Volume.11, Issue.1, pp: 86-95 Aug (2021)

Article 6

Knowledge management and its impact on the administrative creativity of service organizations in light of the emerging corona virus epidemic crisis SARS-COV19

(An applied study on the Islamic Solidarity Bank Sudan)

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Received: 11/3/2021 Revised: 30/4/2021 Accepted: 3/7/2021

DOI: https://doi.org/10.31559/GJEB2021.11.1.6





المجلة العالمية للاقتصاد والأعمال

Global Journal of Economics and Business (GJEB)

Journal Homepage: https://www.refaad.com/views/GJEB/home.aspx

ISSN: 2519-9293(Online) 2519-9285 (Print)



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Abstract: The aim of the research is to identify the extent of activating knowledge management in Sudanese banks and employing them by creating creative and innovative administrative and marketing practices in facing the Corona virus crisis to adapt to the internal and external environment variables. The research problem was to know the extent of the impact of knowledge management in its dimensions Knowledge generation, knowledge storage, knowledge distribution, knowledge application on administrative creativity in light of the Corona crisis in Sudanese banks, the descriptive analytical approach was used and the questionnaire was adopted as a tool for data collection Among them, there is a convergence in the views of the sample members about the extent of the reality of applying knowledge management in its dimensions (knowledge generation, knowledge storage, knowledge distribution, knowledge application) and the administrative creativity of the bank during the Coronavirus crisis was at a (medium) level. As for the most important recommendations, the management of Al-Thiqa Islamic Bank should give more attention to knowledge management to support the capabilities of employees by paying attention to spreading knowledge management culture and holding training courses in addition to motivating the innovative employee.

Keywords: Knowledge Management; Administrative Creativity; Administrative Performance; COV19.

1. Introduction

The new Coronavirus (SARS-COV 2) that causes Covid-19 (COVID-19), has demonstrated the fragility of the health and economic systems in the first world countries in general ,and developing countries in particular, and it is certain that the whole world has not witnessed in its history such state of confusion that we see today, this has prompted governments, states and organizations of all kinds to search for practices and solutions to reduce the negative economic and social impacts of the crisis and to take precautionary measures by devising a number of administrative and marketing methods and means to reduce and limit the economic losses of these organizations and to make a quick response to the internal and external environmental , with the help of available knowledge management

1.1. Problem of the Study:

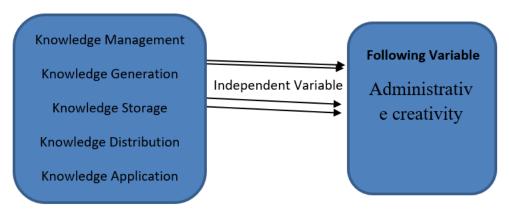
Sudan is one of the countries in the world in which the Corona pandemic appeared late, which enabled it to develop plans to prevent the spread of the virus, based on the experiences of other countries. This was not done by the productive and service organizations in a large way, which prompted most Sudanese organizations to use knowledge management in its dimensions (knowledge generation, knowledge storage, knowledge distribution,

knowledge application) to find innovative practices and solutions to reduce and limit the economic losses of these organizations and make a quick response to internal and external environmental variables. This study shed light on knowledge management and its impact on administrative creativity in Sudanese banks to manage the Corona idenceev justify it creating creative and innovative administrative and marketing practices in facing the Corona virus crisis to adapt to the internal and external environment variables

The study problem revolves around the following main question:

What is the impact of knowledge management in its dimensions (knowledge generation, knowledge storage, knowledge distribution, knowledge application) on the administrative creativity of Sudanese banks in managing the SARS-COV 19 epidemic crisis?

