

Knowledge management and its processes as a strategic instrument to reduce risks facing business organizations in the Kingdom of Saudi Arabia A study of expert opinions

Ebtehal Saleh Freeh Allhidan

College of Business Administration, University of Hail, Saudi Arabia
deaa34767@gmail.com

Received: 29/9/2021

Revised: 17/10/2021

Accepted: 25/10/2021

DOI: <https://doi.org/10.31559/GJEB2021.11.3.10>



This file is licensed under a [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/)

Knowledge management and its processes as a strategic instrument to reduce risks facing business organizations in the Kingdom of Saudi Arabia A study of expert opinions

Ebtehal Saleh Freeh Allhidan

College of Business Administration, University of Hail, Saudi Arabia
deaa34767@gmail.com

Received: 29/9/2021 Revised: 17/10/2021 Accepted: 25/10/2021 DOI: <https://doi.org/10.31559/GJEB2021.11.3.10>

Abstract: The study aimed to identify the applications and processes of knowledge management as a strategic instrument to reduce the risks facing business organizations in the Kingdom of Saudi Arabia through a study of the opinions of experts. The study used the content analysis method, in addition to the Delphi method. The sample consisted of 12 experts in business organizations in the Kingdom of Saudi Arabia. The questionnaire was used as an instrument for collecting information by preparing a standard list. The study reached a set of results, namely, the preparation of the least frequent factors, the percentage of which is less than (25%), due to the limited impact of these factors on the applications and processes of knowledge management as a strategic instrument. The results of the first round showed that there is a clear discrepancy in the approval or disapproval of experts on the basic list of elements of knowledge management applications and processes as a strategic tool in business organizations (first round). The results of the study showed that all knowledge management factors and processes that were evaluated by the experts participating in the Delphi method obtained a percentage of more than (90%). Based on the results, the researcher recommended developing a strategy that identifies the capabilities of business organizations in the Kingdom of Saudi Arabia, along with developing organizational plans to determine the quantitative assessment of risk factors in knowledge management projects in business organizations in the Kingdom of Saudi Arabia, through a statistical analysis of factors, in addition to working on developing a formal structure for a knowledge management strategy and identifying the future needs of business organizations in the Kingdom of Saudi Arabia to face the risks of potential knowledge management projects.

Keywords: Knowledge Management; Risk; Business Organizations.

1. Introduction

Knowledge is represented by a set of experiences, values, and cumulatively acquired information that forms a framework for science, where knowledge comes in two basic forms, explicit knowledge, and tacit knowledge. Explicit knowledge constitutes all information that can be formulated through words and explained (Al-Ghazi, 2014). As for tacit knowledge, it is the knowledge acquired through experiences, which is difficult to formulate, share, and express, but is reflected in human behavior and awareness of knowledge. (Charles, 2017)

With the increase in awareness of the importance of knowledge and its ability to achieve many gains; knowledge management has emerged, which constitutes a set of processes that help in the process of creating new opportunities to meet the current and future needs of the organization by organizing all kinds of knowledge and exploiting its sources to add new creative features. (Al Karri, 2017)

It should be noted that knowledge management is one of the concepts that links knowledge with management sciences, and the concept of knowledge management (Knowledge Management-MK) in our contemporary world has been of great importance, and opinions differed in developing a specific definition of knowledge management due to the different way they understand and analyze its different dimensions. (Salem Deeb, 2012)

In the same context, knowledge management is an effective management method for the ideas, skills, and experiences of intellectual capital to obtain the right information at the right time to achieve the overall quality of institutions (Arabi et al., 2020). Knowledge management is also defined to obtain the best decisions and enhance performance through the optimal use of intellectual capital through a set of processes that give the institution a competitive advantage (Nassrallah, 2013). In the same context, knowledge management is the learning process

associated with the exploration, investment and sharing of human knowledge within an appropriate cultural technological environment to enhance the intellectual capital of the institution and improve the quality of its performance. (Matar, 2014)

Accordingly, the objectives of knowledge management are to enhance the goal of the process of transforming resources into competencies capable of achieving competitive advantage and developing organizational efficiency and effectiveness for business organizations (Al-Barassi, 2018). In connection with this point, the goal of knowledge management is to lead the organization towards achieving success, seizing a prominent position in the markets, and improving the quality of services provided by the institution (Bjorvatn & Wald, 2018). The knowledge management process also aims to maximize the knowledge of all members of the organization and create an interactive environment capable of transferring cumulative experiences by searching for and extracting tacit knowledge and transforming it into explicit knowledge, capable of interpretation, analysis, codification, storage, and retrieval with the aim of sharing and disseminating it among all employees (Alosaimi, 2016).

