# KNOWLEDGE MANAGEMENT AND THE POSSIBILITY OF ITS APPLICATION IN SPORTS FEDERATION IN SYRIA FROM THE VIEWPOINT OF ITS WORKERS

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## Abstract

This study aims to identify the extent of the potential application of knowledge management processes in the General Sports Federation in Syria, from the standpoint of its employees, the researcher used the descriptive approach to the way the scanning of their relevance to the nature of the study was conducted And the research sample included 177 individuals from working in the public sports federation in Syria distributors in the following form: 13 people working in middle management, and 164 members of staff in the executive management , The results of the study and that the term knowledge management are not taken to be used extensively and there is no strategic plan proposed by the General Sports Federation for the application of knowledge management and administration is eager to speed the arrival of the information provided, There are no adequate budget to support knowledge management projects in addition to the lack of appropriate mechanisms for the reception of ideas between employees, and operates the administration to classify data are referenced in a time of need, but the federation  withholds activate consultancy between the federation and scientific research centers,  and the media contribute in transferring  of knowledge.

**KEYWORDS: Management.  Knowledge. Federation. Syria.**

## 1.  INTRODUCTION

The end of the twentieth century witnessed the emergence of a set of concepts and entrances and new systems in the field of public administration, such as total quality management, restructuring and re-engineering and with the beginning of the nineties of the last century , Western governments began to give much attention to the companies and organizations that have a better sense of the level of knowledge they are distinct and superior level in the area of how to get the knowledge and handling, application and use them , In this context, emerged the concept of "knowledge management, which lies in the development of knowledge and skills acquired in the hands of employees at the time and the appropriate form and easy as possible to use them to achieve higher levels of achievement.(14)

Hence, the role of knowledge management in knowledge discovery in the minds and actions of human beings and captured and documented for their participation and their application to achieve the desired goals of the institution.

Hosaein Alsaeed (2004) says that Knowledge management and information technology have become one of the most important activities for any organization that wants to continue the work and success in the market. And seek to discover new ways to be more effective than those used by competitors, where it is able to bring about this discovery and to reach excellence and creativity element can achieve a sustainable competitive advantage.(10)

**Study the problem and the need to:**

 We live today many of the changes and developments that affect the various spheres of life, and in light of these changes came the notion that knowledge is a competitive element contributes to the achievement of competitive advantage in all human and material resources of the community.Hence, the basic idea that the thought and  renewable knowledge the most important ways to success of organizations of different types and goals came which it must reshape itself in order to keep pace with the organizations modern knowledge-based, which publishes the production of knowledge .

Emad alsabbagh (2002) says that it is unfortunate that most organizations focused attention on the physical resources and leave the concrete knowledge resources that owned without management, which in spite of its importance.(7:7)

Yousef ibrahim alsalloum (1422) says that it is necessary to adopt the concept of knowledge management as the problem age lies in the of information abundance and knowledge of science and it's so difficult to manage and classify this and this term is important to overcome these problems, the solution is a good investment knowledge management.(13:19)

Mofty ibrahim hammad (1999) says that sports a humanitarian activities has been expanding and branching out as a result of increased interest by and through this expansion became necessary to cling to the scientific framework in the organization and the management  became the basis for the success , The success of countries in the sport reflects the extent of progress in the use of modern sports administration in all sports activities, so when  the management level elevated where thesports  will be in a better level, it is a basic scientific pillars upon which all countries in the developed world and its institutions in the promotion of physical education and sports .(11:17)

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Given the importance of knowledge management in being the new  subject  integrated with other topics in the field of intellectual modern management, and where they contribute to the development of knowledge and the creation of accumulation of knowledge in the light of the spread of modern communications and breadth of information network systems, which facilitated the spread of knowledge and exchange, In addition to its contribution to raising the level of performance organizations and achieve the desired goals , this study attempted to explore the possibility of the application of knowledge management processes and to clarify its role in the development of performance management in the public Sports Federation in Syria as the body responsible for monitoring the Syrian sport  from the standpoint of its employees.

**Objectives of the study:**
This study aims to identify the extent of the potential application of knowledge management processes in the General Sports Federation in Syria, from the standpoint of its employees through;

1. The extent to which employees in the General Sports Federation of the concept of knowledge management.

2. The extent to practice working knowledge management processes in the General Sports Federation and of the acquisition of knowledge and development - the organization of knowledge and evaluation - the transfer of knowledge and use it.