1.2. Model



- There is a statistically significant relationship between knowledge generation and administrative creativity at a significance level of 0.05 for Sudanese organizations in managing the SARS-COV 19 pandemic crisis.
- There is a statistically significant relationship between knowledge storage and administrative creativity at a significance level of 0.05 for Sudanese organizations in managing the SARS-COV 19 pandemic crisis.
- There is a statistically significant relationship between knowledge distribution and administrative creativity at a significance level of 0.05 for Sudanese organizations in managing the emerging SARS-COV 19 epidemic crisis
- There is a statistically significant relationship between knowledge application and administrative creativity at a significance level of 0.05 for Sudanese organizations in managing the SARS-COV crisis.

1.3. Importance of the Study

The importance of scientific research is to contribute to identifying the impact of knowledge management on administrative creativity in reducing the economic effects resulting from the emerging corona virus epidemic in Sudan through realistic statistics and providing a theoretical framework for what comes.

It stems from the importance of knowledge management, as it has become the main resource for wealth, not capital and raw materials.

1.4. Aims of the Study:

- Identifying about knowledge management, its dimensions, and the extent of its impact on administrative creativity considering the emerging coronavirus crisis.
- Identifying the level of knowledge management rising above the normal level to face emergency crises such as the corona virus.

1.5. Methodology of the Study:

The research adopted the historical methodology in presenting previous studies, accessing scientific sources and references, and the deductive methodology in studying the problems and hypotheses of the study, the descriptive and analytical methodology for collecting and analyzing data indicators for the field study.

1.6. Sources of the Study:

The research relied on two types of sources, secondary sources represented in references and periodicals, and primary sources represented in the questionnaire.

1.7. Limits of the Study:

- Spatial limits: Khartoum State.
- human limits: All employees at a bank.
- Temporal limits: March June 2020 during the crisis of the Coronavirus epidemic (the ban period).

1.8. Community of the Study

The research community includes all employees in the upper and middle management in Solidarity Islamic Bank in Khartoum State. A simple random sample of 50 individuals was taken from the study population.

In this research, we will attempt to demonstrate the impact of knowledge management on the administrative creativity of service organizations considering the emerging SARS-COV19 epidemic crisis. This will be done through several axes, namely:

- The first axis: previous studies
- The second axis: the theoretical framework for research variables
- The third axis: the field study and hypothesis testing
- The fourth axis: findings and recommendations

2. Empirical Study

2.1. knowledge management:

- Study (Asiedu, M.A., Anyigba, H., Ofori, K.S., Ampong, G.O.A. and Addae, J.A., 2020): This study examines the direct links between transformational leadership and knowledge management capabilities, on one hand, and transformational leadership and organizational learning on the other, as well as their overall effect on innovation performance The paper aims to explore the relationship between transformational leadership, Knowledge management capabilities, organizational learning, and innovation performance in a context Institutions of higher education Data were collected from 219 using the survey, from Faculty and administrative staff from two public universities and five private universities in Ghana. Data were analyzed using the partial least squares method The results revealed that transformational leadership has a positive effect on innovation performance and significantly predicts knowledge management capabilities and organizational learning.
- Study (Qandah, R., Suifan, T.S., Masa'deh, R., Obeidat, B.Y., 2020): The research aims to identify the variables in knowledge and administrative capabilities that are enriched in product / service innovation in entrepreneurial companies in Jordan. A five-point Likert scale questionnaire was designed to measure knowledge-based capabilities such as infrastructure and dynamism) and product / service innovation in entrepreneurship for Jordanian companies specialized in technology Information and communication. There were 297 individuals distributed in 40 companies, and only 202 questionnaires were filled out by the entrepreneurs in the King Hussein Business Park and the Hassan Business Park This research provides academicians with a framework for better understanding of the different factors of knowledge management capabilities and how they affect product/service innovation by studying Variables in knowledge management that affect product / service innovation and through A comprehensive understanding of the capabilities of knowledge management and innovation in entrepreneurship Companies, transfer and application of knowledge.
- Study (Ganguly, A. Talukdar, A, Chatterjee, D, 2019): The paper aims to focus on the role of tacit knowledge sharing in enhancing innovation capacity the study also discusses the role that knowledge sharing plays in implicit success The study considers social capital (relational, cognitive and structural Important precursors of tacit knowledge sharing, which in turn affect innovation's ability to organization. The relationship between quality of knowledge and the ability to innovate is discussed Knowledge sharing has become an integral part of organizations' business strategies as it helps organizations grow and innovate in the market and gain a competitive advantage A set of six hypotheses were derived based on the identified constructs and were subsequently validated. While validating the hypotheses, it was observed that while knowledge reciprocity, relational social capital and cognitive social capital was positive associated, Implicit knowledge exchange and quality of knowledge positively correlate with innovation capacity.
- Study (Aino,k, Shujahat,M, Hussain,S, Nawaz,F,and Ali, M,2018): The study aimed to identify productivity of knowledge workers is crucial not only for organizational innovation and competitiveness but also for sustainable development. management is likely to increase knowledge worker productivity. Therefore, the purpose of this paper is to examine the influence of knowledge management on knowledge worker productivity A research framework on the effects of knowledge management processes on knowledge worker productivity is established and empirically tested with data from 336 knowledge workers at five mobile network operator companies in Pakistan the results indicate that knowledge creation and knowledge