Based on the foregoing, it becomes necessary for business organizations in the Kingdom of Saudi Arabia to seek to apply knowledge management and its processes as a strategic instrument to reduce the risks they face. This means that the search for knowledge of the application mechanisms of knowledge management through a study of the opinions of experts has its justifications considering what is presented on the global scene of competition and distinction, and this requires business organizations to develop and update their structure so that their outputs become capable of creativity and innovation in the field of knowledge management and its operations as a strategic instrument.

1.1. Problem of the Study

It has become known that knowledge management is an essential element to achieve the competitive advantage of institutions (Ekambaram et al., 2018). It is also a means to provide the organization's employees with the knowledge they need to carry out their work effectively, develop their tasks and enhance them with creativity and innovation, and thus it helps to organize information and enhance the efficiency of institutions and raise the quality of their products and services. (Ensslin et al., 2020)

On the other hand, a study Durst and Zieba (2019) indicates that knowledge has become one of the most important assets of institutions, which plays a key role in the success of institutions, as is the case with capital, human resources, equipment, and devices, and some even believe that managing it effectively is the only competitive advantage for institutions. in the twenty-first century.

In the same context, organizations through knowledge management can improve the organizational learning process and the task in raising performance and creating more possibilities to gain competitive advantages and develop many strategic innovations. This helps in enhancing the ability of institutions to carry out their activities and functions at a lower cost, time and higher quality compared to competitors, which forms a solid base for them in global markets (Ghomi & Barzinpour, 2018). The researcher believes that the importance of knowledge management is to achieve competitive advantage, improve the quality of performance and the level of services and products provided by business organizations in the Kingdom of Saudi Arabia to reduce the risks they face.

The relationship between risks and knowledge management projects is represented through the organization of administrative processes, and this relationship contributes to finding the strongest solutions needed for all problems through operations research and analysis of administrative systems for information management (Al Karri, 2017).

Pointed out that the importance of risk management in knowledge management projects lies in identifying the presence of any risk that will constitute a threat to the progress of work or stop it, even partially, that will hinder the progress and productivity of this project. As pointed out. The concept of knowledge management is determined through the efforts made to complete a number of functions, namely knowledge acquisition and acquisition, and expresses the knowledge areas of project management through the components of processes, practices, inputs, outputs, tools and methods, which are project integration management, project scope management, and project schedule, project cost management. (Nassrallah, 2013)

Based on the previous considerations, the nature of the relationship between risks and knowledge management projects becomes clear through the processes of conducting risk management planning, identifying and analyzing them.

Since business organizations in the Kingdom of Saudi Arabia are required to develop their structures to reduce the risks they face, this will only happen through the development of their systems and programs. Hence, the above calls the researcher to consider the requirements of knowledge management and its processes as a strategic tool to reduce the risks facing business organizations in the Kingdom of Saudi Arabia through a study of the opinions of experts and in the framework of diagnosing and understanding the context of the current situation of business organizations in the Kingdom of Saudi Arabia, analyzing, interpreting, and providing answers for the following main research question:

What are the requirements and processes of knowledge management as a strategic instrument to reduce risks facing business organizations in the Kingdom of Saudi Arabia?

1.2. Question of the Study

- What are the practical requirements for knowledge management and its processes as a strategic instrument for risk reduction?
- What are the executive programs and plans for applying knowledge management as a strategic instrument for business organizations in the Kingdom of Saudi Arabia?
- What are the foundations and criteria that must be applied to reach business organizations to a highly competitive advantage?
- What is the level of business organizations' awareness of the importance of knowledge management and its processes as a strategic instrument for facing risks?

1.3. Objectives of the Study

The general objective of the study is to reveal the mechanisms and processes of Knowledge management and its processes as a strategic instrument to reduce risks facing business organizations in the kingdom of Saudi Arabia

- Identifying the practical requirements for knowledge management and its processes as a strategic instrument for risk reduction.
- Identifying the executive programs and plans for applying knowledge management as a strategic instrument for business organizations in the Kingdom of Saudi Arabia.
- Identifying the foundations and criteria that must be applied to reach business organizations to a highly competitive advantage.
- Identifying the level of business organizations' awareness of the importance of knowledge management and its processes as a strategic instrument for facing risks.