## 2.  MATERIAL AND METHODS

The researcher used the descriptive approach to the scanning method appropriate to the nature of the study. And the research sample included 177 individuals from working in the public sports federation in Syria distributors in the following form: 13 people working in middle management, and 164 members of staff in the executive management

**Table 1: Study sample categories percentage:**

| basic study | | Total number of sample | | Research community | Group and Category |
|---|---|---|---|---|---|
| Percent score | frequency | Percent score | frequency | | |
| 100% | 13 | 100% | 13 | 13 | middle management |
| 64.54% | 164 | 66.26% | 220 | 332 | executive management |
| 75.96% | 177 | 67,53% | 233 | 345 | total |

**Data collecting tools:**
The researcher constructed questionnaire depending on the scientific refrences and previous study , and through impervious with experts selected from field and academic professor in sport management field who have experience not less than 10 years .
**Study time and place:**
The questionnaire applied on the selected study sample (177) as declared in table (1) in the period between 1/9/2014– 1/12/.2014 .in Damascus- Syria.
The researcher used the data to address this study (percentage - the coefficient - Self-honesty - factor alpha Kronbak - standard deviation - a test (v) - a test Ka 2 - arithmetic average)

## 3.  RESULTS AND DISCUSSION

**Table 2: frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations - The extent to which employees in the General Sports Federation of the concept of knowledge management**

| percentage | means | Chi-square | disagree | | rather | | agree | | statement |
|---|---|---|---|---|---|---|---|---|---|
| | | | % | frequency | % | frequency | % | frequency | |
| 61.02 | 1.22 | 84.31 | 37.29 | 66 | 3.39 | 6 | 59.32 | 105 | 1 |
| 72.03 | 1.44 | 110.14 | 24.86 | 44 | 6.21 | 11 | 68.93 | 122 | 2 |
| 79.38 | 1.59 | 155.22 | 18.08 | 32 | 5.08 | 9 | 76.84 | 136 | 3 |
| 72.60 | 1.45 | 77.12 | 19.21 | 34 | 16.38 | 29 | 64.41 | 114 | 4 |
| 11.30 | 0.23 | 201.80 | 83.62 | 148 | 10.17 | 18 | 6.21 | 11 | 5 |
| 62.43 | 1.25 | 74.98 | 34.46 | 61 | 6.21 | 11 | 59.32 | 105 | 6 |

From Table No. (2) of the frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations exist statistically significant differences between the answers , that Chi-square values ranged between (201.80-74.98) where a phrase that refers to There is no faith and conviction by the General Sports Federation management that knowledge management add value to the results achieved approval rate 79.38% , then the phrase that refers to Staff believes that the success of knowledge management depends on the existence of a private organizational culture achieved approval rate ( 72.6%) then the phrase that refers to There is no clear strategic plan by the General Sports Federation for the application of knowledge management achieved approval rate ( 72.03%) then the phrase that refers to Management Atmutir to speed the arrival of information and provided achieved approval rate (62.43%) then the phrase that refers to Does not use the term knowledge management extensively achieved approval rate (61.02)

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The researcher believes that the members of the study population think that the term of knowledge management is trading but not intensively and this result highlights the shortcomings of the side built a culture of knowledge on the basis of knowledge management, and this result may have agreed with the findings of the study of (Carlos & Kivera, 2006 ) Which pointed to the necessity of the availability of administrative foundations and a strong knowledge within organizations , and the organizations are still confined to the integration of knowledge management fully in effectiveness.(5)

The researcher also believes that the administration does not seek to manage the delivery of knowledge and information to all employees and this indicates a lack of full utilization of databases, and this result may have agreed with the study of (Haytham ali hejazi ,2005) and which indicated that the databases and information technology are not at full capacity utilization and the reason for this is due to the lack of a strategy for the transfer of knowledge. (8)

The results also confirmed that the members of the study population believe that there is no clear strategy plan of Knowledge Management, and this result may have agreed with the study of ( Bayyavarapu ,2005) Which emphasized the need to find a strategy for knowledge management as they affect the performance of companies effectively.(3)

**Table 3: frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations - The extent to which workers in the Sports Federation for knowledge management processes. First, acquire knowledge and develop:**

| percentage | means | Chi-square | disagree | | rather | | agree | | statement |
|---|---|---|---|---|---|---|---|---|---|
| | | | % | frequency | % | frequency | % | frequency | |
| 52.54 | 1.05 | 14.14 | 42.37 | 75 | 20.34 | 36 | 37.29 | 66 | 1 |
| 32.20 | 0.64 | 58.07 | 59.89 | 106 | 15.82 | 28 | 24.29 | 43 | 2 |
| 30.51 | 0.61 | 61.73 | 61.02 | 108 | 16.95 | 30 | 22.03 | 39 | 3 |
| 59.04 | 1.18 | 57.90 | 36.72 | 65 | 8.47 | 15 | 54.08 | 97 | 4 |
| 22.88 | 0.46 | 98.03 | 68.36 | 121 | 17.51 | 31 | 14.12 | 25 | 5 |
| 19.77 | 0.40 | 131.03 | 74.01 | 131 | 12.43 | 22 | 13.56 | 24 | 6 |

