Knowledge Management Processes and Their Role in Achieving Competitive Advantage at Al-Quds Open University

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Abstract: *The study aimed to identify the knowledge management processes and their role in achieving competitive advantage at Al-Quds Open University. The study was based on the descriptive analytical method, and the study population consists of academic and administrative staff in each of the branches of Al-Quds Open University in (Tulkarm, Nablus and Jenin). The researchers selected a sample of the study population by the intentional non-probability method, the size of (70) employees. A questionnaire was prepared and supervised by a number of specialists in order to obtain the results of the study. The study concluded that there is a positive direct relationship, that is, the higher the degree of application of knowledge management processes, the greater the degree of competitive advantage. Knowledge Technology came first with a score of 80.02% on all items. Competitive advantage came second with 81.74%. In the third place came "knowledge generation" where the total score on all paragraphs in this area (78.24%). In the fourth place, "knowledge transfer" (77.21%). "Developing and storing knowledge" came in fifth place (77.13%). "Acquisition of knowledge" came in sixth place (76.45%). Knowledge Organization ranked seventh (74.26%). The study recommended that the university should enable the employees to benefit from the experiences and expertise available to help generate knowledge. The University encourages the creation of knowledge through the system of incentives and open the way for creators to apply their creations and spread and invest in excellence and creativity. The university should design work performance levels based on the integration of knowledge and organize it according to policies that support freedom of research. The need for Palestinian universities to adopt a knowledge management approach. The need to adopt a system of incentives that rewards cognitive efforts, and give workers enough freedom to enable them to apply their knowledge.*

Keywords: Knowledge Management Processes, Competitive Advantage, Al-Quds Open University, Tulkarm, Nablus, Jenin, Palestine.

1. INTRODUCTION

Western governments have begun to pay great attention to companies and organizations that have a better level of knowledge in the sense that they have a level of excellence and superior in the field of how to obtain, deal with, apply and benefit from knowledge. The skills acquired in the hands of workers in the appropriate time, form and ease to use them to achieve higher levels of achievement (Al-Rifai and Yassin, 2004). Haskett defines knowledge management as "an integrated systemic approach to managing and activating participation in all project information assets, including databases, documents, policies, and procedures, as well as previous experiences and expertise of individual personnel."

The Department also benefits from its relations with existing and new customers who possess ideas, experiences and knowledge that the Organization does not have or is difficult to obtain by its own efforts, so obtaining that knowledge in addition to the available knowledge balance will provide it with the ability to develop its relations and reach its desired goals (Al -Moghrabi, 2002) and (Badwan et al., 2017).

2. PROBLEM STATEMENT

Palestinian universities in general suffer from competition pressures among themselves, and Al-Quds Open University in particular in Palestine, especially in the branches of Tulkarm, Nablus and Jenin. This has intensified competition between universities. Therefore, in order to become competitive, the university must continuously improve, develop and change. In addition, the university needs to be innovative and adopt knowledge management in order to reach the stage of excellence, and in order to achieve this, the right knowledge management in companies will enable them to achieve their goal (Abu Naser et al., 2016).

Knowledge management requirements are also the ability of organizations to deal with circumstances and to visualize the future. Without knowledge management, we cannot address issues. Where knowledge management is available, issues are addressed within the organization's knowledge pool, which contributes to each individual's knowledge.

Summarizing the above, it can be said that universities with a strong knowledge infrastructure can be represented in the presence of human elements and human competence in

addition to technical competence and scientific and theoretical disciplines, and contribute to community service, which is one of the first organizations to behave Knowledge management approach to the management of tangible and intangible assets, and one of the most appropriate organizations to adopt this principle and hence the problem of study is determined in the following key question:

What is the impact of applying the knowledge management application requirements at Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates and their impact on competitive advantage?

The following sub-questions are divided:

1. What is the effect of applying the knowledge management application requirements in Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates in terms of (knowledge generation) as one element of knowledge management and competitive advantage.
2. What is the impact of the application of knowledge management application requirements in Al Quds Open University in each of (Tulkarm, Nablus and Jenin) governorates in terms of (developing and storing knowledge) as one element of knowledge management and competitive advantage.
3. What is the effect of applying the knowledge management application requirements in Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates in terms of (knowledge acquisition) as one element of knowledge management and competitive advantage.
4. What is the effect of applying the knowledge management application requirements in Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates in terms of (knowledge organization) as one element of knowledge management and competitive advantage.
5. What is the impact of applying the knowledge management application requirements in Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates in terms of (knowledge transfer) as one element of knowledge management and competitive advantage.
6. What is the impact of applying the knowledge management application requirements in Al-Quds Open University in the branches of (Tulkarm, Nablus and Jenin) governorates in terms of (knowledge technology) as one element of knowledge management and competitive advantage.

3. RESEARCH IMPORTANCE

The importance of research can be determined by the following aspects:

1. This study derives its importance because it addressed one of the issues that affect the essence of the management of institutions greatly, and these institutions operate in an environment where

development and innovation has become a key feature, and responding to what happens in the surrounding environment has become an urgent necessity. Its importance also derives from highlighting the degree to which universities apply knowledge management and measure their impact on corporate competition.

2. The world in general and Palestine in particular has become a major reliance on information and knowledge in all its forms employed in various sectors in general and in the services sector in particular to support the national economy and the advancement of the economy.
3. This study comes to contribute modestly to enrich this field of research and studies, as it is an important reference for researchers and interested to benefit from the lack of studies that dealt with this topic.

4. RESEARCH OBJECTIVES

The research aims to demonstrate the impact of the role of knowledge management processes on achieving competitive advantage by achieving the following sub-objectives:

1. Highlight the importance of knowledge management in the face of competitiveness and work to achieve the competitive advantage faced by Palestinian universities in general, and universities in (Tulkarm, Nablus and Jenin) governorates.
2. Measuring and examining the current reality of knowledge management in the service sector, especially universities operating in the cities of (Tulkarm, Nablus and Jenin).
3. Demonstrate the relative importance of each knowledge management requirement in terms of (knowledge generation, knowledge development and storage, knowledge acquisition, knowledge organization, knowledge transfer, knowledge technology) from the perspective of university campus staff.
4. To draw appropriate recommendations based on the results of this study to increase interest in the concept of knowledge management and commitment to its application in universities in the cities of (Tulkarm, Nablus and Jenin), and develop the necessary proposals to enhance the role of knowledge management in achieving the competitive advantage among universities in the cities of (Tulkarm, Nablus and Jenin).

5. RESEARCH HYPOTHESIS

Ho 1: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the application of knowledge management processes in terms of (generating knowledge, developing and storing knowledge, acquiring knowledge, organizing knowledge, transferring knowledge, knowledge technology) from the viewpoint of university campus employees. Competitive Advantage at Al-Quds Open University in (Tulkarm, Nablus and Jenin) Governorates.