- utilization impact knowledge worker productivity positively and statistically significantly. However, knowledge sharing does not have statistically significant impact on knowledge worker productivity. Demographic factors (gender, managerial position and formal education level) do not moderate the relationship between knowledge management and knowledge worker productivity statistically significantly.
- Study (Shujahat, M., Sousa, M.J., Hussain, S., Nawaz, F., Wang, M. and Umer, M., 2017): The problem of the study was Knowledge sharing is the knowledge movement among the different units and actors within an organization (Andreeva and Kianto, 2011; Hooff and De Ridder, 2004; Nonaka1994. (Different authors define different elements of knowledge sharing. For example, Olander et al. (2016) stated that knowledge sharing can be categorized into formal and informal knowledge sharing types. Moreover, Hooff and De Ridder (2004) state that knowledge sharing is composed of knowledge collection and knowledge donation Knowledge collection is related to consulting employees in a firm to gain knowledge while knowledge donation is related to communicating one's knowledge to others. Knowledge sharing can happen only when the owner actor of the knowledge gives it to another willingly and the demander receives and adopts it (Hooff and De Ridder, 2004). Knowledge sharing determinants include trust, intrinsic and extrinsic motivation, job satisfaction.
- Study (Wang ,J Xiao ,J, 2009): The purpose of this paper is to analyze the detailed content and research framework of a knowledge management audit, from the view of operation flow based on a cognition summary of knowledge management audit proposed by many scholars and organizations, in order to put forward some references for effective implementation of an organization knowledge management project Knowledge management audit is the first important step in a knowledge management project and includes four phases: preparation, analysis, implementation, and summary. Its primary content involves knowledge management environment audit, knowledge property audit, knowledge management ability audit and knowledge management performance audit, and its main modules consist of knowledge demand analysis, knowledge inventory analysis, knowledge map and knowledge flow analysis.
- Study (Chi Lo,k, Sang Chin, K, 2008.): The paper aims to develop knowledge management based on user satisfaction Performance measurement form, which includes identifying evaluation criteria derived from Core values based on user satisfaction, critical success factors, and knowledge management stages by means of a developed measurement model that enables organizations to assess the strengths and weaknesses of their knowledge management practices system and then identify the areas in need Improvement There are seven core values based on user satisfaction and eight critical success factors the five-stage knowledge management process was measured as the basis for the evaluation criteria in order to provide Academics and practitioners with a new vision of research the user satisfaction-based approach provided a direct measure of Knowledge management performance in organizations. Developer based on user satisfaction the knowledge management performance measurement form covers comprehensive evaluation criteria, which enables organizations to measure knowledge management practices and Identify areas for improvement. And then continuously improving knowledge management performance.
- Study (Desouza, k. C. and Awazu, Y., 2005): It aims to attract administrative and academic attention to missing capabilities in knowledge management such as the ability to fragment and the ability to destroy. Organizations that consider two capabilities missing are experiencing significantly improved knowledge management programs compared to when capabilities were missing from their agenda. The third ability, such as the ability to protect, may also need due attention.