From Table No. (3) of the frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations exist statistically significant differences between the answers , that Chi-square values ranged between (131.83-14.14) where a phrase that refers to Supportive work policies are available for scientific research achieved approval rate 59.04 %, then the phrase that refers to The Union management support good and creative ideas achieved approval rate 52.54 %, then the phrase that refers to Employees are encouraged to develop their own knowledge and constantly updated achieved approval rate 32.2 %, then the phrase that refers to there is a promotion of scientific dialogue between workers in different administrative levels to view the exchange of ideas and proposals achieved approval rate 30.51 %, then the phrase that refers to Sufficient budget available to support knowledge management projects achieved approval rate 22.88 %, then the phrase that refers to Mechanisms available for the reception of ideas among workers achieved approval rate 19.77 %.

The results show that the research sample members agreed that it does not encourage dialogue between the scientific staff at different administrative levels and therefore not to be found on their ideas and exchange views with each other, and ( Afaf Dahmash , 2004 ) sayed In this regard that The knowledge transmitted through language, cause language is a way to describe the experience which we cannot deliver what we know, and the spread and breadth of organizational knowledge means that we must develop the language we use to describe our experience that we performed.(1:7)

The results also show that there is no encouragement from the administration to develop knowledge among workers, and ( Afaf Dahmash , 2004 ) sayed In this regard that The responsibility of the evolution of knowledge does not fall on one individual, and knowledge is a social process and means that no one can take responsibility for knowing the aggregate (collective).(1:7)

The results also indicate the presence of supportive policies for scientific research, which is one of the important sources of knowledge, and (Badaracco, josepl, 1991 ) referred to That research and studies are an important source for the production of knowledge example of this marketing research and product development, as it contributes to the creation of new knowledge will be instrumental in the development of the activities of organizations.(2:189)

**Table 4: frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations - The extent to which workers in the Sports Federation for knowledge management processes. Second, knowledge organization and evaluation:**

| percentage | means | Chi-square | disagree | | rather | | agree | | statement |
|---|---|---|---|---|---|---|---|---|---|
| | | | % | frequency | % | frequency | % | frequency | |
| 59.02 | 1.18 | 57.90 | 36.72 | 65 | 8.47 | 15 | 54.8 | 97 | 1 |
| 64.69 | 1.29 | 67.76 | 30.51 | 54 | 9.6 | 17 | 59.89 | 106 | 2 |
| 29.51 | 0.71 | 71.63 | 61.02 | 108 | 15.81 | 29 | 21.07 | 40 | 3 |

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| 41.24 | 0.82 | 29.53 | 50.28 | 89 | 16.96 | 30 | 32.77 | 58 | 4 |
| 25.71 | 0.51 | 88.71 | 66.67 | 118 | 15.25 | 27 | 18.08 | 32 | 5 |
| 11.30 | 0.23 | 201.80 | 83.62 | 148 | 10.17 | 18 | 6.21 | 11 | 6 |
| 32.62 | 0.67 | 65.22 | 60.45 | 107 | 11.86 | 21 | 26.68 | 49 | 7 |

From Table No. (4) of the frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations exist statistically significant differences between the answers , that Chi-square values ranged between (201.80-29.53) where a phrase that refers to Effective system of information technology contributes to save and organize data and information available achieved approval rate 64.69 %, then the phrase that refers to Organize and codify the available data and then stored until it is collected and tabulated achieved approval rate 59.04 %, then the phrase that refers to There is a system that works on the maintenance of knowledge assets on an ongoing basis achieved approval rate 41.24 %, then the phrase that refers to There are encouraged by management to convert tacit knowledge among workers to know undeclared achieved approval rate 32.62 %, then the phrase that refers to The knowledge assets evaluation permanently League achieved approval rate 29.51 %, then the phrase that refers to The performance evaluation of the level of workers according to the system of sharing knowledge achieved approval rate 25.71 %, then the phrase that refers to Organize the contents of knowledge on the basis of an overlap of different disciplines and the unity of knowledge achieved approval rate 11.30 %.