6. RESEARCH LIMITS AND SCOPE

1. **Human Limit**: The Human Frontiers are the academic and administrative staff in each of the branches of Al-Quds Open University in (Tulkarm, Nablus and Jenin).
2. **Institutional limitation**: The research was applied to the branches of Al-Quds Open University in (Tulkarm, Nablus and Jenin).
3. **Time Limits**: This study was implemented in 2019 and therefore represents the reality at this time.

7. RESEARCH VARIABLES

1. **The independent variable**: Knowledge management consists of the following dimensions
   - Generate knowledge
   - Develop and store knowledge
   - The acquisition of knowledge
   - Knowledge organization
   - Knowledge transfer
   - Knowledge Technology
2. **Dependent variable**: competitive advantage

8. THEORETICAL FRAMEWORK

Firstly- Knowledge Management

The emergence of the principle of knowledge management was evident in the early 1990s, when an American consulting firm invested its financial and technological resources in order to make full use of the expertise, knowledge and skills of the employees of the institution, and the expertise, skills and knowledge of the institution itself, through the use of computer applications to be available to all at any time and place. When the university succeeded in implementing this system, the principle of branch readiness spread rapidly in business organizations, and the knowledge, experience and skills of employees and the organization became a major asset and wealth that must be invested for the development of workers and then the performance of organizations. Hussein's competitive position, and has become one of the main factors measured by the success of the administration (Al-Otaibi, 2007).

Knowledge management is both old and new. Philosophers have been writing this subject for thousands of years. But not under the title of Knowledge Management and most of what has been written under this title has been in the past few years, since the early nineties of the last century. In 1980, at the First American Conference on Artificial Intelligence, Edward Fraenbaum referred to his famous phrase "Knowledge is Power" and since then a new knowledge field called "Knowledge Engineering" was born and with his birth a new career was created as a knowledge engineer. The last result of recognizing the importance of knowledge in the information age is "knowledge management" and in the latter half of the 1990s knowledge management became one of the most dynamic and important topics in intellectual production within organizations (Al-Moghrabi, 2002), (Abu Amuna et al., 2017).

Knowledge and information is the real nerve of today's organizations, and a purposeful and contemporary management tool to adapt to the requirements of the times. Between different human societies, Knowledge management leaves virtually no process or activity in the organization unless it is directly or indirectly linked to it, since information is the core of organizational processes and the actual driver of various administrative activities in all humanitarian organizations (Hammoud, 2010), (Al Shobaki et al., 2019). .

Based on the foregoing, the field of knowledge management in its modern concept and its global challenges at the universities level, which is one of the most important organizations to do more in this field, knowledge management and intellectual capital, has become one of the foundations on which the developed nations are built, which is the preoccupation of world experts in our time. Present, this is the biggest challenge for universities (Al-Otaibi, 2007) and (Abu Naser et al., 2016).

Definition of Knowledge Management:
Knowledge Management Objectives:
In-house knowledge management generally aims to (Arqawi et al., 2018):
1. Simplify 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 returns by marketing products and services more effectively.
5. Activate knowledge and intellectual capital to improve the delivery of services.

Reasons for the emergence of knowledge management:
There are a number of reasons that have encouraged the interest and management of 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 has exceeded the capabilities of the worker to absorb and analyze.
3. Increased intensity of competition between organizations and the speed and increasing innovations and new discoveries and rapid changes in various areas.

It is therefore essential that organizations recognize that knowledge management and creative processes are the means to remain in a strong competitive position under difficult and rapidly changing working conditions.

Areas of Knowledge Management
Whatever entry the organization uses in order to employ knowledge management, it is important to realize that doing so touches not only a specific part of the organization, but

also touches the entire organization because employing knowledge management adds value to the organization and can be said in more detail that knowledge management is focused On a number of important areas including (Sultan et al., 2018) and (Shamia et al., 2018):

1. Survey and develop the intellectual and knowledge resources owned by the organization, and promote and protect these resources
2. Promote the generation of knowledge and creativity of each individual
3. Identify the knowledge and experience required to carry out work tasks, organize them, and make knowledge requirements available to all.
4. Change and restructure the project in order to use knowledge more effectively, seize opportunities to exploit knowledge assets, minimize knowledge gaps and bottlenecks Gaps and Bottlenrck and maximize the value added knowledge of products and services.
5. Generating, controlling and controlling activities and strategies based on sequential knowledge, research and development, strategic alliances, and so on.
6. Protect the organization's competitive knowledge, and monitor the use of knowledge to make sure that the organization's best knowledge is used, that implicit knowledge is not fading away, and that this knowledge is not disclosed to competitors.
7. Measuring the performance of comprehensive knowledge assets requires many functions, some of which can be integrated, while others can function as separate entities (Hijazi, 2005).

The field of knowledge management practices and applications is broad, and can cover all aspects of knowledge building, from on - the - job learning and training programs, to research and development.

In other words, as Wiig (1994) and Earl (1998) have pointed out, any organization can initiate the implementation of the knowledge management initiative by developing a strategy, after identifying the knowledge gap in the organization, and identifying needs and objectives. Accordingly, Wiig proposed three strategies for introducing knowledge management in organizations and these strategies are:

1. A gradual growth strategy in the use of knowledge management. This strategy can be used gradually, when the situation of the organization is appropriate, and when the individuals concerned have a high level of interest. This strategy enables organizations with limited resources wishing to apply knowledge management to build knowledge management capacity. This strategy is low-risk, but for organizations with limited resources, the return is low.
2. Strategy of caution and caution. This strategy is based on the adoption of the Knowledge Management Initiative, but Petro is cautious, as it was initially applied when the situation of the organization was appropriate and appropriate, and then applied later on a larger scale, as needed. This strategy is characterized by allowing

organizations with relatively available resources, and feels an urgent need to apply knowledge management, building knowledge capacity without prioritizing the application of the administrative approach. The use of this strategy reduces the risk and allows the organization to achieve competitive gains.

3. Strategy to support advanced and effective perspectives. This strategy is part of a broad effort to renew and strengthen the Organization through a forward-looking creative management. The strategy is medium - term in terms of risk and is highly cost - effective for ambitious companies who take a commitment to achieve a lasting competitive advantage quickly.

Knowledge Management Processes

Knowledge management processes are represented as follows:

1. **Generate Knowledge:** Knowledge generation means: "Creating, deriving and forming knowledge within an organization", or "Creating and creating knowledge within an organization's boundaries and acquiring new knowledge. It is one of the most important knowledge management processes.

   Knowledge generation means creativity in a number of writers. This is done through the participation of working groups that support the generation of new knowledge capital in new issues and practices that contribute to the definition of problems, and find new solutions to them in an innovative way. Procurement, innovation, discovery, absorption, acquisition or acquisition. All these processes refer to generation and access to knowledge through direct purchase; a Creative, innovation refers to the identification of available knowledge.

   Hijazi (2005) argues that knowledge can be generated through a number of processes ranging from the challenge of creativity to serious research. Only individuals generate knowledge and the organization cannot generate knowledge without individuals. Knowledge generation focuses on expanding knowledge generated by individuals and then developing it at the community level through dialogue, conversation and sharing of experience. Knowledge is created from internal sources: documents, records, staff, or external sources: buying, renting, merging, or the Internet.