1.4. Significance of the Study

- Revealing the level of business organizations' awareness of the importance of knowledge management and its practical applications.
- The results of the study may contribute to enriching research in the field of knowledge management to achieve a competitive advantage.

1.5. Terms of the Study

- **Knowledge management projects:** It is defined as a set of efforts and tools that help organizations transfer knowledge and experience into management activities. (Tereso et al, 2019)
Knowledge management projects in this study is intended to develop the knowledge of business organizations in the Kingdom of Saudi Arabia in accordance with the plans of applying strategic agility, and to act quickly to prevent and reduce potential losses, in addition to taking alternative decisions to reach projects with confidence.
- **Knowledge management:** It is defined as "the set of processes that organizations use in organizing and redistributing tacit forms of knowledge and transforming them into explicit knowledge that can be formulated for sharing, dissemination and use in management practices for decision-making and problem-solving. (Abualoush et al, 2018)
The term knowledge management in this study is intended as an administrative process that operates within a specific environment, which has several consecutive interlocking processes with each other from creating, sharing, distributing, retaining, organizing, using, acquiring, applying, capturing, and investing knowledge, with the aim of activating knowledge within business organizations in the Kingdom of Saudi Arabia to achieve its intended objectives.
- **Risk:** It is defined as a state of fear or doubt that compels a certain decision to be taken in the event of the possibility of an expected or potential loss resulting from a sudden accident. (Willumsen et al, 2019)

1.6. Delimitations of the Study

- **Objective Delimitations:** knowledge management and its processes as a strategic instrument to reduce risks facing business organizations in the Kingdom of Saudi Arabia.
- **Spatial Delimitations:** Represented by business organizations in the Kingdom of Saudi Arabia.
- **Time Delimitations:** 2021.
- **Human Delimitations:** The study sample consisted of experts from specialized managers and CEOs who have qualifications in knowledge management in business organizations in the Kingdom of Saudi Arabia.

2. Field Study

2.1. Methodology of the Study

To achieve the objectives of the study and answer its questions, the researcher used two scientific approaches appropriate to the nature of the study, which are as follows:

Content Analysis Approach: This approach relies on collecting information and data that help in describing the studied problem, analyzing it, concluding, and extracting criteria from studies on the topic, and a codified observation tool was used to analyze those criteria on the subject to reach the desired results.

Delphi Technique: Questionnaires and questions are sent to a group of experts, officials, and specialized academics, and considering their answers, new questions are identified and rotated several times, to obtain expectations and explanations. Accordingly, the study proceeds according to the steps of content analysis as follows:

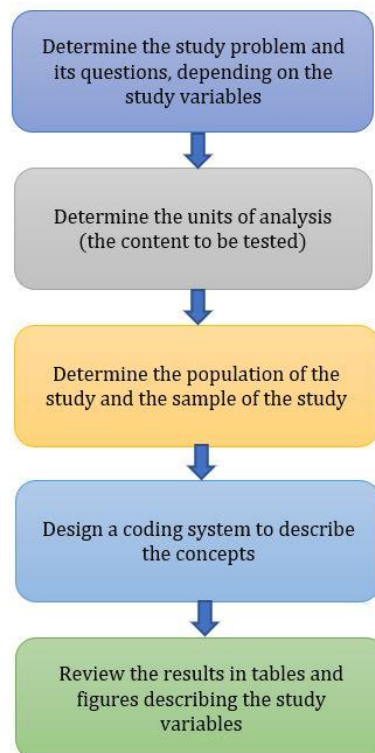


Figure (1): Content analysis steps

Source: the author's preparation

On the other hand, Delphi technique relies on the results of the content analysis approach by preparing a list for every aspect of the study. In a subsequent step, Delphi approach application was transferred to the stages of applying the Delphi approach, and the following figure shows the proposed model for applying the Delphi approach in the current study:

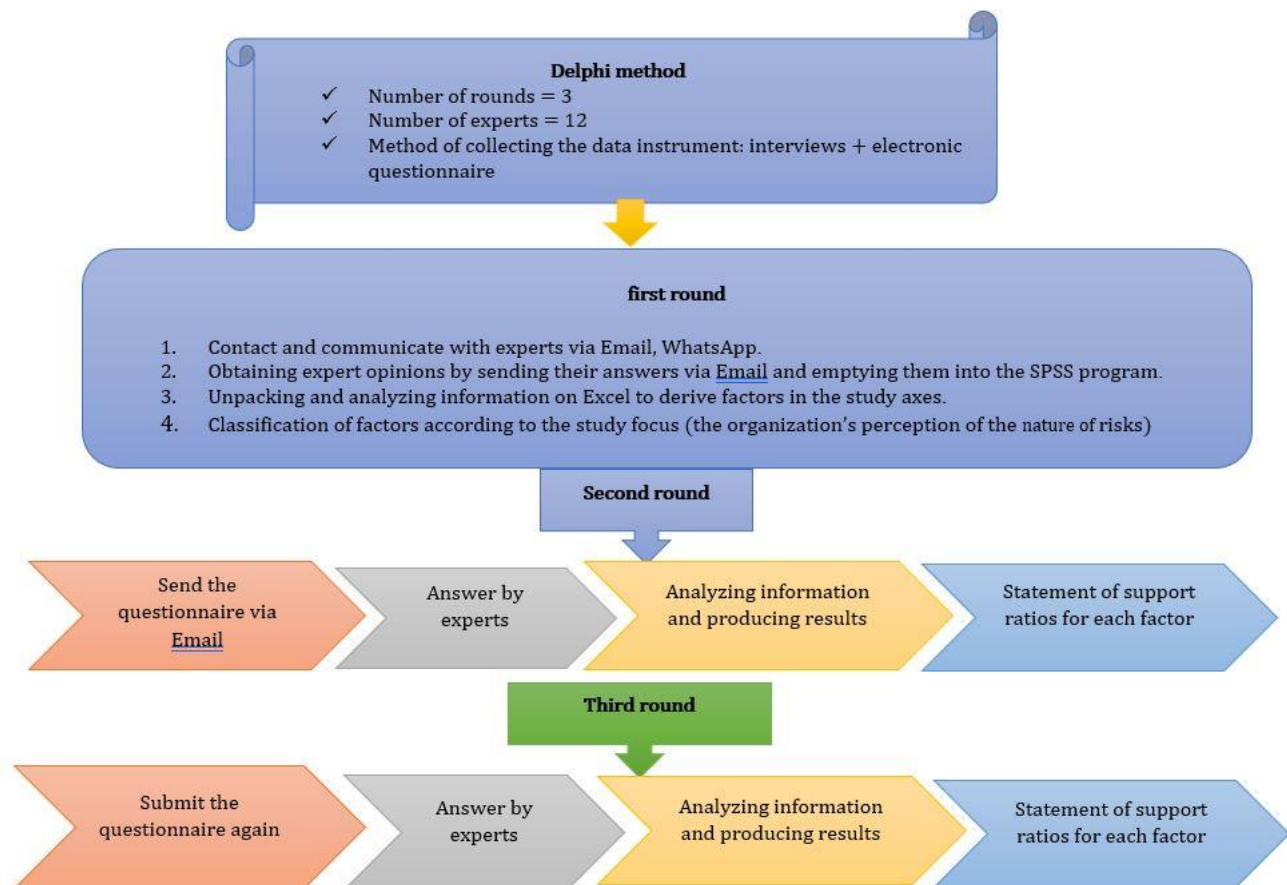


Figure (2): Practical steps for implementing Delphi according to the requirements of the study

Source: the author's preparation

2.2. Population and Sample of the Study

To apply the content analysis method, the sample of the study consisted of all studies related to Knowledge management and its processes as a strategic instrument in business organizations in Saudi Arabia specifically. As for the application of the Delphi technique, the study population consisted of (managers and executives) with experience in knowledge management in the Kingdom of Saudi Arabia; (12) experts.