The researcher suggests that members of the study population are finding that the organization and classification of data available information and then store, and there are clear instructions for retrieving stored have the knowledge, and to provide an effective system of information technology, are the most important practices that lead to the activation of the process of organizing knowledge and evaluated, and (Hey,2000 stressed to assume that the most important knowledge is available in databases, we build stores data seeks to put all the information available in the organization are available, but this is one part of the knowledge of the organization, But this is one part of the knowledge of the organization, which is limited to information about the products, people, events, and so on of things are part of the current environment, Vmkhazn data have only less than a little information about the future.(9:3 )

The results show that the administration must be concerned with the help of individuals working on the conversion of tacit knowledge to sweaty declared until it is utilized by everyone and this has a positive impact on the organization in all respects, and (Wig .1993 ) said that any organization that wants to manage the knowledge stored in the minds of their employees have to to convert tacit knowledge to seek knowledge and declared that in several ways, including the motivation of individuals to demonstrate the knowledge that they own and then you post among its members to develop and make use of them.(12:206)

The results also indicate that the presence of an effective system contributes to the preservation and retrieval of information has a significant role in the access to information when you need it fast, and (Davenport & Prusak ,1998) said That knowledge management requires investment in a number of activities such as:

- Design files and transfer them to the computer system.

- Edit files and upload them to the rules of Information.

- The development of knowledge ratings.

- The development of infrastructure for information processing that contribute to the development of knowledge.

- Education and training of staff on the exchange and use of information.(6:112)

**Table 5: frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations - The extent to which workers in the Sports Federation for knowledge management processes. Third, Knowledge transfer and its use:**

| percentage | means | Chi-square | disagree | | rather | | agree | | statement |
|---|---|---|---|---|---|---|---|---|---|
| | | | % | frequency | % | frequency | % | frequency | |
| 11.30 | 0.23 | 205.80 | 83.62 | 148 | 10.17 | 18 | 6.21 | 11 | 1 |
| 61.02 | 1.22 | 84.31 | 37.29 | 66 | 3.39 | 6 | 59.32 | 105 | 2 |
| 72.03 | 1.44 | 110.14 | 24.86 | 44 | 68.93 | 122 | 6.21 | 11 | 3 |
| 54.24 | 1.08 | 90.41 | 54.24 | 96 | 0 | 0 | 45.67 | 81 | 4 |
| 30.51 | 0.61 | 61.73 | 61.02 | 108 | 16.95 | 30 | 22.03 | 39 | 5 |
| 22.88 | 0.46 | 98.03 | 68.36 | 121 | 17.51 | 31 | 14.12 | 25 | 6 |

From Table No. (5) of the frequency and percentage and connotations statistical answers phrases to the members of the group of sub-associations exist statistically significant differences between the answers , that Chi-square values ranged between (205.80-61.73) where a phrase that refers to Is to facilitate the arrival of workers in the Union to all knowledge bases achieved approval rate 72.03 %, then the phrase that refers to The media contribute to the transfer of knowledge achieved approval rate 61.02 %, then the phrase that refers to configured a team work from the owners of the scientific and practical expertise Scientific Consulting achieved approval rate 54.24 %, then the phrase that refers to conducted workshops and seminars especially knowledge management and assets achieved approval rate 30.51 %, then the phrase that refers to they invited external experts specialized in the field of

knowledge to conduct seminars and training courses achieved approval rate 22.88 %, then the phrase that refers to The activated the consulting between the Union and scientific research centers achieved approval rate 11.30 %.

And consistent sample members that the media has a significant role in the transfer of knowledge and it has to be interesting from the Union to increase communication with the advisory centers to deepen the knowledge and information, including the maximum benefit , and (Bhatt,2001) said That the most important publishing requirements and participation of knowledge lies in facilitating the consultation process between the organization and research centers, in addition to activating the role of the media and employ them in the transfer of knowledge and the provision of systems and technologies that allow employees to share in the organization possesses the knowledge.(4:68)

## 4. RECOMMENDATIONS

1 - Conclusion of seminars, conferences and other organizations engage in it..

2 - Manage informal meetings to achieve the tension that prevails in official relations between individuals in the Department of Education.

3 - Composition of volunteer work team take care of all consulting related to knowledge management and activation of its operations and contribute to the education fee management strategy and Education.

4 - Take care of the creative and the acceptance of their ideas and encourage them.

5 - Translation of tacit knowledge that are described by linking compensation systems and reward.

6 - Promote appropriate ways to acquire knowledge purchased or rented and provide financial support for it.

7 - Knowledge development of individuals under the technical developments.

8 - The development of databases of best practices in business performance.

9 - Create a data bank of knowledge that includes the most knowledge management strategies and methods of working out .

10 - That specialized administration seeks to constantly make sure it is being developed for knowledge and updated.

11 - Find sections for the transfer of knowledge and coordinate efforts to acquire knowledge.

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