2. **Knowledge Storage:** Knowledge storage is the process of organizing and collecting data related to the activities of the municipality and storing them in certain rules so that they are easily accessible by the university staff. "The process of storing knowledge refers to the preservation of knowledge from loss, including the preservation of information owned by workers, and the transfer of this knowledge to building Internal Includes removing the tacit knowledge from the minds of the distinctive knowledge of the organization through training and dialogue and organizing it in a way that is

accessible to the members of the organization, as well as the preservation of the existing knowledge in the organization, such as books, records and manuals related to policies and procedures and documented Using advanced storage media.

3. **Knowledge Sharing/ Knowledge Distribution:** "It is the process of transferring knowledge and transferring it to the employees who need it in time to do essential tasks." It means exchanging ideas, experiences and practices among employees. And use.

    The distribution of knowledge refers to ensuring that the knowledge of the person seeking it is reached in a timely manner and that it reaches as many people as possible in the organization. The process of transferring and sharing knowledge is through joint work, communication, learning from work, training, face-to-face discussions, informal sessions or through the exchange of documents.

4. **Obstacles To Sharing Knowledge:**

    – Fear that other people may acquire the knowledge they have.

    – Knowledge fears of losing their power and power by losing the source of their power.

    – Fears that wrong knowledge is transferred and thus exposing the organization and others to harm.

    – Feeling of lack of interest and personal interest.

5. **Knowledge Generation Process:** This is related to processes that focus on buying, innovating, discovering, acquiring, and acquiring knowledge. Some researchers argue that knowledge is through a number of processes that extend without challenging creativity and without serious research. It is generated on the hands of individuals and then developed at the community level through dialogue and sharing of experience or community practice.

6. **Knowledge Distribution Process:** The distribution of knowledge feels to ensure that the appropriate knowledge of the person seeking it reaches in time and reaches the largest number of people working in the organization. Training, automated knowledge systems and business networks.

7. **Knowledge Application:** The purpose and purpose of knowledge management is to apply the knowledge available to the institution, which is the process of practice and the actual use of knowledge that has been acquired or generated.

    The application of knowledge reflects the transformation of knowledge into operational processes, and knowledge input must be directed directly towards improving organizational performance in decision-making and functional situations, as it is natural that the application of knowledge is based on available knowledge.

    Successful knowledge management is the one that uses available knowledge in a timely manner, without losing the opportunity to exploit it to achieve an advantage, or

to solve an existing problem. To apply knowledge to methods and techniques, institutions seeking good application of knowledge must appoint a knowledge manager who has a duty to promote good application, and that Knowledge Manager acts as a dedicated component of knowledge sharing and rigorous implementation of applications. Access to reports, good applications, success stories and other forms including presentation and training sessions.

8. **Knowledge Management Technology:** Technology plays an important role in knowledge management, whether in the creation, acquisition, dissemination or retention of knowledge. Knowledge management technology means the means, methods and actions used to transform organizational inputs into outputs, and refers to the most significant advances in ICT that have contributed to the emergence and development of knowledge management, such as knowledge work systems, office automation systems, knowledge-based decision support systems and others.

    The mission of information and communication technology is an important factor in enabling access to knowledge, which plays an important role in the development of organizations through the provision of appropriate information in a timely manner and support and improve the decision-making process, and modern information management technology provides many possibilities such as: Intranet, browsers, data stores and data filtering which facilitates and accelerates knowledge management in organizations (Najm, 2005).

9. **Knowledge Management Application Requirements:** These four variables are as follows: These four variables are organizational culture, organizational structure, information technology, and organizational leadership.

10. **Knowledge Team:** The knowledge team is the main focus that helps capture, generate and disseminate knowledge in the organization. Knowledge of the organization is not built as modern structures are built when it is created, nor can it be acquired as raw materials are acquired from the supplier. So the question must be asked: How is the organization's knowledge created?

    To answer this question, it is necessary to link the environment with the internal sources of knowledge represented by knowledge makers and knowledge managers, and the external environment of knowledge, which is the management of the external structure of the organization, which is a key source of renewed and necessary knowledge to identify opportunities and threats, and to create value with a higher yield. This makes it an effective source of competitive advantage (Al-Ali et al., 2009).

11. **Patterns of Knowledge Generation We Find:**

    – Acquisition of knowledge in external sources: through training and education of individuals, through reading

and observation of similar experiences or activities or by listening to lectures.

- Generate new knowledge by expanding existing knowledge: by thinking and analyzing a situation.
- Generating new knowledge through exploration, experimentation and creativity: Creativity is the most valuable resource for generating new knowledge
- Hire: Any hire of an expert paid for sharing his or her knowledge in a field or by providing financial support to universities or research centers provided that the organization is the first commercial user of the results conducted by that university or centers (Al-Ali et al., 2009). .

12. Stages Of Knowledge Management:

- **Initiative**: The organization recognizes the importance of knowledge management. The main issue at this stage is how to prepare the organization for initial knowledge management initiatives and attempts by developing a long-term plan for organizational change through knowledge management. Team building is essential at this stage.
- **Diffusion phase:** The organization is trying to develop a knowledge infrastructure to facilitate and stimulate its activities such as creating, acquiring and storing knowledge. At this stage, managers focus on building the knowledge base efficiently and on how to increase knowledge-related activities.
- **Integration phase**: This stage is considered as knowledge management activities on a daily basis and employees become accustomed to them, which is reflected in their level and the extent of accumulation. Managers focus at this stage on creating a kind of integration between distributed knowledge and aggregation in (products, services and processes) Specific to knowledge
- The overlap phase is the last stage and represents external integration with some organizations and external individuals such as suppliers, customers, research institutions and universities. In this case, the organization provides resources, time and activities to improve performance to the global level and focus on key knowledge and trying to introduce New ID from other organizations (Hijazi, 2005).

Second- Competitive Advantage:

The concept of competitive advantage has emerged as an extension of the notion of comparative advantage in international trade based on the notion of relative abundance of factors of production.

The concept of relative abundance was important in determining the course of international trade, areas of specialization and division of labor for enterprises and countries.

Interest in monitoring environmental changes and thinking about how to deal with them has been an important challenge for business organizations. No matter how small or large the organization is looking for ways to achieve success and excellence in its environment by having a certain advantage difficult to competitors to imitate. Excellence in a certain type of competitive advantage of the organization makes it better able to meet these challenges.

In recent years, the issue of competitive advantage has received worldwide attention. This is due to keeping pace with the rapidly evolving globalization and integration of the global economy, the policies of openness and market liberalization, as well as the tremendous developments in information and communication technologies. Organizational knowledge, technological knowledge, market knowledge, distribution channel knowledge, knowledge of surrounding competition, competitive advantage.

