The impact of knowledge management on the organizational performance of institutions Performance - a case study of the Mobilis Corporation in Bechar

أثر إدارة المعرفة على الأداء التنظيمي للمؤسسات – دراسة حالة مؤسسة موبيليس ببشار

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Abstract:

in light of what organizations are looking for today from solutions and systems that help them achieve success, survival and continuity, knowledge management has emerged as one of the most effective management techniques to improve the performance of organizations, and accordingly the current study aims to highlightthe impact of knowledge management on organizational performance through the dimensions of customer service and customer loyalty at Mobilis Corporation in Bashar, To achieve the objective of the study,a questionnaire was designed to collect information from the study sample and then analyzed using SPSS version 22, the study also recommended building a knowledge system management team to follow up on the application of knowledge management systems in Mobilis Corporation, and to enhance interest in knowledge management to gain customers trust and increase their loyalty.

Keywords: Knowledge management; organizational performance; customer service; customer loyalty; Mobilis Corporation.

JEL Classification Codes: M, M12, M16

ملخص:

تهدف هذه الدراسة الى ابراز أثر إدارة المعرفة على الأداء التنظيمي ببعديه خدمة الزبائن وولاء العملاء بمؤسسة موبيليس ببشار، ولتحقيق هدف الدراسة تم تصميم استبيان مكون من عدة فقرات لجمع المعلومات من عينة الدراسة ثم تحليلها باستخدام برنامج *SPSS* إصدار22،وبعد تحليل النتائج توصلت الدراسة إلى أنه يوجد أثر ذو دلالة معنوية لإدارة المعرفة على خدمة الزبائن وولائهم ، كما أوصت الدراسة ببناء فريق عمل لإدارة نظام المعرفة لمتابعة تطبيق نظم إدارة المعرفة في مؤسسة موبيليس، وتعزيز الاهتمام بإدارة المعرفة لكسب ثقة الزبائن وزيادة ولائهم.

كلمات مفتاحية: إدارة معرفة.، أداء تنظيمي.، خدمة زبون.، ولاء زبون.، مؤسسة موبيليس

تصنيفات JEL : M، M12 ، M16

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INTRODUCTION:

Contemporary organizations of all kinds are facing a wave of rapid transformations and changes which is sweeping the world today, foremost of which is the information and technical revolution, that revolution that depends on scientific knowledge advanced and optimal use of flowing information resulting from the great progress in computer technologies As a result of these transformations, knowledge has become the most important strategic resource, but rather has become the strongest, most influential and controlling factor in the success or failure of the organization.

Today, knowledge is the most characteristic of the institution and creates wealth for it because it is in itself an important resource in light of the requirements of the era in which many intellectual concepts, such as globalization, privatization and the information revolution, have risen.

Therefore, knowledge management has become one of the most important inputs for development and change in our time, as it has been able to bring about a qualitative leap in the performance level of various institutions, especially service institutions. There is a kind of interconnection and harmony between knowledge management and the activities and events of this type of institution.

Hence, knowledge management has emerged as one of the most common and controversial management techniques, especially with regard to the link between knowledge and the overall performance of the organization. Previous studies focused on the relationship between them, but the lack of understanding and consensus is still a major issue at the present time.

The current study primarily attempts to identify the different dimensions and factors that constitute knowledge management and its relationship to improving organizational performance through the two dimensions of customer service and loyalty at Mobilis Corporation in Bachar.

a. Study problem:

Based on the foregoing, the research problem can be formulated in the following question: What is the impact of knowledge management on the organizational performance of the Regional Directorate of Mobilis Bachar?

B. Study hypotheses:

- The main hypothesis: There is a statistically significant effect at the significance level (0.05) for knowledge management on the dimensions of organizational performance (customer service, customer loyalty).

Sub-hypotheses: From the main hypothesis, a group of the following sub-hypotheses emerges:

- There is a statistically significant effect at the level of significance (0.05) for knowledge management on the customer service dimension in the Regional Directorate of Mobilis Bachar.

- There is a statistically significant effect at the level of morale (0.05) for knowledge management on the customer loyalty dimension in the Regional Directorate of Mobilis Bachar.

