productivity Model.
- Study of (AL Shobaki and Abu Naser, 2016) aimed to study the organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of students. Researchers have used the descriptive and analytical approach and used the questionnaire for data collection and distributed to students in universities. The researchers used a sample stratified random method by the university. The total number of students was (381) and (235) were distributed to identify the study population. (166) questionnaires were recovered with rate of (96.3%). We used statistical analysis (SPSS) program for data entry, processing and analysis. The study reached the following conclusions: that (62.8%) of the study population believe that the availability of "faculty staff" somewhat weak, showed that the number of Academic staff is appropriate to the number of students. The results confirmed that (66.4%) of the study population believe that the suitability "admission policies" is average, showed that the admission policies declared for the students, it is also transparent, the university administration

provides orientation programs for newly admitted students. The results showed that (55.4%) of the study population believe that the "Student support" is low in the universities, and (52.8%) of the study population believe that "student activities" in the universities is low. The study found a set of recommendations, including: the establishment of university centers for gifted and talented students, follow their growth and their creations after graduating from college and while working in the sectors of production, and provide college library modern references in all disciplines.

- Study of (Al-Othman, 2013) which aims to identify the reality of the application of knowledge management at Naif Arab University for Security Sciences, the obstacles it faces and ways to develop its application. The researchers used the descriptive analytical method, and the questionnaire as a tool for study was applied to a sample of faculty member's amounted to (103) individuals. The results of the study showed a moderate degree of approval among the sample on the reality of the application of knowledge management as well as the existence of a consensus on the existence of significant obstacles that prevent the application of knowledge management in the university, in addition to the absence of statistically significant differences in the study sample trends due to variables: gender, And job title. The study recommended the continuation of the development of the University's information systems, and the adoption and support of the university administration for the concept of knowledge management and benefiting from the experiences of successful institutions in this field in addition to holding training courses and scientific activities in the field of knowledge management.
- Study of (Al-Shahrani, 2010) aimed at increasing the knowledge of researchers and practitioners on how to employ knowledge management at King Fahd Security College in Saudi Arabia and the obstacles that prevent it. The study used the descriptive method through a questionnaire which was distributed to a sample of 68 employees. The study found that there are many areas for the application of knowledge management in most departments of the college, with obstacles that can limit the success of knowledge management, the most important of which are the lack of specialized personnel, ignoring the ideas of others, weak documentation of implicit knowledge, lack of work teams, Imposed by the college administration.
- Study of (Al-Zatma, 2011) aimed at identifying the relationship and the type of influence between the requirements of knowledge management and its operations, and distinguished the institutional performance in the middle technical colleges. And the questionnaire as a tool to collect the necessary data from the study community composed of all faculty members and heads of the full-time administrative departments in five faculties (455). The study found that there is a high degree of availability of knowledge needs (data and information, implicit knowledge, explicit knowledge, infrastructure, technology, and human capital) in intermediate technical colleges with a medium degree of knowledge awareness in its forms (planning and implementation, And information security). The study concluded with a number of recommendations, including the need to adopt knowledge management as an input to improve and develop the individual and institutional performance of the intermediate technical colleges, to develop knowledge and develop storage methods, expand the participatory processes through the appropriate environment, and develop individual and institutional performance and adopt an incentive system that rewards knowledge efforts.
- Study of (Ibrahim, 2013) which aimed to demonstrate the role of the quality of career in excellence in university performance by applying to Egyptian universities. The study showed that there is a significant correlation between the quality of life and the characteristics of excellence in university performance within the university.
- Study of (Madi, 2010) which aims to demonstrate the impact of applying the concept of knowledge management in ensuring the quality of education at the Islamic University of Gaza. A questionnaire was used as a measuring tool applied to a sample of the teaching staff of the university, which numbered (275) members. The study reached a number of results, the most important of which are differences in the opinions of the respondents on the knowledge management infrastructure due to the degree and the years of experience. A number of recommendations were made, including the need to increase the electronic communication between the Islamic University and other universities in the aspects of scientific cooperation in addition to the need to pay attention to e-learning through the computerization of libraries and the provision of appropriate technology to reach them.
- Study of (Abbas, 2011) aimed at showing the impact of strategies and methods of organizational change in achieving outstanding performance from the perspective of employees at the University of Qadisiyah. The results showed that there is an impact of the gradual change strategy on outstanding performance while there is no impact of the strategy of radical change on outstanding performance.
- Study of (Radi and Dakhil, 2016) which aims to determine the impact of strategic human resources management roles in the outstanding performance from the perspective of university leaders in the curse of universities of the Middle Euphrates. The results of the study showed that there is a positive correlation between the roles of human resources and performance. It is also clear that there is a high interest by the colleges in the results of student learning and the educational process through the implementation of programs that are consistent with the programs approved at the corresponding colleges at the global level. In accordance with the latest scientific developments in the field of specialization and implementation according to the planned plans, there is also attention to the results of the focus on human resources through the involvement in specialized training courses and develop their expertise and skills, and involve the largest number of faculty members in internal and external seminars and conferences and to provide moral and material support for applied research.