The concept of competitiveness is intertwined with other concepts, including growth, economic development, and prosperity of countries. This makes it difficult to define a precise and precise definition of competitiveness. In the 1990s, it was linked to the technological policy of states. Currently, the competitiveness of states means their ability to raise the living standards of their citizens.

There has been a shift in perceptions, from the concept of comparative advantage: the capacity of the state from natural resources and cheap labor, the climate and geographical location that allow it to produce cheap and competitive, to the concept of competitive advantage: the state's reliance on technology and the intellectual component of production, the quality of production and understanding the needs And consumer desires, making the components of comparative advantage ineffective and unimportant in determining competitiveness (Al-Selmi, 2002).

The Concept of Competitive Advantages:

Competitive advantages have a special evolutionary concept that increases the specificity of the concept of absolute advantages and the specificity of the concept of comparative advantages owned by States (Badwan et al., 2017).

Methods of Achieving Competitive Advantage:

Basic methods of achieving excellence from others can be achieved by one of the following means:

1. **Superior Efficiency:** It relates to input costs needed to produce specific outputs, High productivity leads to superior efficiency, and competitive strategy, appropriate organizational structure, and control systems of the organization help to achieve high efficiency, compared with competitors.
2. **Superior Quality:** Quality is measured by the acceptance of products and services by customers, and the level of performance of these products and services and high quality will help in the formation of a business name with a good reputation and reduce the effort and time spent in repairing defects of the product, and should not be seen as quality to reduce defects The product should be seen as a way to delight and satisfy the consumer, making it more relevant to the commodity.

3. **Innovation and Excellence:** It is achieved by introducing a new product or working in a good manner different from competitors.
4. **Superior Customer Response:** This is a high sensitivity and accurate knowledge of customers first, then focus on the needs that can be realized by achieving a certain level of quality difficult to achieve by competitors, and attention to diversification in the product range in order to be able to adapt to the needs of customers and must be able to shape quickly as the needs and tastes evolve Otherwise, the product it offers becomes stagnant and is not required by customers.

Linking knowledge management with competitive advantage

The link between competitive strategy and knowledge management is one of the areas that still need to be achieved, thus linking the two with competitive advantage. To achieve this must be based on the fact that the need to convince managers of the real issue of linking knowledge management with competitive strategy in fact carries important strategic benefits. The proper application of the link between knowledge management and competitive strategy is inevitably due to the achievement of competitive advantage.

Knowledge management is one of the contemporary intellectual developments, as its role in achieving competitive advantage in the field of business organizations has increased. This has crystallized in the emergence of new functions in the organizational structures of some of these organizations, especially the larger ones. These functions reflect the responsibilities of knowledge management. Different perspectives, but there is as yet no model acceptable to the research public that includes the multiple dimensions of the concept, especially in public organizations.

The Department also benefits from its relations with existing and new customers who possess ideas, experiences and knowledge that the Organization does not have or is difficult to obtain by its own efforts, so obtaining that knowledge in addition to the available knowledge balance will provide it with the ability to develop its relations and reach its desired goals (Al -Moghrabi, 2002).

To implement knowledge management, some major companies in the United States and Western Europe, as well as cities in Australia and England, have taken the necessary measures to achieve effective knowledge management within the organization and access to the learning organization. These include changing organizational structures, organizational culture, strategy, promoting learning and change, and innovation. Thus, knowledge management has become one of the most important activities of any business organization that wants to continue and succeed in the markets. It seeks to discover new ways more effective than those used by competitors (Al-Saad and Harim, 2004).

9. LITERATURE REVIEW

➤ Study of (Abu Amuna et al.,2017) aims 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 (Abu Naser et al., 2016) aims to assess knowledge management maturity at HEI to determine the most effecting variables on knowledge management that enhance the total performance of the organization. This study was applied on Al-Azhar University in Gaza strip, Palestine. This paper depends on Asian productivity organization model that used to assess KM maturity. Second dimension assess high performance was developed by the authors. The controlled sample was (364). 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 and lead to enhance high performance. KMM assessment shows that the university maturity level is in level three. Findings also support the main hypothesis and it is sub hypotheses. The most important factors effecting high performance are: Processes, KM leadership, People, KM Outcomes, and Knowledge Process. Furthermore the current study is unique by the virtue of its nature, scope and way of implied investigation, as it is the first study at HEI in Palestine explores the status of KMM using the Asian productivity model.

➤ 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 (Aloul, 2011) aimed at identifying the concept of knowledge management in the field of academic human resources development in light of the contemporary administrative thinking in the Palestinian universities in Gaza Strip. The study population consisted of all academics working in the Palestinian universities in Gaza Strip in Al-Azhar, Al-Aqsa, Islamic and Al-Quds Open University, where the number of members of the community reached (1309) employees, and a class sample was taken (196) academic staff. The results of the study were the most important: in terms of the academic staff practicing the role of knowledge management in the development of academic human resources in the Palestinian universities in the Gaza Strip was a relative weight (52%). The presence of statistically significant differences to the extent of academic staff exercise the role of knowledge management in the development of academic human resources in the Palestinian universities in the Gaza Strip due to the gender variable in favor of females. The absence of statistically significant differences to the extent of the academic staff exercise the role of knowledge management in the development of academic human resources in the Palestinian universities in the Gaza Strip due to the variable qualification. One of the main recommendations of the study was the adoption of a knowledge management approach by Palestinian universities. And employing modern technology and information systems in all departments of universities. Developing Gaza Strip university libraries and engaging them in Arab and local university libraries. And provide the appropriate environment and material possibilities that achieve cognitive empowerment. And motivate academics to participate in scientific conferences and workshops.

➢ Study of (Al-Maani, 2009) aimed at identifying the knowledge of managers 'attitudes in the Jordanian ministries' centers towards applying the concept of knowledge management and its impact on their job performance. The researchers distributed a questionnaire to the study sample, which included 260 managers working in the centers of Jordanian ministries. Respondents feel a high level of functionality. There is a statistically significant impact of the elements of knowledge management on the level of job performance felt by the respondents. The presence of statistically significant differences in the attitudes of respondents towards the adoption of the concept of knowledge management by the Jordanian ministries due to their demographic characteristics except for the variable duration of service. Some of its most important recommendations were: Improving the organizational climate for work and building an organizational culture that encourages knowledge sharing. Adopting a system of incentives that rewards cognitive efforts, and giving workers enough freedom to enable them to apply their knowledge.

➢ Study of (Zack, et al., 2009) which aimed to demonstrate the impact of knowledge management on the functional performance of commercial organizations by studying the impact of the use of knowledge management on the quality achieved, and more clearly study the relationship between the use of knowledge management and organizational performance results, and to collect information The researchers designed a questionnaire distributed by e-mail to (1500) executives who studied or received training. (A Leading North American Business School) The study reached the results of the most important of which is a direct relationship between knowledge management and organizational performance. There is a direct and important relationship between financial and organizational performance. The study showed a direct relationship between financial performance and knowledge management practices. The study showed that other factors besides knowledge management affect financial performance. It is the company's relationship with customers, product development, and operational excellence.