 Missing capabilities are important constructs. These two capabilities complement peer-to-peer capabilities
 - (create, transport, store, retrieve, and apply).

 I found that if institutions neglect these two capabilities, the benefits of their knowledge management program

2.2. Administration creativity:

would be limited.

• Study (Aburuman, N., M., 2016): The study aimed to recognize the impact of the administrative empowerment on creativity improvement within the public administration institute. The study population was constituted of all the institute workers with total count of 96; 90 questionnaire forms were distributed, and 82 valid forms of them were retrieved back, with retrieval ration of 91%. The study has found that there is an impact with statistical significance at level ($\alpha \le 0.05$) of the empowerment dimensions (authority delegation, employee training, effective communication, and employee stimulation) on creativity improvement among the workers of the Jordanian institute of public administration. It has also found that there are no variances with statistical significance at sig. level ($\alpha \le 0.05$) between the workers' tendencies toward creativity improvement, which can be attributed to the functional variables (service term and job title). The study has recommended applying modern administrational concepts such as participation enabling principle, workgroups and teamwork forming and administrational decision-making, also preparing work environment in a way that would support empowerment through adopting cooperation and coordination between administrations, divisions, groups and individuals, and working on enabling decentralization, power delegation and subordinates' participation in

decision making, and finally working on putting an effective system of financial and incorporeal incentives for the employees.

- Study of (Alanez, A. 2016): The study aimed to explore that company continuing to fulfill their social and educational role, educational institutions must develop or adopt modern leadership trends based on solid theory and proven effectiveness. Shared leadership is a method of management that allows teachers to participate in decision making and share in the implementation of those decisions. A study sample of 636 male and female teachers was selected randomly from the study population, teachers in the State of Kuwait. A questionnaire was used which covered four categories to determine the levels of shared leadership and administrative creativity in the representative sample. The tools used were Mehmadi's questionnaire on shared leadership and its three dimensions, and Al-Angar's questionnaire on administrative creativity. It was found that both shared leadership and administrative creativity were at high levels. It is argued that the high level of administrative creativity in the study sample can be attributed in part to the practice of shared leadership by academic department heads.
- Study (Eldor, L & I Harpaz,t., 2019): To study the relation of learning climate in public organizations to desired employee performance in this sector, namely proactivity and creativity, we engaged a sample of 227 public-sector employees, 295 business-sector employees, and their supervisors, from an array of public and business organizations in Israel. The hypothesized relation was examined as a moderated mediation model where employment sector (public vs. business) moderated the indirect relation of learning climate to employee proactivity and creativity (through job involvement). Results were consistent with our theoretical model: Learning climate in the public-sector workplace was positively associated with employee job involvement, proactivity, and creativity. The indirect relation of learning climate to employee proactivity and creativity (through job involvement) was moderated by employment sector (public vs. business). We conclude that learning climate is meaningful for public administration theory and practice and deserves dedicated sectorial research as it is an important tool to foster employee performance, tapping into present challenges before the public sector.
- Study (Khalid, I, S., Y., 2018): The study aimed to organizational culture is a critical and coral factor in achieving the dimensions of the administrative creativity. It can be said that the improvement of the practice of organizational culture contributes as an effective factor in the level of administrative creativity in all its dimensions. The organizational culture plays a major role in all levels and activities within the administrative system. It contributes to the creation of the convenient organizational climate, which in turn works on improving and developing the performance in a convenient and efficient manner. It also helps in achieving the individual, collective and organizational objectives that is highlighted through embodiment, development of the modern values, orientations, behavior, and standards which work on growth and development of job performance (Alkurdi, 2010). This paper will try to build a theoretical background on the organizational culture and administrative creativity in Saudi Arabia education society. The main objective is to show the significance of organizational culture and administrative creativity and the relationship between organizational culture and administrative creativity in universities. This research work showed how the organizational culture is important to the education filed in Saudi Arabia. It contributes to assisting the individual in problem solving and decision making. It helps to make a decisive decision in a relatively record time and enable to discover problems to solve them.
- Study (Navallas, B., Del Campo,2017): The purpose of this paper is to analyze the creativity level of business administration undergraduates who have attended an entrepreneurship seminar in contrast to those that have not. Using two samples of Spanish students, the factors that condition the creation of new start-ups are analyzed. A survey following the creativity items from the Kirton Adaption-Innovation (KAI) inventory was employed for a start-up seminar student and a control sample. Non-parametric tests were carried out on the responses the results show that Spanish business students' entrepreneurial intentions are not conditioned by entrepreneurial courses, parental self-employment or by their creativity level. However, there are differences in creativity level by genders for their future ability to start-up a company. There are no external constraints on not being an entrepreneur, who plays a fundamental role in the future of a country, and it is a way to reduce current youth unemployment rates. Social and educational implications are also presented