C. Importance of the study:

The importance of the study is to shed light on one of the important topics in the modern management of organizations, which is knowledge management and its impact on organizational performance. The importance of the study can be clarified in the following points:

  - The study helps in identifying the impact that knowledge management plays in achieving good performance of the organization (customer service and customer loyalty) Mobilis, Bachar.

   -The issue of knowledge management and organizational performance is one of the topics that constitute controversy in terms of the dimensions of the relationship between them.

D. Study Objectives:

The purpose of this study is to:

- Identifying the impact of knowledge management on organizational performance (customer service, customer loyalty) at Mobilis Corporation in Bechar;

Explaining the nature of the relationship between knowledge management and achieving organizational performance;

- Presenting a set of recommendations in light of the results of the study, which benefit the institution in order to achieve the good performance of the Mobilis Foundation.

E. Study methodology:

 To answer the research problem posed, we relied on the theoretical side on the descriptive approach by referring to Arab and foreign references, while the practical side, we used the case study method by choosing Mobilis Corporation in Bachar.

1- the theoretical and applied literature of the study:

  1-1 What is knowledge management

   1-1-1 Define knowledge

   Knowledge is a language: according to Al-Munajjid, it is derived from the verb (know, arafa, acknowledgment) and knowing a thing: its knowledge. And knowledge is the realization of something as it is (Haddad and Jaafar, 2011, p. 135), which is partial or simple awareness, while knowledge is said for total or compound awareness, so it is said that I knew God, without knowing Him. Therefore, knowledge in the Arabic language is associated with science, so it is called The word knowledge means knowledge, for example, the Almighty's saying: "What they know of the truth" (Surat Al-Ma'idah: verse 83) that is, they know (Al-Zayyat, 2010, p. 17).

   And knowledge idiomatically: "It is processed and understandable information that can be used in addressing problems, making decisions, dealing with different situations and responding to the requirements of rapid change in the environment surrounding the institution." It is also: "Information that can be used and invested to reach useful results, that is, it is the effective and optimal use of information (Al-Zayyat, 2010, p. 182)."

   Knowledge is a combination of concepts, ideas, rules, and procedures that guide actions and decisions. That is, knowledge is information mixed with experience, facts, judgments and values that work together as a unique structure that allows individuals and organizations to create new situations and manage change (Yasin, 2007, p. 80).

1-1-2 Define knowledge management

Knowledge management is one of the relatively recent scientific fields, especially the applied level, if it was not recognized in the practical aspects except at the beginning of the current century when the need to increase value in business organizations arose by meeting the needs and desires of customers, and facing rapid environmental changes and what required reconsideration. In organizational and functional structures and strategic objectives, with the intent of adapting to these changes, especially those related to the market (Al-Fares, 2010, p. 67).

Many definitions of knowledge management have been developed, as it has been defined as the process of creating, collecting, organizing, storing, disseminating, using and exploiting knowledge to create organizational value and competitive advantage (Ju Choi & al, 2005, p. 68), and it is also known as the management of organizations towards the continuous renewal of knowledge bases of The organization, and this indicates the need to find an organizational structure to assist in this, which provides facilities for the members of the organization.

Horder &Fearnley believes that knowledge management is the use of knowledge, competencies and experiences collected from inside and outside the organization.

Wiig defines knowledge management as planning, organizing, controlling, coordinating and synthesizing knowledge and assets related to intellectual capital, processes, capabilities and personal organizational capabilities so that the greatest possible positive impact on the results of competitive advantage is achieved. Exploitation, investment and dissemination, and knowledge management should lead to the provision of the necessary facilities to achieve the contents of this management.

Knowledge management entails identifying and exploiting individual and collective knowledge in the organization, in order to contribute to organizational performance, knowledge management processes may be useful for problem solving, dynamic learning, strategic planning, and decision-making, and lead to increased flexibility and organizational intelligence (Pandey & Dutta, 2003, p. .435),

(Hislop, 2010, p. 779) believes that any attempts to manage organizational knowledge are called knowledge management which can be implemented in a wide range of ICT-based methods or indirect methods based on managing social processes, organizational structures, and creating culture. and people management approach.