➢ Study of (Al-Mahamid, 2008), which aimed to identify the impact of the application of the concept of knowledge management in quality assurance in the Jordanian private universities based on the characteristics of the teaching staff working in it, and the characteristics of information technology infrastructure, researchers have used the descriptive analytical method in the study and analysis of results The researchers distributed a questionnaire to a selected sample of teaching staff working in (6) Jordanian private universities (Al-Zaytoonah University, Petra University, Al-Ahliyya Amman University, Applied Science University, Zarqa Private University, Philadelphia University). The study found a number of results

including the absence of a statistically significant relationship between scientific activities, incentives and honors obtained by the faculty and quality assurance in private Jordanian universities, and the existence of a relationship between teaching experience and the provision of modern scientific supplies used by Teaching staff and achieving quality assurance in private Jordanian universities, and the existence of a relationship between participation in external databases and achieving quality assurance in private Jordanian universities. The most important recommendations of the following: Attention to the scientific activities carried out by the teaching staff and give them more weight in the scientific promotion, because these activities are important in achieving the objectives of the quality of higher education. And work to pay attention to e-learning through computerization of libraries and stimulate the use of electronic in the teaching process. Establishing knowledge management among faculty members, and formulating a well-defined plan to consolidate knowledge management practices, mechanisms of implementation and their importance in the work of private Jordanian universities. Integration and interaction of knowledge and quality management entrants in achieving the long-term objectives of universities.

➢ Study of (Darwazah, 2008) aimed to identify the detection of the relationship between knowledge management requirements as contained in the King Abdullah II Award for Excellence in Organizational Performance and Transparency (cognitive needs, awareness and commitment to knowledge, internal and external communication) and knowledge management processes (diagnosis, obstetrics, Storage, distribution, application (and its impact on the excellence of institutional performance in the Jordanian Ministry of Higher Education, the study concluded a set of results of the most important. There is a relationship between knowledge management requirements and knowledge diagnosis, knowledge generation, knowledge storage, knowledge requirements, knowledge distribution, application Pain The existence of a statistically significant relationship between knowledge management requirements and processes, on the one hand, and employee satisfaction, learning, institutional growth and efficiency of internal processes, on the other hand, was one of the most important recommendations recommended to consolidate the concept of knowledge management among employees in the Jordanian Ministry of Higher Education. The need to pay attention to infrastructure and technology and to allocate resources, both financial and intellectual, to establish effective communication networks in the Jordanian Ministry of Higher Education.

➢ Study of (Al-Otaibi, 2007) aimed to clarify the concept of knowledge management and its importance in

contemporary administrative thought, and to identify the relationship between universities and knowledge management, based on the balance of knowledge and intellectual universities and their role in building the human element, as well as aimed at identifying knowledge management processes and practices that The researchers used the descriptive analytical method, and a questionnaire was designed to collect data from the 492 sample of the study. Furthermore, meeting were used for the process of data collection. The study concluded a set of results, the most important of which showed that the university does not give priority to knowledge management, and the term knowledge management in the university is not extensively circulated. There is no clear knowledge management strategy at the university. The study indicated that there are statistically significant differences between the mean responses of the study sample according to variables (educational qualification, years of service, job level). One of the most important recommendations that the university should adopt the concept of knowledge management, so as to be one of the most important priorities for future development. The importance of spreading the culture of knowledge and instilling the vision of knowledge and emphasizing the use of modern technology in information systems. Striving to provide the appropriate environment for the knowledge empowerment of higher education institutions.

➢ A study of (Bogner & Bansal, 2007) that aimed to analyze some elements of the institution's resources, and elements related to the institution's knowledge. The study suggested that there are three components of knowledge management systems that affect the performance of organizations, namely the ability of the institution to generate knowledge, the ability to build its own knowledge, and the efficiency in covering all related expenses. The study sample included (42) institutions whose data was analyzed using regression analysis method based on data from the records of the study sample institutions. The study concluded that the growth rate of institutions is positively correlated with their ability to generate knowledge and build their own knowledge society.

➢ The study of (Gan & Zhu, 2007) aimed to provide a frame of reference for building virtual knowledge environments by identifying the foundations upon which these communities should be built. The study identified four basic dimensions of these foundations: the overall system, which includes participants, the characteristics of the virtual knowledge environment, and the role of integration and diversity among these features as a basis for creativity. Total Intelligence and Dynamic Intelligence This depends on the multiple mental abilities and capabilities of the individuals involved to build and synthesize knowledge.

➢ The study of (Rasooli, 2006) aimed at identifying the role of knowledge management processes and their impact on increasing the effectiveness of communication departments in organizations in order to achieve a high level of performance in customer service and to obtain the competitive advantages of companies that are interested in their management culture. The study was conducted in two of the largest automobile manufacturers in Iran. The use of experts contributes significantly to increasing staff knowledge, as well as available information and data.

Comment on Previous Studies:

Through careful review of previous studies it is clear that they are similar to the current study in dealing with the issue of knowledge management and how to benefit from it, where the majority of previous studies pointed out that the application of the concept of knowledge management in many fields and organizations (industrial, commercial) had positive results on its performance, therefore The studies reviewed have shown the importance of the subject of the current study and the researcher has had a number of benefits that can be summarized in:

▪ Identify previously researched aspects of the study topic, and aspects that have not been researched before so that the researcher can start where other researchers have ended.

▪ Assist in identifying the problem of the study and explain the importance of the study and the justification for conducting the study.

▪ Answer questions related to the theoretical framework, and strengthen its construction.

▪ Researchers are directed to many references.

▪ Assist in selecting the appropriate curriculum, managing the appropriate study and contributing to its construction.

▪ Assist in the selection and derivation of the study sample to be representative of the study community.

▪ Benefit from the results of previous studies in discussing the results reached.

As for the difference between the current study and the previous studies, through the review of previous studies it became clear to the researcher that the current study is unique in trying to determine the impact of knowledge management and its operations to achieve the competitive advantage at the university, as this study differed from previous studies in the objective of the study, as well as in the procedural definition adopted The researchers in the study, as well as in the administration used, as well as in terms of the study sample, and also in the detailed theoretical framework.

10. FIELD STUDY

Study Population: The study population consisted of a sample of 70 employees in Al-Quds Open University in (Tulkarm, Nablus and Jenin).