3. Theoretical framework

Knowledge management refers to the array of processes that deal with the creation, utilization And dissemination, of knowledge technology-independent is Knowledge management, and information technologies play an important What Knowledge Management Systems Designers can Learn.

3.1. What is knowledge management?

The current landscape of knowledge management systems can be mapped onto three archetypes: codified knowledge repositories, expert directories, and communities of practice Knowledge is cognition and experience about society and nature accumulated by human beings.

Knowledge includes two kinds of its internal knowledge, and the internal knowledge constitutes of organizational and individual knowledges and external knowledge around organizations, Knowledge also can be classified into tacit and explicit knowledges in views of epistemology. Knowledge is very complex, because (Ding, 2006; Zhang and Shan, 2004; Wu, 2002), that knowledge: "Objective information that is difficult to encode includes the wisdom, insight, and experiences of workers. It can be exchanged and shared via e-mail, notes, or oral conversations, and when this knowledge becomes available, we can apply it and make our decisions based on it.

3.2. Sources of knowledge of the organization: (Rizragi, 2004, p. 113)

The sources of knowledge: vary and cannot be counted in our current era, but among them are:

- The administrative apparatus: it is called organizational knowledge and it is explicit represented in work methods, books, technical reports, studies, databases and written worksheets that can be coordinated, circulated and subscribed to, and this knowledge comes from heritage, learning, experience and work.
- **Experts**: We are only interested in completing the work without writing it down, which leads to problems in its completion, but knowledge must be recorded because it documents the facts and enables the use of those facts to interact and solve problems.
- **Individuals:** They are those who work in the organization, they must participate through discussions, and these discussions are taken as necessary consultations for the process of improvement and development.

3.3. Knowledge Elements:

• Knowledge generation:

It means, to buy, innovate, discover, or acquire all of these processes, as it refers to the generation and obtaining of knowledge, which is considered one of the most important sources to achieve discrimination for the institution. (Al-Kubaisi, 2005)

Knowledge Storage:

The process of storing knowledge demonstrates the importance of organizational memory of the knowledge carried by individuals who leave for one reason or another, and storing or retaining knowledge has become very important, especially for institutions that suffer from high rates of work turnover and that rely on employment and use in the form of temporary and advisory contracts to generate knowledge in them, because these people take their implicit knowledge that is not documented with them. When they leave the institution. (Eli, 2006)

• Knowledge transfer and sharing (knowledge distribution):

It means spreading and sharing knowledge among different individuals, at different administrative levels, where individuals exploit their skills in this, and tacit knowledge is distributed by various methods such as training and dialogue. As for explicit knowledge, it can be published in documents and internal bulletins and learning, and administrative support has an important role in that. The available technology also has a role in distributing and sharing knowledge through the internal communication network, e-mail, archiving systems, and electronic management. What is important in the distribution process is to ensure that appropriate knowledge reaches the person. (Ibtisam Hosseini, 2019)