- Study of (Shaban, 2010) which aimed to reveal the role of organizational justice in achieving outstanding university performance in the Faculty of Management and Economics at the University of Kufa. The most important results were that there was a positive correlation between organizational justice and the variables of university performance. The results showed that the variable of scientific research ranked first in terms of importance followed by the variable of community service and thirdly the quality improvement variable.
- The Study of (Girard and McIntyre, 2010) aimed at clarifying the optimal use of the knowledge management model in the public sector institutions. The researchers adopted the case study methodology to achieve the research objectives through the case study of the federal government in Canada and the knowledge management model in government institutions Canadian. The researchers found that the five components of knowledge management (technology, leadership, culture, processes, and standards) have contributed positively to enabling organizations to achieve their goals. Therefore, the researchers recommended applying this five-dimensional model as a comprehensive model of all knowledge management components.
- The Study of (Kasim, 2010) which aimed at explaining the important role of knowledge management practices in improving the performance and efficiency of public sector institutions, and how to improve the performance of government through the application of knowledge management. The researchers used the analytical descriptive method through the distribution of a questionnaire on a random sample of (500) employees in (28) Ministry. The results showed a positive relationship between knowledge management practices and job efficiency in Malaysian public sector institutions. The study recommended that senior management should understand the factors and elements that contribute to the effectiveness of the job performance as well as the existence of a number of obstacles that limit performance improvement.
- The Study of (Khubash, 2009) aimed at identifying the factors affecting the application of knowledge management within the University of Jordan and the obstacles to its application through the use of descriptive analytical methodology on a sample of (120) members of the university administration. This study has reached several conclusions, the most important of which is that the process of applying knowledge management within the University of Jordan is also medium. It also concluded that the most important obstacles to the good implementation of knowledge management are the lack of acceptance of change and development, weak communication within the university and the presence of patronage and moderation. The results also showed that there is no statistically significant relationship between the various factors related to the study and the application of knowledge management within the University of Jordan and its constraints due to the variables of gender, age, experience, occupation and scientific Education Level.
- The Study of (Singh, 2008) which aimed to investigate the relationship between leadership patterns and knowledge management, and the impact of these patterns on the knowledge management practices in an Indian software company. To achieve the objectives of the study, the researchers used the descriptive and analytical method as a study tool.) Employees working in a software production company in India. The study found that the leadership and support leadership style has a negative impact on knowledge management practices, while the consultative management style and negotiator have a positive impact. The study recommended the application of knowledge management as it gives employees the freedom to think and act.

Comment on Previous Studies

It is clear from the presentation of previous studies the diversity of its purposes and their differences among them. The Arab studies were conducted to identify the obstacles and reality of the application of knowledge management such as: the study of Al-Othman (2013), Al-Zatma (2011), Madi (2010), (Khubash, 2009). In contrast, foreign studies examined the application of knowledge management such as Girard and McIntyre (2010), Kasim (2010) and Singh (2008).

The issue of excellence in performance has also been of great interest to researchers, especially in productive institutions. In the services sector, the studies dealt with scarcity. There is also a great interest in the concept of excellent performance by institutions and universities, but it was sometimes formality in addition to the lack of sense of the local impact, and this has been shown in some previous studies.

The current study differed from previous Arab and foreign studies in terms of the sectors studied their analysis, the period of time, and the nature of the sample to be addressed.