Study Sample: The researchers selected a sample of the study population by intentional non-probability method, the size of (70) employees and table (1) shows the description of the sample of the study according to its independent variables:

Table 1: Description of the study sample

		Repetition	Percentage
Gender	Male	55	83.9
	Female	15	16.1
Total		70	100%
Age	30 and below	17	13.2
	31-35	15	22.6
	36-40	16	30.2
	41 years and over	22	34.0
Total		70	100%
Qualification	Diploma and less	27	32.1
	BA	33	39.6
	Postgraduate	10	28.3
Total		70	100%
Years Of Experience	Less than 5 years	10	11.3
	5-10 years	21	34.0
	More than 10 years	39	54.7
Total		70	100%
Job Title	Administrative	50	75.5
	Academic	20	24.5
Total		70	100%

Study Tool: After investigating a number of previous studies and the tools used, the researchers developed a questionnaire to identify the impact of the application of knowledge management processes on achieving competitive

advantage in Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates. Include primary data on the respondents, including sex, age, Qualification, years of experience, job title and the second may be paragraphs that measure the degree of impact of the application of

knowledge management processes to achieve the competitive advantage in Al-Quds Open University in the governorates of Tulkarm, Nablus and Jenin, where the number of these paragraphs (39), distributed over seven main areas and table (2) shows that:

Table 2: Distribution of paragraphs of the study tool on the main axes

Axis	Paragraph numbers	Number Of Paragraphs
Competitive Advantage	1, 2, 3, 4, 5	5
Generate Knowledge	6, 7, 8, 9, 10, 11	6
Develop And Store Knowledge	12, 13, 14, 15, 16	5
The Acquisition Of Knowledge	17, 18, 19, 20, 21	5
Knowledge Organization	22, 23, 24, 25, 26	5
Knowledge Transfer	27, 28, 29, 30, 31	5
Knowledge Technology	32, 33, 34, 35, 36, 37, 38, 39	8
Total		**39**

The questionnaire was designed based on the five-dimensional Likert scale to measure the respondents' responses to the questionnaire paragraphs according to Table (3):

Table 3: Likert scale scores

Response	Strongly Disagree	Not Agree	Neutral	Agree	Strongly Agree
Class	1	2	3	4	5

The researchers chose Grade 1 for the "strongly disagree" response, so the relative weight in this case is 20% and is proportional to this response.

Stability of the study tool: The researchers used the stability of the homogeneity (Consistency) in order to examine the stability of the study tool, this type of stability refers to the strength of the link between the paragraphs in the study tool, In order to estimate the homogeneity coefficient, the researchers used the Cronbach's coefficient alpha, where the total stability coefficient (alpha) was 0.86. This is a high stability factor and is suitable for the purposes of the present study.

Validity Of The Tool: The researchers used two types of honesty to examine the validity of the tool: virtual honesty by distributing the tool to a number of examiners who responded to it easily and easily where the questions and paragraphs were clear to them has been an indicator of the sincerity of the virtual tool, the second type of The sincerity used by the researchers is: the sincerity of the arbitrators where the researchers presented the tool to the professor supervisor of the graduation project who made observations

on the tool and then the researchers made appropriate adjustments indicated by the supervisor.

Statistical treatments used in the study: In order to process the data, the Statistical Package for Social Sciences (SPSS) program was used using the following statistical treatments:
1. Arithmetic averages and percentages to answer study questions.
2. Independent T-Test to examine hypotheses related to gender variable, job title.
3. An analysis of variance analysis to examine the hypotheses related to age variables, Qualification, years of experience.
4. Cronbach's coefficient alpha to measure stability.
5. Graphical representation of independent variables.

First: Results related to the basic study question:
What is the impact of the application of knowledge management processes on achieving competitive advantage in Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates?

1. **Competitive Advantage:**

Table 4: Arithmetic averages and ratios for the degree of impact of the application of knowledge management processes on achieving competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the area of competitive advantage in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	There is a department within the university to provide research and studies	4.25	84.91	Very Large
2.	The University supports new and innovative ideas to develop competitive advantage	4.21	84.15	Very Large
3.	The University is constantly supporting and developing knowledge	4.13	82.64	Very Large
4.	The University maintains records of the knowledge assets it holds	4.02	80.38	Very Large
5.	Through knowledge management, the University can generate better competitive business and investment processes	3.83	76.60	Large
Total degree of competitive advantage		4.09	81.74	Very Large

* Maximum paragraph (5)
* The field (25) degree
It is clear from Table (4) that the degree of impact according to the area of competitive advantage was very large on paragraphs (2, 1, 4, 5), where the percentage of respondents' response to these paragraphs ranged between (84.91% - 80.38%), and was large on Paragraph (3) where the percentage of respondents' response to this paragraph (76.60%), while the overall degree of the impact of competitive advantage was very large as the average value of the total percentage of respondents on all paragraphs in this area (81.74%).

2.   Knowledge Generation:

Table 5: Arithmetic averages and ratios to the degree of the impact of the application of knowledge management processes on achieving competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge generation in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	The University monitors the available and renewable knowledge from its various sources	4.21	84.15	Very Large
2.	The University is constantly updating its knowledge	4.19	83.77	Very Large
3.	The University is well aware of the knowledge needs related to its work.	4.13	82.64	Very Large
4.	The University seeks to enable staff to benefit from the experiences and expertise available to help generate knowledge	3.72	74.34	Large
5.	The University sets an appropriate budget to support knowledge management processes	3.70	73.96	Large
6.	The University encourages the creation of knowledge through a system of incentives and rewards	3.53	70.57	Large
Total degree of knowledge generation		3.91	78.24	Large

* Maximum paragraph (5)
* The field (30) degree
It is clear from Table (5) that the degree of impact of knowledge generation was very large on paragraphs (6, 7, 8), where the percentage of respondents to these paragraphs respectively (84.15%, 83.77%, 82.62%), and was large on Paragraphs (11, 9, and 10) where the percentage of respondents' response to these paragraphs respectively (74.34%, 73.96%, 70.57%) and the overall degree of the degree of impact of the generation of knowledge was large, where the average value of the total percentage of respondents on all Paragraphs this area (78.24%).

3.   Development and storage of knowledge:

Table 5: Arithmetic averages and ratios for the degree of impact of the application of knowledge management processes on achieving competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of developing and storing knowledge in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	The University uses multiple and sophisticated storage facilities to preserve knowledge.	4.17	83.40	Very Large
2.	The existing IT system facilitates access to knowledge.	4.08	81.51	Very Large
3.	The University attracts staff with knowledge, skills and experience to suit the job requirements	3.81	76.23	Large
4.	The University strives to maintain good staff who have experience and knowledge.	3.74	74.72	Large
5.	The University always generates better competitive business and investment processes	3.49	69.81	Medium
Total degree of knowledge development and storage		3.86	77.13	Large

* Maximum paragraph (5)
* The field (25) degree
It is clear from Table (5) that the degree of impact of the development and storage of knowledge was very large on paragraphs (12, 14) where the percentage of respondents to these paragraphs, respectively (83.40% and 81.51%), and was significant on paragraphs (13, 16) The percentage of respondents 'response to these paragraphs was respectively (76.23% and 74.72%), and it was average on paragraph (15) where the percentage of respondents' response to this paragraph (69.81%). The average percentage of respondents on all paragraphs was 77.13%.