Knowledge Application:

It means the use and application of knowledge. The institutions that apply knowledge in the best way are the ones that guarantee the competitive advantage, but there must be two basic elements: the well-trained human element on how to transfer the knowledge available to me. Institutions relate to daily work practices and the technological component of devices, communication networks and databases. It is not possible to deal with the vast amount of information available today in all business areas and employ them effectively except using advanced information technology. (Najm Abboud, 2008)

3.4. Administrative creativity:

• Definition of administrative creativity:

Creativity can be defined as a unique intellectual process that combines brilliant knowledge and creative work, touching various aspects of life and dealing with reality and striving for the best and creativity according to different definitions. It is the product of the interaction of subjective and objective variables, personality, environmental, quantitative, and behavioral led by distinguished people. As for administrative creativity, it is defined as (the human behavior that leads to a change in the product of the materials used in the company and the change is characterized by seriousness, originality, value and social benefit (Al-Gasmi, Omaima Abdel,1998 research entitled The concept of administrative creativity and its development) presented to the Third Arab Conference of Management under the slogan of creative leadership and innovation in light of integrity and transparency (Lebanon, Arab Organization for Administrative Development 2002). As for Al-Shammari, creativity

is defined as the optimal employment of mental and intellectual capabilities that are characterized by the greatest fluency, flexibility, originality, sensitivity to problems and the ability to analyze them in a way that leads to the formation of interdependencies and the discovery of new relationships, ideas or methods of work within the organizations Administrative (Al-Shammari Fahid Ayed, Creative Entrance to Crisis and Disaster Management, Riyadh: Najd Trading Company). Different types of companies and organizations can play a distinct role in developing administrative creativity by developing a plan for creativity that includes attracting creative people to it and trying to uncover obstacles to creativity in it. And remove them and identify the creative potential of its workers, while creating the appropriate conditions for adopting AFCA Creative introduction. The higher management plays the most important and prominent role in this field.

• Elements of administrative creativity

The elements of administrative creativity vary according to the classification of scholars, and the most prominent of the classifications is the classification of Glyford, where five elements of administrative creativity are identified, including:

- **1. Fluency**.It is measured by the number and quantity of what a person gives of a certain type of information in each unit of time.
- 2. Originality. The production of the unfamiliar means the new and the unusual and the long-term.
- **3. Flexibility**. Flexibility in thinking means a change of a certain type, seeing the problem from different angles, and a change in meaning, thinking or usage, or a change in the direction of interpretation, which may mean a new interpretation of the goal.
- **4. Expansion**. It means the ability of the individual to add the same value to the idea so that the idea is better completed.
- **5. The quantity and quality component.** There is a hypothesis that says that the quantity generates the quality in the sense that if a person produces several ideas, he must produce these ideas with good quality, while there is another hypothesis which says that if a person spends time giving ideas, the good ideas among them will be few.

4. Field study

4.1. Methodological procedures of the study:

• Study Population and Sample:

The study population consists of employees of Al-Tadamon Islamic Bank, Sudan. A random study sample consisting of (50) employees was chosen, due to the large size of the bank, the multiplicity of its branches and its geographical distribution. The researcher distributed (50) questionnaires, and (50) were recovered, with a recovery rate of (100%). This size is considered suitable for the study as Roscoe -1975, 130) indicated that the sample size must be greater than (30) individuals and less or equal to (500) individuals.

• Statistical methods used:

The questionnaire data were unpacked and analyzed through the Statistical Analysis Program (SPSS), and the following statistical methods were used:

- 1. Frequencies and percentages were calculated to identify the personal characteristics of the study items.
- 2. Descriptive statistical analysis tools in which arithmetic averages, standard deviations and relative weight are used to describe the study sample and its trends.
- 3. Cronbach's Alpha test to find out the stability of the paragraphs of the questionnaire.
- 4. Regression analysis: Regression analysis (multiple and simple) was used to test the statistical significance of the study hypotheses.