2.3. The Applied Study for the Three Rounds

Through the content analysis, the researcher added other factors that were not mentioned in the conceptual framework but were clearly identified in previous studies as one of the main elements of the factors of Knowledge management and its processes as a strategic instrument in business organizations. Based on the results of the content analysis, the researcher reached a list of the main elements of the factors of Knowledge management and its processes as a strategic instrument in business organizations as shown in the following table:

Table (1): Knowledge management factors and processes as a strategic tool according to previous studies

The Main Dimensions	The Sub-Dimensions	Frequency of factors in previous studies												
		(Lipol & Haq, 2011)	(Carroll, 2016)	(Bin Shawiah, 2016)	(Frigo & Anderson, 2011)	(Mulandi, 2013)	Barata et al, 2015)	(Jafari et al, 2011)	(Shujahat et al, 2019)	(Migdadi et al, 2015)	(Garcia et al, 2015)	(Sokhanvar et al, 2014)	Sum of Frequencies	Percentage of Frequencies
The Dimension: The level of application of knowledge management processes	knowledge creation	✓	✓			✓	✓	✓	✓	✓	✓	8	36	
	knowledge sharing	✓	✓	✓	✓	✓	✓	✓				7	32	
	knowledge distribution	✓		✓	✓	✓	✓	✓	✓	✓	✓	10	41	
	Knowledge Marketing	✓					✓					2	5	
	Use of knowledge	✓	✓	✓				✓		✓		6	32	
	The acquisition of knowledge	✓	✓	✓	✓		✓	✓	✓		✓	8	36	
	Knowledge Employment					✓					✓	2	9	
	knowledge organization		✓	✓		✓		✓		✓	✓	7	32	
	Knowledge application	✓	✓	✓	✓	✓	✓	✓	✓	✓		9	41	
	knowledge investment		✓			✓	✓	✓	✓	✓	✓	8	36	
	knowledge storage	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11	64	
	Capture of knowledge	✓			✓	✓			✓	✓		5	32	
	knowledge retention	✓	✓	✓		✓	✓	✓				✓	7	36
	Total												11	

From the previous table, it becomes clear to us that knowledge management factors and processes as a strategic instrument in organizations came in varying percentages between (64% - 5%). For the purposes of the study, the researcher excluded the less frequent factors, whose percentage is less than (25%) due to the limited influence of these factors. Based on the previous analysis, the current study focused on two factors, and these factors are clarified by the following table.

Table (2): The main elements of knowledge management factors and its processes as a strategic instrument for business organizations

No.	The Main Elements	Frequency	Percentage
Dimension: Knowledge management and its processes as a strategic instrument			
1	knowledge creation	4	27
2	knowledge investment	8	68

• Delphi Technique

The first round, through the Delphi technique, analyzed the experts' responses to the Knowledge management and its processes as a strategic instrument (the first round) to find out the extent of approval or disapproval of the experts (therefore, a two-point scale was chosen) on the list of sub-elements of the risk assessment factors.

Table (3): Results of the first round- Knowledge management and its processes as a strategic instrument in business organizations

Knowledge management factors and processes as a strategic instrument		No. Agree	Percentage
Dimension: Knowledge management and its processes as a strategic instrument			
knowledge creation			
1.	The organization is keen to transform tacit knowledge into explicit knowledge	10	83
2.	The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers	11	92
3.	The organization compares its level of knowledge with that of other competing organizations to constantly create new knowledge	10	83
4.	The organization encourages workers to cooperate with each other to create new knowledge	5	42
knowledge investment			
5.	The organization motivates the conduct of research and studies that contribute to the investment of knowledge	10	83
6.	The organization's management allocates a part of its budget in the investment of new knowledge	11	92
7.	The organization is keen to attract competencies to exploit them in investing new knowledge	10	83
8.	The organization looks at the methods and strategies of competing organizations in investing knowledge to try to adopt the most appropriate methods	9	75

The previous table shows the results of the first round on the Knowledge management factors and processes as a strategic instrument of business organization. Through a quick reading of the table, it becomes clear that there is a clear discrepancy in the approval or disapproval of experts on the basic list of Knowledge management factors and processes as a strategic instrument. The researcher reviewed the experts' opinion on each main element and its sub-elements as follows:

1. Maintaining all the items that obtained consensus or semi- consensus with a percentage ranging between (90%-100%).
2. Items that received more than (80%) and less than (90%) were modified based on the experts' suggestions.
3. Deleting the items (phrases) that got less than (80%).