9. METHODOLOGY AND PROCEDURES:

Methodology of the Study:

The researchers followed the analytical descriptive approach to its relevance for the purposes of this study, which is the method that is concerned with the phenomenon as it is in fact, and is working to describe, analyze and relate to other phenomena, where the researchers relied on sources of information related to the subject of study, and analysis, and then data collection by the questionnaire, which was prepared based on theoretical framework and previous studies.

Society and Sample Study:**Table 1:** Distribution of the sample of the study by its variables

Variable	Category	Repetition	Percentage %
Gender	Male	42	56.8
	Female	32	43.2
Work Nature	Administrative	46	62.2
	Faculty member	28	37.8
Education Level	Diploma	15	20.3
	BA	29	39.1
	M.A.	17	23.0
	Ph.D.	13	17.6
Specialization	Applied Sciences	41	55.4
	Human sciences	33	44.6
Years of Experience	1-4	32	43.3
	5-9	14	18.9
	10-14	12	16.2
	15 and more	16	21.6
Total		74	100

1. This indicates that there is a defect in the selection and recruitment procedures or a kind of favoritism because the nature of the society is masculine, especially in administrative and supervisory positions. We see that the tendency is often to choose males from females.
2. The high proportion of administrative staff compared to faculty members due to the permanent presence of members of the administrative body, while there is difficulty in communicating with faculty members to vary the times of lectures.
3. As for the academic Education Level, we find that the largest percentage was for the bachelor's degree and above. This is due to the interest of the educational institutions and their focus on selection and appointment to the holders of higher Education Levels due to the nature of their academic work.
4. As for the specialization, we see that the largest proportion was applied science. This is due to the fact that the nature of the university is technical and the focus is on specializations of practical nature, especially the engineering field.
5. With regard to the years of experience, we find that the largest proportion of those who have years of experience (1-4) and this is the result of the expansion of the University in the specializations offered in addition to the increasing turnout of students to the university during this period.

Study Tool:

The researchers used the study tool (questionnaire) after reviewing the literature of the study and the previous studies related to the subject. The tool consisted in its final form of two fields and (40) paragraphs. The first field (25) discusses the obstacles facing the application of knowledge management; the second assignment (15) includes a paragraph examining the impact of the increase in knowledge on the performance of the university.

Tool Validation:

In order to ensure the safety of the study questions, the validity of the study was verified by presenting it to a group of arbitrators with expertise and experience in the field of administrative sciences, and asked them to express their opinion on the paragraphs of the questionnaire by deleting, modifying and proposing new paragraphs and appropriate tool for the subject of the study. The study tool became in its final form consisting of (40) paragraphs.

Stability of the Tool:

In order to extract the stability coefficient of the tool, the Cronbach Alpha equation was used to determine the internal consistency of the resolution paragraphs. It reached (0.920). This value indicates that the tool has an appropriate stability and satisfies the purposes of this study.

Steps To Build The Questionnaire:

- Access to the administrative literature and previous studies related to the subject of the study, and to use them in building the questionnaire and drafting its paragraphs.
- Identify the main areas covered by the questionnaire.
- The questionnaire is designed in its initial form, reviewed and revised.

- The questionnaire was presented to (5) arbitrators with experience in academic and statistical fields.
- In light of the opinion of the arbitrators, some paragraphs of the questionnaire were modified in terms of deletion or addition and modification, so that the questionnaire will be finalized in 40 paragraphs.

Statistical Processing:

After the data was collected, coded and processed using appropriate statistical methods, using SPSS, the researchers used frequency, arithmetical averages, standard deviations and percentages, independent sample T test, mono-variance test, LSD and Cronbach Alpha equation.

10. STUDY RESULTS AND HYPOTHESIS TEST:

The purpose of this study is to identify the impact of the obstacles facing the implementation of knowledge management in performance excellence at Palestine Technical University-Kadoorei from the point of view of the workers. In order to achieve this, the researchers used a questionnaire consisting of 40 paragraphs distributed to a sample of (74) Administrative staff and faculty members. In order to explain the results of the study, the researchers used the following measure:

Table 2: Five - step scale

Degree of approval	SMA		Relative Weight	
	From	To	From	To
Very few	1.00	Less than 1.80	20.00	Less than 36.00
A few	1.80	Less than 2.60	36.00	Less than 52.00
Medium	2.60	Less than 3.40	52.00	Less than 68.00
Large	3.40	Less than 4.20	68.00	Less than 84.00
Very Large	4.20	5.00	84.00	100.00

The results of the study are as follows:

Question 1: What are the main obstacles to the application of knowledge management at Palestine Technical University-Kadoorei ?