(Harlow, p. 150) argues that knowledge management can be used to enable organizations to have more effective decision-making processes and to enable organizations to create new knowledge and apply this knowledge to generate more innovations in products, strategies and processes. It can also be used to enable the organization to achieve greater and long-term returns.

According to (Monavvarian & Kasaei, 2007,p.350): Knowledge management can be categorized into individual knowledge and organizational knowledge. Individual knowledge is the knowledge that resides in the mind of the individual, while organizational knowledge is the knowledge that is formed through interactions between technologies, technologies and people.

As for (Gold & al, 2001, p. 185) it was explained that in order to use knowledge management, organizations develop a specific knowledge system; which includes eight main processes: initiation to the generation of new knowledge; then access to valuable knowledge from external sources; Use of accessible knowledge in decision making; then integrate the knowledge into processes, products and/or services; followed by the representation of knowledge in documents, databases, and software; Facilitate the growth of knowledge through culture and incentives, transfer of existing knowledge to other departments of the organization; and finally measure the value of knowledge assets and/or the impact of knowledge management.

On the other hand, the knowledge management process begins with knowledge acquisition, followed by examination of knowledge acquisition tools (using techniques and techniques), and then knowledge capture, which is refined, analysed, stored and shared; With the dissemination of knowledge, new knowledge is created through the use of knowledge in the new production process and a new cycle of the knowledge management process begins.

From the above, we can note that there is a large multiplicity of definitions of knowledge management, and that there is no single, comprehensive, broad and agreed upon definition of knowledge management. A new field of knowledge is still in the stage of development and discovery.

So, we conclude in the light of this that we can say: that knowledge management is the organized and conscious effort directed by an organization or institution in order to capture, collect, classify, organize and store all kinds of knowledge related to the activity of that institution and make it ready for circulation and participation among individuals departments and units of organizations in order to raise the level of efficiency of decision-making and organizational performance

1-2 organizational performance

1-2-1 Defining organizational performance

Many researchers and scholars have dealt with the issue of organizational performance, trying to change its theoretical and applied fields, both according to its study and exchange. Accordingly, the concepts of organizational performance differed. Organizational performance (OP) is defined as the extent to which organizational goals and objectives can be achieved (Janepuengporn & Ussahawanitchakit, 2011, pp. 92-109)

It can also be considered as the outcome of all the operations carried out by the organization; it is a reflection of how the organization uses its resources and investment in a way that makes it able to achieve its goals.

1-2-2 Factors that support organizational performan

a-Customer service: Customer service is one of the most important issues that the organization's senior management cares about, regardless of the quality and size of its activity. So that service organizations use many of the methods and tools they possess to improve the quality of their services, which are intended to provide services that satisfy the desires and needs of their customers, whether internal or external, by meeting their stated and unstated requirements, needs and expectations.

b-Customer loyalty (Hadji and Dawli, 2017, p. 221): Customer loyalty is the cornerstone and indicator of success for any institution in its field of work, and ensuring its survival depends on its ability to win and maintain customer loyalty.

Brown defines customer loyalty as: "The expectation to buy a brand is often based on previous positive experience, meaning that the customer who is loyal is the customer who buys the same brand several times in succession. He purchased three or four times the same brand in a row and had a positive belief in the direction of this brand.

Mown defined it as: "The degree of positive belief of the customer in relation to the brand, commitment to it, and intent to continue purchasing it.

From the above, customer loyalty can be defined as:

- The process of repurchasing multiple times for the same product or brand.

- The institution's commitment to give it more than the customer expects, so that it is difficult for him to resort to another competitor.

And from it, it can be said that loyalty has an important role in the success of organizations with different activities and with different customers, whether internal or external, so institutions must use all methods and methods to improve the loyalty of their customers.