4.   Field of Knowledge Acquisition

Table 6: Arithmetic averages and ratios to the degree of the impact of the application of knowledge management processes on achieving competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge acquisition in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	The University has computerized applications to facilitate the provision of services to beneficiaries	4.26	85.28	Very Large
2.	The University organizes and categorizes the available data and then stores it so that it is easy to collect and classify	3.96	79.25	Large
3.	Any employee can access and use technology to develop and apply knowledge	3.81	76.23	Large
4.	The University is based on designing work performance levels based on knowledge integration	3.60	72.08	Large
5.	The university incorporates the potential for earning returns from its knowledge assets and develops strategies to market and sell them.	3.47	69.43	Medium
Degree for the field of knowledge acquisition		3.82	76.45	Large

* Maximum paragraph (5)
* The field (25) degree

It is clear from table (6) that the degree of impact of the acquisition of knowledge was very large on paragraph (17) where the percentage of respondents to this paragraph (85.28%), and was large on paragraphs (19, 18, 21) where the percentage Respondents 'response to these paragraphs, respectively (79.25%, 76.23%, 72.08%), was moderate on paragraph (20) where the percentage of respondents' response to this paragraph (69.43%). The average percentage of the respondents' total response to all items was 76.45%.

5.   The Field Of Organizing Knowledge:

Table 7: Arithmetic averages and ratios for the degree of impact of the application of knowledge management processes on achieving competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge organization in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	Organizing and managing knowledge well can result in financial results	3.94	78.87	Large
2.	The University provides policies that support freedom of research	3.83	76.60	Large
3.	The University is based on designing work performance levels based on knowledge integration	3.81	76.23	Large
4.	The University has clear instructions for retrieving its stored knowledge	3.55	70.94	Large
5.	Evaluate staff performance levels according to knowledge sharing systems	3.43	68.68	Medium
Total degree of knowledge organization		3.71	74.26	Large

* Maximum paragraph (5)
* The field (25) degree

It is clear from Table (7) that the degree of impact of the organization of knowledge was significant on paragraphs (22, 24, 23, 25) where the percentage of respondents' response to these paragraphs ranged between (78.87% - 70.94%), and was moderate on the paragraph (26) The percentage of respondents to this paragraph (68.68%), while the overall degree of the impact of the organization of knowledge was great, where the average value of the total percentage of respondents on all paragraphs in this area (74.26%).

6.   Knowledge Transfer Field

Table 8: Arithmetic averages and ratios to the degree of the impact of the application of knowledge management processes on achieving the competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge transfer in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	The University prepares workshops, seminars and other knowledge-related activities	3.96	79.25	Large
2.	Activate the role of the media and employ them in the transfer of knowledge	3.92	78.49	Large
3.	The University facilitates staff access to the University's knowledge bases	3.83	76.60	Large
4.	The University encourages staff to ensure that there is knowledge before starting any work	3.81	76.23	Large
5.	Promoting a supportive environment for the exchange of knowledge in ideas among all employees	3.77	75.47	Large

Total degree of knowledge transfer	3.86	77.21	Large

* Maximum paragraph (5)

* The field (25) degree

It is clear from Table (8) that the degree of impact of the transfer of knowledge was significant on all paragraphs in this area, where the percentage of respondents' response to these paragraphs ranged between (79.25% -75.47) The total degree of the degree of the impact of the application of knowledge management processes to achieve advantage The competitiveness of Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge transfer was great as the average value of the total percentage of respondents on all paragraphs was 77.21%.

7.   Knowledge Technology Field:

Table 9: Arithmetic averages and ratios to the degree of the impact of the application of knowledge management processes on achieving the competitive advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) governorates according to the field of knowledge technology in descending order according to the degree of impact.

No.	Item	SMA	Percentage	Degree Of Impact
1.	The University has a special website	4.55	90.94	Very Large
2.	The departments and departments of the university are connected to an intranet.	4.51	90.19	Very Large
3.	The University has computer-based information systems that include all administrative activities and processes	4.17	83.40	Very Large
4.	The university uses office automation systems, decision support systems.	4.06	81.13	Very Large
5.	The university has the ability to abandon paperwork and switch to electronic system.	4.02	80.38	Very Large
6.	The university uses the means and methods of information technology in making its decisions.	3.98	79.62	Large
7.	The University recognizes the relationship between knowledge management and information technology, which is a means of its application.	3.96	79.25	Large
8.	The University provides an electronic library containing knowledge bases and information	3.96	79.25	Large
Total degree of knowledge technology		4.15	83.02	Very Large

* Maximum paragraph (5)

* The field (40) degree

It is clear from the table (9) that the degree of impact according to the field of knowledge technology was very large on the paragraphs (36, 33, 32, 34, 38) where the percentages of the respondents' response to these paragraphs ranged between (90.94% -80.38%), and were The percentage of respondents to these paragraphs, respectively (79.62%, 79.25%, 79.25%), and the overall degree of the impact of the application of knowledge management processes on achieving the competitive advantage in Al-Quds Open University in The governorates of (Tulkarm, Nablus and Jenin) according to the field of knowledge technology were very large as the total average percentage of respondents' response to all the items was 80.02%.

8.   order of fields and the total degree by the degree of the impact of the application of knowledge management processes to achieve competitive advantage in Al-Quds Open University in the governorates of (Tulkarm, Nablus and Jenin):

Table 10: Ranking of Fields and Total Degree by Degree of Impact of Knowledge Management Processes on Achieving Competitive Advantage in Al - Quds Open University in (Tulkarm, Nablus and Jenin) Governorates in Descending Order by Degree of Impact.

No.	Scope	Average	Percentage	Degree Of Impact
1.	Competitive Advantage	4.09	81.74	Very Large
2.	Generate Knowledge	3.91	78.24	Large
3.	Develop And Store Knowledge	3.86	77.13	Large
4.	The Acquisition Of Knowledge	3.82	76.45	Large
5.	Knowledge Organization	3.71	74.26	Large
6.	Knowledge Transfer	3.86	77.21	Large
7.	Knowledge Technology	4.15	83.02	Very Large
Total marks		3.91	78.29	Large

Seen through the table (10) what follows:

−   The overall degree of the impact of the application of knowledge management processes on achieving the competitive advantage in Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates was

significant as the total percentage of the respondents' average responses on all paragraphs for all fields (78.29%).

− The ranking of the fields according to the degree of impact of the application of knowledge management processes on achieving competitive advantage in Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates is as follows:

1. **First Place**: Knowledge Technology
2. **Second place**: competitive advantage
3. **Third Place**: Knowledge Generation
4. **Fourth Place**: Knowledge Transfer
5. **Fifth Place**: Developing and storing knowledge
6. **Sixth Place**: the acquisition of knowledge

7. **Seventh Place**: Organization of knowledge

11. TESTING HYPOTHESES:

Ho 1: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the applications of knowledge management processes in terms of (knowledge generation, knowledge development and storage, knowledge acquisition, knowledge organization, knowledge transfer, knowledge technology) from the perspective of employees in branches. The University. Competitive Advantage at Al-Quds Open University in (Tulkarm, Nablus and Jenin) Governorates.