In order to answer this question, the arithmetic mean, standard deviation and the percentage of each tool paragraph (the first field) were extracted.

Table 3: Obstacles to the application of knowledge management at Palestine Technical University-Kadoorei in descending order by arithmetic mean

No.	Item	SMA	Standard Deviation	Percentage	Class
1.	Administrative procedures are complex	3.75	1.07	75.0	Large
2.	Lack of specialized courses in knowledge management	3.66	1.10	73.2	Large
3.	Over-centralization	3.66	1.03	73.2	Large
4.	Lack of an independent organizational unit to oversee knowledge management	3.60	1.14	72.0	Large
5.	Resistance to change	3.58	1.03	71.6	Large
6.	Low level of participation of decision making	3.54	1.06	70.8	Large
7.	The University's incentive system	3.53	1.16	70.6	Large
8.	Ignore the thoughts of others	3.52	1.14	70.4	Large
9.	The scarcity of individuals specialized in knowledge management	3.51	1.08	70.2	Large
10.	The existence of negative organizational conflicts	3.47	1.149	69.4	Medium
11.	The prevalence of culture of knowledge monopoly	3.45	1.11	69.0	Medium
12.	Insufficient financial resources to support knowledge management programs	3.43	1.13	68.6	Medium
13.	Do not evoke the future and limit the past and the present	3.43	1.17	68.6	Medium

14.	The scarcity of investment in knowledge management experts to benefit from their experiences	3.42	0.90	68.4	Medium
15.	Weak coordination between the administrative units in the university	3.41	1.07	68.2	Medium
16.	Not to use competition to develop creativity among university staff	3.36	1.02	67.2	Medium
17.	Weak documentation of implicit knowledge	3.33	1.019	66.6	Medium
18.	Lack of a supportive environment for the exchange of knowledge in ideas among all individuals	3.32	1.19	66.4	Medium
19.	Weak access to available knowledge and expertise	3.32	1.04	66.6	Medium
20.	Weak use of available techniques	3.31	1.03	66.2	Medium
21.	Inability to develop information systems and databases	3.21	1.14	64.2	Medium
22.	Not to attract qualified human resources in the field of knowledge management	3.17	1.18	63.4	Medium
23.	Lack of capacity to produce knowledge at the university	3.17	1.22	63.4	Medium
24.	Lack of academic freedom within the university	3.14	1.24	62.8	Medium
25.	Lack of special systems to transfer and share knowledge between employees (Intranet, Internet,)	2.91	1.29	58.2	Few
The overall degree of the field of obstacles to the application of knowledge management at Palestine Technical University-Kadoorei		3.41	0.62	68.2	Medium

The data in Table (3) shows the following:

- The obstacles to the application of knowledge management at Palestine Technical University-Kadoorei were between the few and the large. The percentages ranged from (58.2) to (75.0). This result indicates that the degree of problems, determinants and obstacles to the application of knowledge management at Palestine Technical University-Kadoorei was medium, in terms of the percentage of (68.2).
- The top of the paragraphs were: (Obstacles to the complex administrative procedures pursued by the university, the scarcity of training courses in this area, the excessive centralization, the university's lack of an independent organizational unit to oversee knowledge management, resistance to change, low level of participation of decision makers, The incentives of the university, and the attempt to ignore the ideas of its employees as well as the scarcity of individuals specialized in knowledge management This demonstrates the weakness of the administrative procedures followed by the university and the low rate of courses given to employees to develop and disseminate knowledge and maintain Guardian, also reduced the degree of participation of workers in decision-making and decisions may be due to centralized decisions, which are issued by the Ministry of Higher Education.
- On the other hand, the least obstacles were the absence of special systems for transferring and sharing knowledge management personnel, the lack of academic freedom, the inability to produce knowledge at the university, and the inability of the university to attract qualified human resources in the field of knowledge management. This demonstrates the existence of systems for the sharing of knowledge among employees and their openness, in addition to granting employees the freedom to teach their courses, conducting research, selecting textbooks, etc., in addition to the interest of the university in attracting human cadres subject to difficult conditions in order to maintain the efficiency of the teaching process.
- The results of the present study are consistent with Al-Othman (2013), which showed a moderate degree of approval among the sample members on the existence of significant obstacles to the application of the reality of knowledge in the university and the study of Al-Shahrani (2010) The success of knowledge management, including the lack of specialized individuals, ignoring the ideas of others, the weak documentation of implicit knowledge, the lack of work teams, the culture of knowledge monopoly, and the constraints imposed by the college administration and the study (Singh, 2008).