• Stability and statistical validity of the study tool:

The Cronbach alpha coefficient was used to measure the statistical reliability and validity, as the acceptable statistical value is 60%, and therefore the value more than it is a very good value, and the overall reliability coefficient reached (0.9540). Likewise, the value of honesty was high for each field, as the value of honesty for all paragraphs of the questionnaire was (0.9767), and this indicates that the questionnaire has a high degree of stability that reassures the researcher to apply it to the study sample.

• Demographic variables of the study sample:

Table (1): Characteristics of the sample that responded to the study

No.	variable	Category	Sample members	Percentage
1	Gender	Male	50	100
		Female	0	0
	T	l'otal	50	100
2	Age	30 yrs. and under	9	18.0
	•	30 and less than 40 yrs.	11	22.0
		40 and less than 50 yrs.	19	38.0
		50 yrs. And more	11	22.0

	Total		50	100.0
3	Academic Qualification	Secondary School	2	4.0
	-	Bachelor's degree	17	34.0
		Master's Degree	29	58.0
		PhD.	2	40
	Total		50	46.0
4	Career Level	Unit Manger	2	8.0
		Section Head	23	42.0
		Division Head	4	100.0
		Employee	21	22.0
	Total		50	12.0
5	Professional experience	5 yrs. or less	11	30.0
	<u>-</u>	5 and less than 10 yrs.	6	36.0
		10 and less than 20 yrs.	15	100.0
		20 yrs. and more	18	
	Total	-	50	

We note from Table (1) the following:

- 1. All the members of the study sample are males, with a percentage of (100%)0, due to the nature of the Islamic bank
- 2. Which percentage (82) % is of the age group 30 years and over.
- 3. A percentage of 96% of holders of academic qualification (BA and above), which means that the respondent individuals can comprehend what was mentioned in the questionnaire, and their opinions can be taken.
- 4. That the percentage of (58) % of those who hold a job title (director of a department, head of a department, head of a division), and this is consistent with the nature of the study, which are the jobs of directors of departments, divisions, and departments.
- 5. That (66) % have practical experience (10 years or more.

• Study findings, discussion, and interpretation:

This part includes an analysis of the study axes to be able to discuss their hypotheses by extracting the arithmetic means and standard deviations of the study axes as follows:

Table (2): The arithmetic means and standard deviations of the study axes Variable Axis / Dimension Arithmetic mean Standard Rank Level of deviation significance The Generating knowledge 3.67 8.0 medium independent Knowledge Storage 3.42 1.1 medium 4 variable and its Knowledge Distribution 3.62 0.8 2 medium component sub-Knowledge Application 3.43 1.0 medium 3 variables Knowledge Management 3.54 0.93 medium Pillar The dependent the axis of administrative 3.18 0.9 medium creativity variable

The findings shown in Table (2) indicate that the general average for the knowledge management axis came with a (medium) score, reaching (3.54) with a standard deviation (0.93), and it was found that the arithmetic mean is greater than the test standard (3) out of (5) scores on Likert scale, which indicates the reality of knowledge management in the Islamic Bank of Solidarity, as it came in first place after (knowledge generation), with an average.

Arithmetic average reached (3.67), which is higher than the overall arithmetic mean of (3.54), and a standard deviation (0.8), while after (knowledge storage) it ranked fourth with an arithmetic mean (3.42), which is higher than the overall arithmetic average of (3.54). With a standard deviation (1.1) and Table (3) also shows the homogeneity of the responses of the study sample individuals about the dimensions of knowledge management, which reflects the convergence of their views on the reality of knowledge management, and the table also, indicates the convergence in the values of the arithmetic averages. The viewpoint of the surveyed study sample members was (medium). As it can be seen from Table (3) that the axis of administrative creativity was at (average) level, reaching (3.18), and with a standard deviation (0.9), which requires attention to knowledge management to support the capabilities of workers to propose alternatives to face business problems, and to present more t4-han one idea within a short period of time.