In order to examine this hypothesis, the Pearson correlation coefficient was used and Table (11) shows:

Table 11: Pearson correlation coefficient between applying knowledge management processes and competitive advantage.

N=53	Correlation Relationship	Internet Addiction	Psychological Unity
Competitive Advantage	Pearson correlation coefficient	0.577	1
	Significance level	0.00**	
	The number	53	
Knowledge Management	Pearson correlation coefficient	1	0.577
	Significance level	0.00**	
	The number	53	

* Statistically significant at the level ($\alpha \leq 0.05$)
** Statistically significant at the level ($\alpha \leq 0.01$).

It is clear from the previous table that there is a statistically significant correlation at the level of significance ($\alpha \leq 0.05$) between the application of knowledge management processes and the competitive advantage. The degree of application of knowledge management processes has increased the degree of competitive advantage.

12. RESULTS

It is clear from the results of the study analysis that there is a positive correlation, ie, the greater the degree of application of knowledge management processes, the greater the degree of competitive advantage.

The present study agreed with many previous studies in the presence of a positive correlation, ie, the greater the degree of application of knowledge management processes, the greater the degree of competitive advantage. Researchers attribute this agreement in the studies to the realization of universities that knowledge management and creative processes are the means to stay in a strong competitive position under difficult and rapidly changing working conditions. He also reviewed the globalization of the economy, and the importance of applying knowledge management processes and competitive advantage at Al Quds Open University as it simplifies operations and reduces costs by eliminating lengthy procedures. And to increase the intensity of competition between universities and the speed and increasing innovations and new discoveries and rapid changes in various fields.

The results of the study are discussed according to the question sequence and hypotheses:

Discussion of the results related to the main question, which read: What is the impact of the application of knowledge management processes on the achievement of competitive advantage at Al-Quds Open University in the governorates of (Tulkarm, Nablus and Jenin)?

1. The overall degree of the impact of the application of knowledge management processes on achieving competitive advantage in Al-Quds Open University in Tulkarm and Jenin governorates was on all paragraphs for all fields (78.29%). This finding is consistent with previous Arab and foreign studies such as Al-Maani (2009), Al-Mahamid (2008), Zack, et.al (2009) and Bogner & Bansal (2007). This result achieves the first objective in answering the main question of the study.

Researchers attribute this result to the importance of applying knowledge management processes to achieve competitive advantage, especially as the growth rate of universities is positively associated with their ability to generate knowledge and build their own knowledge society.

2. The ranking of the fields according to the degree of impact of the application of knowledge management processes on achieving the competitive advantage in Al-Quds Open University in (Tulkarm, Nablus and Jenin) governorates was as follows:

Knowledge Technology came first with the score on all items (80.02%). This finding corresponds to a study Robertson.J (2004) that the use of knowledge management technology will provide a strong foundation for internal communication. The study recommended the need for a knowledge management strategy. However, the study (Abdul Wahab, 2007) believes that information technology is facing

many problems and physical possibilities that hinder its development.

The researchers believe that technology plays an important role in the management of knowledge, whether in the formation of knowledge or acquisition, dissemination or retention. The mission of information and communication technology is an important factor in enabling access to knowledge, which plays an important role in the development of organizations through the provision of appropriate information in a timely manner and support and improve the decision-making process. , Intranet, browsers, data stores and data filter which facilitates and accelerates knowledge management in universities.

Competitive advantage came in second place where the percentage of respondents to all paragraphs in this area (81.74%). This finding is consistent with the Rasooli (2006) study, where he believes that the link between competitive strategy and knowledge management is one of the areas that still need to be achieved, and then link the two to the competitive advantage.

Researchers attribute this result to the fact that in recent years the topic of competitive advantage has received widespread attention globally. This is due to keeping pace with the rapidly evolving globalization and integration of the global economy, the policies of openness and market liberalization, as well as the tremendous developments in ICT. The researchers also attribute that knowledge management is one of the contemporary intellectual developments, where its role in achieving competitive advantage in the field of business organizations, universities and other fields has increased.

Knowledge generation came in third place and the total score on all paragraphs in this area (78.24%). This finding is consistent with the Bogner & Bansal 2007 study: it found that the growth rate of institutions is positively correlated with their ability to generate knowledge and build their own knowledge society.

"The practice of workers in Palestinian universities for knowledge management processes was in terms of generating knowledge with relative weight (84.58%)." Researchers attribute this result to the importance of knowledge generation, which is one of the most important knowledge management processes, as the university ensures that it possesses the knowledge necessary to achieve its goals. Researchers agree with (Hijazi, 2005) that the generation of knowledge is innovation and the generation of new ideas.

The transfer of knowledge came in the fourth place, where the average percentage of total respondents' response to all paragraphs in this area was (77.21%). Researchers believe that this result is compatible with knowledge management processes in achieving competitive advantage because knowledge transfer and sharing is done through joint work, communication, learning from work, training, face-to-face discussions, informal sessions or through the exchange of documents. However, the possibility of knowledge transfer

and participation is limited, because there are concerns that the transfer of wrong knowledge and thus exposing the institution and others to harm.

Developing and storing knowledge ranked fifth as the average percentage of total respondents' response to all the items in this field (77.13%). This finding is consistent with Al-Moghrabi (2002), which agreed on the impact of developing and storing knowledge, as well as determining the extent and effectiveness of knowledge management practice in the development of planning and decision-making.

The acquisition of knowledge came in the sixth place, where the average percentage of the total percentage of respondents' response to all paragraphs in this area (76.45%). The researchers attribute this great result to the fact that the university has computerized applications to facilitate the provision of services to beneficiaries and the university is based on the organization and classification of available data and then stored so easy to compile and classify, any employee can access the technology and use it to develop and apply knowledge, as the university administration is conscious and works to gain Employees continuous and permanent knowledge.

Knowledge organization ranked seventh, with an average value of the total percentage of respondents' response on all paragraphs in this area (74.26%).

13. RECOMMENDATIONS

In light of the results of the statistical analysis, the researchers recommend the following:

1. It is essential for the University to enable staff to benefit from the experiences and expertise available to help generate knowledge.

2. The University encourages the creation of knowledge through the system of incentives and open the way for creators to apply their creations and spread and invest in excellence and creativity.

3. The University should design work performance levels based on the integration of knowledge and organize it in accordance with policies that support freedom of research.

4. Benefiting from and sharing experiences, and the need for a conscious and interested leadership in applying knowledge management and encouraging the exchange of information between employees

5. Conducting a knowledge survey in some operating circles in order to identify and reduce knowledge functions (communication gaps)

6. Palestinian universities adopt a knowledge management approach

7. Motivating academics to participate in scientific conferences and workshops.

8. Provide appropriate infrastructure for knowledge of human resources and equipment.

9. Motivate and encourage employees through grants and rewards to turn tacit knowledge into explicit knowledge.

10. The need to employ ICTs in all administrative, educational, educational and training activities.
11. Adopting a system of incentives that rewards cognitive efforts, and giving workers enough freedom to enable them to apply their knowledge.

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