2- previous studies:

2-1 Study (Namdarian, 2021, pp. 85-108): This study attempts to verify the role of knowledge management (KM) in business firms and to this end a literature review was conducted and relevant components were extracted to visualize knowledge management and organizational performance (OP), And the relationship between KM and OP was presented in a theoretical framework, and to evaluate the proposed model, a questionnaire was submitted to 200 participants in five trading companies who were selected through different sampling, and the data were analyzed using Structured Equation Modeling (SEM) and Lisrel 8.8, The results showed that the model has an acceptable degree of relevance, and the obtained coefficient (0.41) showed a direct effect of KM indicators on OP, which indicates the important and positive relationship between KM and OP dimensions such as financial performance, quality of goods and services, employee performance, innovation and customer level. of satiation

2-2 Study (Himanshu, 2019, pp. 427-434): The study proposes a comprehensive model consisting of the various relationships between antecedents for effective knowledge management (KM) and organizational performance. A literature review was used along with a focus group discussion and a personal interview to design a tool and suggest seven hypotheses. Data were collected from 127 managers working in private sector organizations in India.To test the hypotheses, structural equation modeling (SEM) analysis through partial least squares (PLS) was used. The results indicate that although all hypotheses had the desired positive sign, five of them were significant, and this paper provides empirical evidence for the role of knowledge management planning and design (KMPD), knowledge management implementation and evaluation (KMIE), and technology in KM (TKM), Culture in KM (CKM), Leadership in KM (LKM) and Structure in KM (SKM) enhance organizational performance, moreover, improvements in organizational performance lead to improvements in financial performance*.*

2-3 Study (Hayfa & al, 2018, pp. 204-208): In this paper, the theoretical aspect of knowledge management has been critically studied to show the real impact of knowledge management and some of its practices on organizational performance. It has been proven that knowledge management including the knowledge process and infrastructure capabilities significantly positively affect all aspects of organizational performance directly or indirectly. In the same way, there is an urgent need for continuous training and educating the CEOs of educational institutions on the importance of knowledge management through Group work and training programmes.

2-4 Study (Saqib & al, 2017, pp. 25-33): This paper aimed to achieve two goals: the first is to provide an overview of knowledge management and highlight the importance of this area of practice, and the second is to provide a few case studies for the successful implementation of knowledge management from different industries, Thus, we will explore further the idea that knowledge management positively affects organizational performance by analyzing a number of case studies where knowledge management is practiced, highlighting the general interpretation of organizations, the current economy in which they operate, and the concept of knowledge management and how it can be used within organizations. By analyzing the cases of knowledge management is exercised and the impact it has had on the overall performance.

2-5 Study (Al-Ghazi, 2014, pp. 1-126): This study aims to measure the impact of knowledge management on organizational performance through the use of a balanced scorecard perspective,The study population consisted of (10) private Jordanian hospitals located in the city of Amman with a capacity of 100 beds or more. The study used the questionnaire as a primary tool for collecting primary data from the study sample. The total number of respondents was 101 who work in three administrative levels, and SPSS statistical analysis was used. Ver. 21 To test the hypotheses through multiple regression analysis, the results showed a significant statistical effect of knowledge management (creation, storage and application) on organizational performance using the balanced scorecard perspective, there was also a significant statistical effect of creating knowledge management on organizational performance using the financial perspective of the balanced scorecard, There was a significant statistical effect of storing and applying knowledge management on organizational performance using the balanced scorecard client perspective, In addition, there was a significant statistical impact of the application of knowledge management on organizational performance using the internal process perspective of the balanced scorecard, and there was a significant statistical effect of creating and applying knowledge management on organizational performance using the learning perspective of the balanced scorecard, and the study recommended private hospitals to pay more attention Knowledge management practices by holding training courses on how to use the knowledge available within the hospital.

2-6 Study (Zarqun and Arraba, 2014, pp. 121-132): This study aims at the impact of knowledge management on performance in the economic institution by introducing knowledge management and its methodology, presenting the theoretical framework for performance in the institution, and highlighting the impact of effective knowledge management on the components of performance intangible in the enterprise, represented in employees, learning, job satisfaction, internal processes and creativity, in order to ensure the achievement of outstanding performance in the end for the institution. Achieving job

satisfaction for employees, and raising their level of learning, through effective steps for knowledge management within the organization.