Table (3): Findings of regression analysis to measure the effect of knowledge management dimensions on administrative

creativity									
		Regression c	oefficient		F	R Square	R	Dependent	
Sig**	T	Std. Error	β	Independent	-				
0.000	7.49	.08	.668	Knowledge Generation	56.166	.539	.734ª	Administrative creativity	
0.000	6.32	.13	.857	Knowledge Storage	40.05	.455	.674 ^a	Administrative creativity	

nistrative ativity	86a	0	.470	42.64	Knowledge Distribution	.636	.09	7.08	0.000
nistrative ativity	15 ^a	1	.511	261.72	Knowledge Application	.774	.10	6.53	0.000
iistrative ativity	58 ^a	6	.736	23.63	Knowledge Management	.787	.06	11.56	0.000

The results of the table (3), indicate that the multiple regression models to measure the impact of knowledge management and its dimensions (the independent variable) on the "administrative creativity" axis (as a dependent variable) are significant and can represent the relationship between knowledge management and the dependent variable through column F values, all of which are greater than the corresponding tabular values Which the (SPSS) program replaces with values (sig ≤ 0.05), and that the sub-dimensions of the knowledge management axis, the results indicate that the knowledge generation variable: explains (R2 = .539) of the differences in the values of "management creativity", and affects it significantly with a value of (. 668 β) according to the test (t = 7.49) and that the regression model for the relationship between them is significant (F = 56.166). And the knowledge storage variable explains (R2 = .455) of the differences in the values of "administrative creativity" and affects it significantly with a value of ($\beta = .857$) according to the test (t = 6.32), and the regression model for the relationship between them is significant (F = 40.04). The variable "distribution of knowledge" shows the percentage (R2 = .470) of the differences in the values of administrative creativity, and it affects it significantly with a value of ($\beta = .636$) according to the test (t = 7.08), and that the regression model for the relationship between them is significant (F = 42.64). The knowledge application variable explains (R2 = .736) of the differences in the values of "administrative creativity" and affects it morally with a value of ($\beta = .774$) according to the test (t = 6.53), and the regression model for the relationship between them is significant (F =261.72).

Based on the foregoing, we reject the null hypothesis and accept the alternative hypothesis which states: There is a moral effect at the level (sig ≤ 0.05) of knowledge management and its dimensions in the administrative creativity of Al-Tadamon Islamic Bank.

• Findings related to hypothesis:

To test the hypotheses, combinations of multiple regression models were used, where the independent variable is knowledge management, and the dependent variable: administrative creativity. For the purpose of verifying the validity of the model, as shown in Table (4).

Main hypothesis: There is a significant effect at the level of ($\alpha \le 0.05$) Knowledge management in administrative creativity at Al-Tadamon Islamic Bank. To test this hypothesis, Islamic Bank, and accordingly we reject the imposition of nothingness and accept the alternative assumption.

4.2. Findings and recommendations

• Findings:

The convergence of views of the sample members on the extent of the reality of applying knowledge management in its dimensions (knowledge generation, knowledge storage, knowledge distribution, knowledge application) and administrative creativity at the bank was at (medium) level, (3.18), and with a standard deviation (0.9). I discuss finding with Dr. Asia Yagoub Al-Hadi she igree.

• Second: Recommendations

- 1. The management of Al-Tadamon Islamic Bank should pay more attention to knowledge management to support the capabilities of employees by paying more attention to spreading the culture of knowledge management and holding specialized training courses to raise the efficiency of employees in addition to paying more attention to the introduction of advanced technology.
- 2. The bank's management should pay attention to increasing the material and moral incentives for the innovative and creative employee, while accepting criticism and suggestions made to develop the bank's work.

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