The researcher also used the operations of deletion, merging, modification, and transfer on the basic list of elements to facilitate the process of reading and the mechanism followed in the change as shown in the following table:

Table (4): An illustrative table of the changes followed

The main list of elements	Changing the Items	
The followed procedure	Deleting	Modification
Change Criteria	less than 80%	from 80% to less than 90%
The color		

Accordingly, the researcher modified the basic list of Knowledge management factors and processes as a strategic instrument in business organizations, in preparation for the second round and taking the opinion of experts to reach a collective agreement or a frequency percentage of more than (90%) on the elements that were not agreed upon, and the following table explains that:

Table (5): The basic list of the main and sub-elements of knowledge management factors and its processes as a strategic instrument (the second round)

Knowledge management factors and processes as a strategic instrument	Agree	Disagree	Notes
Dimension: Knowledge management and its processes as a strategic instrument			
knowledge creation			
1. The organization provides all possibilities to transform tacit knowledge into explicit knowledge			
2. The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers			
3. The organization is keen to create new knowledge by comparing its level of knowledge with the level of knowledge of other competing organizations.			
knowledge investment			
4. The organization motivates the conduct of periodic research and studies that contribute to the investment of knowledge			
5. The organization's management allocates a part of its budget in the investment of new knowledge			
6. The organization is keen to attract competencies to employ them in investing new knowledge			

Table No. (5) shows the results of the analysis of the experts' answers on the Knowledge management factors and processes as a strategic instrument (the second round), by presenting to the arbitrators a questionnaire containing the main and sub-elements of the Knowledge management factors and processes as a strategic instrument, to see the extent of the experts' agreement or disagreement (for that a two-graded scale was chosen) on the list of sub-elements of Knowledge management factors and processes as a strategic instrument.

Table (6): Results of the second round of knowledge management factors and its processes as a strategic instrument

Knowledge management factors and processes as a strategic instrument	No. Agree	Percentage
Dimension: Knowledge management and its processes as a strategic instrument		
knowledge creation		
1. The organization provides all possibilities to transform tacit knowledge into explicit knowledge	11	92
2. The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers	11	92
3. The organization is keen to create new knowledge by comparing its level of knowledge with the level of knowledge of other competing organizations.	8	67
knowledge investment		
4. The organization motivates the conduct of periodic research and studies that contribute to the investment of knowledge	11	92
5. The organization's management allocates a part of its budget in the investment of new knowledge	11	92
6. The organization is keen to attract competencies to employ them in investing new knowledge	11	92

There is a consensus among the experts on all the elements that were included in the second round. Based on the results of the first round and the results of the second round, the basic list of the main elements and the sub-elements of the knowledge management factors and their processes as a strategic tool was prepared in its final form to give an ordinal assessment of the importance of each main element and sub-element by experts (third round) based on the five-point Likert scale (1-5), which represents, respectively (very unimportant, unimportant, neutral, important, very important), in order to obtain a final score that reflects the importance of each factor, and Table No. (7) explains this.

Table (7): The arrangement of knowledge management factors and its processes as a strategic tool in business organizations based on the Five-point Likert Scale (third round)

Knowledge management factors and processes as a strategic instrument	1	2	3	4	5
Dimension: Knowledge management and its processes as a strategic instrument					
knowledge creation					
1. The organization provides all possibilities to transform tacit knowledge into explicit knowledge					
2. The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers					
knowledge investment					
3. The organization motivates the conduct of periodic research and studies that contribute to the investment of knowledge					
4. The organization's management allocates a part of its budget in the investment of new knowledge					
5. The organization is keen to attract competencies to employ them in investing new knowledge					

After entering the data according to the experts' assessment of the Knowledge management factors and processes as a strategic instrument in business organizations and their elements in the SPSS statistical analysis program, which were monitored according to Likert scale (1-5), which are, respectively, (not very important, unimportant, neutral, important, very important), in order to obtain a final score that reflects the importance of each factor, the arithmetic mean of the scores for each factor was calculated. To facilitate the interpretation of the importance of each factor and each element, the percentage was calculated by dividing the weighted mean.

Table No. (8) shows the results of arranging the main elements of knowledge management factors and its processes as a strategic tool in business organizations from the point of view of the experts participating in the Delphi method (third round).