3- the field study:

3-1 sample and study tool

The sample is a part of the community that provides data on its characteristics and is representative of its properties, chosen by the researcher to conduct his study according to special rules in order to represent the community correctly (Abdul Hamid Al-Badawi, 2009, pg. 97). Bechar, where the content and results of the field study were related to the time during which questionnaire forms were distributed to a sample of 40 employees and received during the period between March and April of 2022

The study used the questionnaire as a tool for collecting primary data from the study sample, and the questionnaire questions were processed on the basis of the five-way Likert scale (SCALE LIKERT), which contains 05 answers (strongly agree, agree, neutral, disagree, strongly disagree), and this is so that we Determining the opinions of the respondents about the statements addressed in the questionnaire, and then unpacking and analyzing them using SPSS version 22.

3-2 Presentation and discussion of the results of the field study

3-2-1 Analysis of the personal data of the sample members

Table (1): The demographic characteristics of the study sample

Statement		Frequency	Percentage
Sex	Male	17	%42.5
	Female	23	%57.5
	the total	40	%100
the age	under 30 years	10	%25
	Old From 31 to 40 years	13	%32.5
	Old 41 to 50 years	11	%27.5
	Old Over 50 years old	6	%15
	the total	40	%100
Educational level	Specialized professional training	10	%25
	DEUA / BA	15	%37,5
	Master	13	%32 ,5
	Postgraduate (Master-PhD)	2	%5
	the total	40	%100
	Between 01-05 years	12	%30
	Between 06-10 years	15	%37,5

Seniority	More than 10 years	27	%67.5
	the total	40	%100

Most of the respondents were of the female gender, where their percentage amounted to 57.5% compared to 42.5% of males. The sample is also distinguished by the fact that most of its members are from the young group, as the percentage of respondents who are less than 30 years old accounted for the largest percentage, which is 32.5%.

As for the educational level variable, it was found that the bachelor's level acquired the largest percentage, reaching 37.5%, and when examining the years of experience of the respondents, we find that the largest percentage of 67.5% among workers whose work exceeded the field of more than 10 years

3-2-2 Analyzing the answers of the study sample members
a. The validity and reliability of the study tool

Table (2): Cronbach's alpha coefficient for study variables

Questionnaire axes	Number of questionnaire	questions Stability coefficient Alpha Cronbach	coefficient of validity = square root of reliability
knowledge management	10	0,708	0,841
Customer service	08	0,717	0,846
Customer Loyalty	08	0,854	0,924
The questionnaire is complete	26	0.845	0.919

The value of α for the total form (reliability coefficient) was (0.845%), which is a good percentage as it is higher than the accepted percentage, in contrast to (0.919) as a validity coefficient, and therefore the reliability of the tool is verified, which makes us confident in its validity to analyze the results, test hypotheses and answer the problem of the study.

b. knowledge management dimension

Table (3): Arithmetic averages and standard deviations of the expressions dimension of knowledge management

Number	Statement	Arithmetic mean	Standard deviation	General trend
1	The organization seeks to collect information about its competitors on a regular basis	3.97	1.031	OK

2	The organization listens to the opinions and suggestions of its employees	1.15	0.937	Strongly Disagree
3	The company seeks to gain the opinions of its customers on the services it provides	4.02	1.077	OK
4	Enterprise management stores knowledge in a comprehensive database	4.15	0.964	OK
5	The management of the institution works to disseminate information to all its employees	4.07	1.037	OK
6	Employees and customers can know the status of the institution by publishing periodic reports and results achieved by the institution	4.14	0.743	OK
7	The organization categorizes information according to its priorities	2.05	0.832	neutral
8	The organization can easily retrieve the stored information	2.16	0.656	Strongly Disagree
9	The organization has the ability to apply available knowledge to solve problems	3.74	0.745	OK
10	The institution applies knowledge in developing and innovating new administrative services and processes	4.00	0.988	OK
	knowledge management	**3.415**	**0.712**	**OK**