Question 2: What is the level of performance at Kadoorei University from the point of view of its employees?

In order to answer this question, the arithmetical averages, standard deviation and percentage of each instrument (second area) were extracted.

Table 4: Arithmetic averages, standard deviations and percentages of degree of impact of knowledge management on performance ranked in descending order by arithmetic average

No.	Item	SMA	Standard Deviation	Percentage	Class
1.	Raise the university's standing and reputation among educational institutions	4.22	0.91	84.4	Very large
2.	Helps to develop organizational and functional structure	3.79	1.07	75.8	Large
3.	The services provided to students are constantly increasing	3.78	1.05	75.6	Large
4.	Education Programs are increasingly updated	3.75	0.97	75.0	Large
5.	Reduction of employee irregularities and mistakes	3.74	1.03	74.8	Large
6.	Continuing decrease in work downtime	3.72	1.05	74.4	Large
7.	Proposals from staff for development	3.71	0.95	74.2	Large
8.	Continuous lifting of staff efficiency	3.70	1.10	74.0	Large
9.	Increased changes in information systems and computers	3.67	0.89	73.4	Large
10.	Continuous decrease in waste of time and resources	3.62	1.00	72.4	Large
11.	Increasing attendance of the employees	3.60	1.14	72.0	Large
12.	Decrease in employee complaints	3.60	1.05	72.0	Large
13.	Increase organizational loyalty among employees	3.50	1.08	70.0	Large
14.	Great attention to the views and suggestions of staff by the Department	3.47	1.08	69.4	Medium
15.	Decrease in turnover	3.43	0.98	68.6	Medium
Overall degree of impact on performance (increase in knowledge leads to ...)		3.69	0.68	73.8	Large

The data in Table (3) shows the following:

- The level of employee awareness of the reality of performance excellence at Palestine Technical University-Kadoorei was between the medium and the very large. The percentages ranged from (68.6) to (84.4). This result indicates that the level of performance excellence is high and this indicates the University's interest in the indicators of excellence and its support to keep up with the universities around the world. The researchers attribute this to the support of the Ministry of Education and Higher Education for technical university education and focus on it during the current stage because there are many statistics that talked about the lack of technical education to meet the needs of the local community in addition to the sector's access to several projects whose main objectives were infrastructure development, curriculum development and human resources development.
- The top paragraphs were as follows: (Raise the university's status and reputation among educational institutions, help to develop the organizational structure and career, increasing the services provided to students). This is evidence of the university's interest in providing all the services that can contribute to improving its mental image among universities, in addition to developing and modernizing its specialization and offering it to special disciplines as it is a technical university that can be given the largest share of students enrolled which offers technical specialties.
- On the other hand, the lowest paragraphs (great attention to the views and proposals of the staff by the administration, a decrease in turnover). This is evidence of the University's interest in the views of the workers, but it needs more attention because most of the decisions and instructions are issued by the ministry. It is sometimes difficult to deal with the workers' proposals. The decrease in turnover is also a positive point. This is due to the fact that the colleges adopt a scholarship plan, develop faculty members and monitor their performance development, in addition to the process of evaluating performance and its consequences, which in itself is a catalyst for continued excellence.
- These results are consistent with Al-Naimi et al. (2010). The study concluded that the implementation of performance standards in their dimensions leads to excellence in institutions of higher education and also showed that there is an interest in