Table (8): Results of arranging knowledge management factors and processes as a strategic instrument in business organizations (third round)

Knowledge management factors and processes as a strategic instrument	Mean	Importance	Importance (Frequency and Percentage)							
			1	2	3	4	%	5	%	
Dimension: Knowledge management and its processes as a strategic instrument										
knowledge creation	4.92	Very important								
1. The organization provides all possibilities to transform tacit knowledge into explicit knowledge	4.92	Very important	0	0	0	1	%8	11	%92	
2. The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers	4.75	Very important	0	0	0	3	%25	9	%75	
3. The organization is keen to create new knowledge by comparing its level of knowledge with the level of knowledge of other competing organizations.	4.83	Very important	0	0	0	2	%17	10	%83	
knowledge investment	4.92	Very important								
4. The organization motivates the conduct of periodic research and studies that contribute to the investment of knowledge	4.75	Very important	0	0	0	3	%25	9	%75	
5. The organization's management allocates a part of its budget in the investment of new knowledge	4.92	Very important	0	0	0	1	%8	11	%92	
6. The organization is keen to attract competencies to employ them in investing new knowledge	4.92	Very important	0	0	0	1	%8	11	%92	

All the main elements of Knowledge management factors and processes as a strategic instrument in business organizations that were assessed by the experts participating in the Delphi method, all got means with high values. So were the frequencies and percentages, which reflects the importance of the factors to the elements of the model, all of which came with a high percentage. This in turn reflects the importance of the availability of these factors from the point of view of experts in the final model of the study.

3. Results of the Study

- Preparing the less frequent factors whose percentage is less than (25%) due to the limited impact of these factors on the Knowledge management factors and processes as a strategic instrument.
- The results of the first round showed that there is a clear discrepancy in the agreement or disagreement of experts on the basic list of main and sub-elements for Knowledge management factors and processes as a strategic instrument in business organizations (first round).
- Based on the results of the first round and the results of the second round, a basic list of the main elements and sub-elements of Knowledge management factors and processes as a strategic instrument in business organizations was prepared in its final form, to give an orderly assessment of the importance of each main element and sub-element by experts (third round).
- The results of the study showed that all the main elements of the Knowledge management factors and processes as a strategic instrument that were assessed by the experts participating in the Delphi method got a percentage of more than (90%).
- The results indicated that one of the most important sub-elements is knowledge generation and knowledge investment, as these elements came from the point of view of experts (100%).

Based on the results, the researcher developed a proposed standard list of the Knowledge management factors and processes as a strategic instrument in business organizations in the Kingdom of Saudi Arabia. The main objective of the proposed standard list is to set a reference of the Knowledge management factors and processes as a strategic instrument in business organizations in the Kingdom of Saudi Arabia and the following table shows the proposed standard list.

Table (9): The proposed standard list

Knowledge management factors and processes as a strategic instrument	Mean	Importance	Importance (Frequency and Percentage)							
			1	2	3	4	%	5	%	
Dimension: Knowledge management and its processes as a strategic instrument										
knowledge creation	4.92									
1. The organization provides all possibilities to transform tacit knowledge into explicit knowledge	4.92	Very important	0	0	0	1	%8	11	%92	
2. The organization is keen to transform the individual knowledge of the worker into a collective knowledge that benefits the rest of the workers	4.75	Very important	0	0	0	3	%25	9	%75	
3. The organization is keen to create new knowledge by comparing its level of knowledge with the level of knowledge of other competing organizations.	4.83	Very important	0	0	0	2	%17	10	%83	
knowledge investment	4.92	Very important								
4. The organization motivates the conduct of periodic research and studies that contribute to the investment of knowledge	4.75	Very important	0	0	0	3	%25	9	%75	
5. The organization's management allocates a part of its budget in the investment of new knowledge	4.92	Very important	0	0	0	1	%8	11	%92	
6. The organization is keen to attract competencies to employ them in investing new knowledge	4.92	Very important	0	0	0	1	%8	11	%92	

Depending on the importance classification of the elements of the model, the researcher found that all the arithmetic means of the experts' opinions came with a degree of importance (very important) on all the items of the model, in addition to the means, the frequencies and percentages were calculated for the five-point Likert scale. The results showed that most of the experts agreed in the opinion under grading (4-important) and grading (5-very important), and with high percentages that contributed to clarifying the high values of the arithmetic mean of expert opinion on the items of the standard model.

The current study agreed with study (Al-Barassi, 2018), which indicated that the processes of analysis and modelling of knowledge management processes based on communication and communication contribute to the success of future projects and reduce the damage that may occur as a result of the process of analyzing knowledge management processes. It also agreed from the results of the study (Al-Ghazi, 2014), which showed that knowledge creation and capture are the most important processes, while knowledge transfer and reuse are not as important as the other two processes. The results of the study (Alosaimi, 2016) are in agreement in that the processes of sharing and using knowledge enhance the processes of learning and innovation in organizations.

3.1. Recommendations

The results of the study may be useful for officials and decision makers in business organizations in the Kingdom of Saudi Arabia to do the following:

- Developing a formal structure for knowledge management and its processes as a strategic instrument and defining the future needs of business organizations in the Kingdom of Saudi Arabia.
- Adopting knowledge management and its operations as a strategic instrument.
- Working on the application of knowledge management processes in business organizations in the Kingdom of Saudi Arabia.
- Prioritizing the dimensions of knowledge management and its processes as a strategic instrument.

References

1. Al-Barassi, H. M. (2018). *Mediation Role of Knowledge Management in the Relationship between Business Intelligence and Organizational Performance – Case Study* Jawwal Company at Gaza Strip. Gaza, Palestine: The Islamic University of Gaza.
2. Al-Ghazi, L. I. (2014). *The Effect of Knowledge Management on Organizational Performance Using the Balanced Scorecard Perspectives*. Amman, Jordan: Middle East University.
3. Abualoush, S., Masa'deh, R., Bataineh, K., & Alrowwad, A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13: 279-309.
4. Arbabi, H., Salehi-Taleshi, M. J., & Ghods, K. (2020). *The role of project management office in developing knowledge management infrastructure*. Engineering, Construction and Architectural Management.
5. Bjorvatn, T., & Wald, A. (2018). Project complexity and team-level absorptive capacity as drivers of project management performance. *International Journal of Project Management*, 36(6): 876-888. <https://doi.org/10.1016/j.ijproman.2018.05.003>
6. Charles, W. (2017). Knowledge Management (KM) Practices in Institutions of Higher Learning in Tanzania with Reference to Mbeya University of Science and Technology. *University of Dar es Salaam Library Journal*, 12(1): 48-65.
7. Durst, S., & Zieba, M. (2019). Mapping knowledge risks: towards a better understanding of knowledge management. *Knowledge Management Research & Practice*, 17(1): 1-13. <https://doi.org/10.1080/14778238.2018.1538603>
8. Ekambaram, A., Sørensen, A. Ø., Bull-Berg, H., & Olsson, N. O. (2018). The role of big data and knowledge management in improving projects and project-based organizations. *Procedia computer science*, 138: 851-858. <https://doi.org/10.1016/j.procs.2018.10.111>
9. Ensslin, L., Mussi, C. C., Ensslin, S. R., Dutra, A., & Fontana, L. P. B. (2020). Organizational knowledge retention management using a constructivist multi-criteria model. *Journal of knowledge management*, (2): 122, 22-44.
10. Ghomi, H., & Barzinpour, F. (2018). Identifying the success factors of knowledge management tools in research projects (Case study: A corporate university). *Management Science Letters*, 8(8): 805-818. <https://doi.org/10.5267/j.msl.2018.6.006>
11. AlKarriri, A. A. (2017). *The Role of Knowledge Management in Enhancing Innovation in SMEs in the Gaza Strip*. Gaza, Palestine: The Islamic University of Gaza.
12. Matar, A. N. (2014). *An investigation on Knowledge Management and its Impact on Performance within Infrastructure and Camp Improvement Program at UNRWA*. Gaza, Palestine: The Islamic University – Gaza.
13. Nassrallah, A. G. (2013). *The Application of Knowledge Management Tools in the Management of Organizational Risk at the Technical Department of Gaza Electricity Distribution Corporation*. Gaza, Palestine: Islamic University of Gaza.
14. Alosaimi, M. D. (2016). *The Role of Knowledge Management Approaches for Enhancing and Supporting Education*. Paris, France: University of Paris 1 Pantheon-Sorbonne.
15. Salem Deeb, B. R. (2012). *Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management*. Gaza, Palestine: Islamic University-Gaza
16. Tereso, A., Ribeiro, P., Fernandes, G., Loureiro, I., & Ferreira, M. (2019). Project management practices in private organizations. *Project Management Journal*, 50(1): 6-22. <https://doi.org/10.1177/8756972818810966>
17. Willumsen, P., Oehmen, J., Stingl, V., & Geraldi, J. (2019). Value creation through project risk management. *International Journal of Project Management*, 37(5): 731-749. <https://doi.org/10.1016/j.ijproman.2019.01.007>