the following performance standards: leadership, strategic planning, Focusing on teaching staff, developing infrastructure, activating research and development activities, and developing partnerships with the public and private sectors). The study showed that the average culture of excellence reached (4.08). The results of the study showed that there is a significant effect on the culture of excellence in the governmental institutions that have the award in applying the evaluation criteria approved in the award. They also agreed with the results of the study (Radi and Dakhil, 2016), which showed that there is a direct correlation between the roles of human resources and outstanding performance. It has also been shown that there is a high interest by the colleges in the results of student learning and the educational process, Which are accredited in the corresponding colleges at the global level, and constantly update these programs in line with the scientific developments in the field of specialization and implementation according to the planned plans, there is also an interest in the results of the focus on human resources by engaging them in specialized training courses and develop their expertise and skills, Involve the largest number of faculty members in seminars and conferences both internal and external, and to provide moral and material support for applied research.

The results of the hypotheses of the study:

Ho 1: There is no statistically significant impact between the constraints of the application of knowledge management and the level of performance at Kadoorei University from the perspective of its employees.

This hypothesis was validated using Linear Regression Analysis, as shown in the following table:

Table 5: Analysis of the Effect of the Independent Variable (Knowledge Management Obstacles) on the dependent variable (Kadoorei University Performance)

Independent Variables	Regression Coefficients	Beta Coefficient	Standard Error	T – Value	Probability Value Sig	Significance
Fixed amount	3.879	.475	.164	18.008	.000	Substantial
Knowledge Management Obstacles	.271		.034	7.346	.000	Substantial
Form tests	Correlation coefficient = .475 ^a			Standard error for model SE)) = .2236		
	Calculated F = 17.478			Morale level = .000 ^a		
	189 = R Square Selection Factor			Modified Selection Factor = .753		

The above table shows that:

- That there is an impact of the constraints of the application of knowledge management on the excellence of performance at Palestine Technical University-Kadoorei .
- Of the multiple regression results using the Enter method, we can conclude that the independent variable (KM) explains the change in the dependent variable (performance) by 75.325% and 24.675% due to other variables.
- The researchers attribute the result to the importance of knowledge management in achieving excellence in performance as knowledge management is concerned with knowledge, collection, dissemination and preservation, and this is consistent with what requires excellence in performance from the dissemination and development of knowledge.

Ho 2: There are no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the constraints of applying knowledge management and excellence in performance due to the following variables: (gender, nature of work, Education Level, specialization, years of experience).

Table 6: Difference Test Results

The impact of knowledge management constraints on performance			The Number	Average	Deviation	T – Value	Level of Significance *
	Gender	Male		42	3.76	0.58	1.099
Female			32	3.59	0.80		
Work Nature			The Number	Average	Deviation	T – Value	Level of Significance *
	Administrative		46	3.70	0.72	.2220	.8250
Faculty member		28	3.66	0.63			
Education Level			The Number	Average	Deviation	F – Value	Level of Significance
	Diploma		15	3.26	.870	2.786	*0.047
BA		29	3.84	.590			

		M.A.	17	3.81	.650		
		Ph.D.	13	3.69	.490		
			The Number	Average	Deviation	T – Value	Level of Significance *
Specialization		Applied Sciences	41	3.60	0.66	-1.267	.2090
		Human sciences	33	3.80	0.70		
			The Number	Average	Deviation	F – Value	Level of Significance
Years of Experience		1-4	32	3.82	0.77	1.715	0.172
		5-9	14	3.40	0.69		
		10-14	12	3.51	0.55		
		More than 15	16	3.80	0.48		

The above table shows that:

- There are no statistically significant differences at the level of significance ($\alpha = 0.05$) in the responses of the sample of the study to the effect of the obstacles to knowledge management on performance at Palestine Technical University-Kadoorei attributed to gender variable. The researchers attribute this finding to the fact that Regardless of gender, are doing similar work, and the impact of the application of knowledge management is shared by both parties. These results were consistent with Al-Othman (2013), which showed no statistically significant differences in the study sample trends due to gender variables and Khubash (2009), which showed no statistically significant relationship between the various factors of the study and the application of knowledge management within The University of Jordan and its constraints are due to gender variables.
- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study towards the impact of the application of knowledge management on performance at Palestine Technical University-Kadoorei due to the variable nature of work. The researchers attribute this finding to the fact that knowledge management is necessary in all disciplines and university fields and is observed by all employees regardless of the nature of their work, as are the handicaps. These results are consistent with the study of Al-Othman (2013), which showed no statistically significant differences in the trends of the study sample due to the variable job title and Khubash (2009) Within the University of Jordan and its constraints attributed to the variable of employment.
- There were statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the constraints of the application of knowledge management and its impact on performance at Palestine Technical University-Kadoorei . The researchers attribute this finding to the fact that the higher the individual's level of education, the greater his knowledge of the impact of the application of knowledge management as an important requirement in administrative and educational work. These results differ with Al-Othman (2013), which showed no statistically significant differences in the study sample due to the variable and the scientific qualification. These results also differed with the study of Khubash (2009) which showed that there is no statistically significant relationship between the various factors related to the study and the application of knowledge management within the University of Jordan and its constraints due to the variable of scientific qualification.
- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the responses of the sample of the study towards the obstacles to the application of knowledge management and its impact on performance at Palestine Technical University-Kadoorei due to the specialization variable in the second field The value of the significance level (0.209) is greater than (0.05). The researchers attribute this finding to the importance of applying the impact of knowledge on performance in universities to all academic disciplines.
- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the constraints of the application of knowledge management and its impact on performance at Palestine Technical University-Kadoorei due to the variable years of work experience. These results are consistent with Al-Othman (2013), which showed no statistically significant differences in the trends of the study sample due to the variable years of experience and Khubash (2009), which showed no statistically significant relationship between the various factors related to the study and the application of knowledge management Within the University of Jordan and its obstacles attributed to years of experience. Researchers attribute this finding to the fact that employees' sense of limitations in applying the knowledge effect as well as their knowledge of its benefits are not affected by their different levels of expertise.

11. RESULTS

- The percentage of approval of the constraints of the application of knowledge management at Palestine Technical University-Kadoorei varied between the few and the large, and the relative weight of the whole axis was 68.2.

- The degree of employee awareness of the reality of performance excellence at Palestine Technical University-Kadoorei was between the medium and the very large. The percentages ranged from (68.6) to (84.4). This result indicates that the level of performance excellence is high and this indicates the University's interest in the indicators of excellence and its support to keep up with the universities around the world.
- There is an impact of the constraints of the application of knowledge management on performance excellence at Palestine Technical University-Kadoorei .
- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study towards the impact of knowledge management obstacles on performance at Palestine Technical University-Kadoorei due to variables (gender, nature of work, specialization, years of experience).
- There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the constraints of the application of knowledge management and its impact on performance at Palestine Technical University-Kadoorei .

12. RECOMMENDATIONS

In light of the previous findings of the study, the researchers recommend the following:

- Providing the opportunity for employees to participate in conferences, seminars, care, appreciation, and push them towards excellence by providing material and moral incentives, which increase their giving and the explosion of their creative energies.
- The Ministry's use of the experience and experience of international institutions in issuing models to manage excellence in order to compete and obtain certificates and awards of international excellence.
- To benefit from the experiences of developed countries in the field of scientific research and the development of its institutions and educational institutions through the signing of international agreements to exchange experiences with developed countries in the fields of education and scientific research.
- The importance of the ministry's adoption of the philosophy of excellence management in order to improve its performance and raise the level of productivity and improve the quality and excellence of its outputs.
- The need to pay attention to the principle of knowledge management in order to raise the status of the university and its academic reputation at home and abroad and improve the services provided to students and the community and the fact that knowledge management is one of the most prominent features of modern management in academic institutions.
- The need to strengthen the exchange of experiences and knowledge with local, regional and international universities in order to enhance the knowledge and preserve it and provide modern and advanced scientific techniques and use them in administrative and academic work at the university.
- The University should adopt policies that encourage scientific research and knowledge preservation through the provision of budgets to support scientific research projects and the promotion of creative ideas.
- The need for the university to systematically monitor the knowledge and information in the academic field from its available sources because of its importance in the academic process and in the development of university work.
- The need to spread the idea and culture of excellence and quality in the universities and encourage them to adopt standards of quality and excellence.
- To develop the process of information investment and exchange in the university.
- To accept change and shift towards knowledge management by encouraging the recruitment of cadres and recruiting cadres specialized in this field and training existing cadres.

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