Source: Prepared by researchers based on the outputs of SPSS.V22

By reviewing the results of the "knowledge management" variable, we note that the answers of the studied sample tend to "consent", as the arithmetic mean of the answers from the distance knowledge management as a whole was (3.415) and with a standard deviation (0.712). According to the scale of the study, this variable indicates that the general trend of individuals was at a high level, and we note that all the answers of the research sample members to phrases according to the outputs of spss are trends of opinions, the majority of which are in agreement, and this indicates that the institution is interested in knowledge management.

c. **customer service dimension**

Table (4): Arithmetic averages and standard deviations of the expressions dimension of customer service

Number	Statement	Arithmetic mean	Standard deviation	General trend
1	The institution provides a platform to receive customer complaints	4.06	0.90	OK
2	The management of the institution periodically follows up on customers' complaints and provides solutions to them.	4.70	1.037	Strongly Agree
3	The organization's management works on designing its organizational processes and services in a manner	3.82	1.27	OK

	commensurate with customer satisfaction and suggestions.			
4	The management of the institution meets the urgent and new needs of customers through the organization, procedures and means of providing service.	4.57	1.064	Strongly Agree
5	The institution conducts studies and research to identify customers and meet their needs.	4.77	1.477	Strongly Agree
6	The management of the institution presents suitable offers to customers in terms of price and services	3.54	0.943	OK
7	Providing after-sales services.	3.81	1.032	OK
8	The Foundation provides special offers for certain groups of society.	4.46	0.256	Strongly Agree
	Customer service	4.228	1.012	Strongly Agree

Source: Prepared by researchers based on the outputs of SPSS.V22

Through the above table, we note that the answers of the studied sample are directed to "approval", as the arithmetic mean of the answers from the distance knowledge management as a whole was (4.228) and with a standard deviation of (1.012). According to the scale of the study, this variable indicates that the general trend of individuals was at a high level, and we note that all the answers of the research sample members to statements according to the outputs of spss are trends of opinions, the majority of which are characterized by strong approval, and this indicates that the institution cares about serving its customers

d. customer loyalty dimension

Table (5): Arithmetic averages and standard deviations of the customer loyalty dimension statements

Number	Statement	Arithmetic mean	Standard deviation	General trend
1	The management of the organization seeks to achieve customer satisfaction and loyalty	4.42	1.101	Strongly Agree
2	The management of the institution markets its services through technology in order to ensure the loyalty of its customers.	4.30	1.037	Strongly Agree
3	The management of the institution is keen to organize quality services.	3.92	1.17	OK
4	The organization grants privileges to regular customers in order to maintain them.	4.25	1.164	Strongly Agree
5	Improving working conditions for internal customers and giving incentives.	3.77	1.277	OK
6	Putting offers and discounts on national and religious occasions and holidays	3.44	0.943	OK

7	Your organization operates within the framework of social responsibility.	3.71	0.932	OK
8	Your organization is constantly building a relationship with customers.	3.96	0.856	OK
	customer loyalty	**3.971**	**0.913**	**OK**

Source: Prepared by researchers based on the outputs of SPSS.V22

Through the above table, we note that the answers of the studied sample are directed to "approval", as the arithmetic mean of the answers from the distance knowledge management as a whole was (3.971) and with a standard deviation (0.913). According to the scale of the study, this variable indicates that the general trend of individuals was at a high level, and we note that all the answers of the research sample members to phrases according to the outputs of spss are trends of opinions, the majority of which are in agreement, and this indicates that there is loyalty from customers to the institution.

3-3 Testing the validity of the hypotheses

Table (6): The impact of knowledge management on the two variables: customer service and customer loyalty

Study variables	knowledge management				
	Regression coefficient	Reliability coefficient B	Correlation coefficient R	Coefficient of determination R2	Sig
Customer service	0.324	1.345	0.654	0.498	0.063
customer loyalty	0.425	2.324	0.539	0.432	0.069

Source: Prepared by researchers based on the outputs of SPSS.V22

3-4 Analysis of the results

a- First Hypothesis:

H1: There is a statistically significant effect at the level of significance (0.05) for knowledge management on the customer service dimension in the Regional Directorate of Mobilis Bechar.

Through the table, we note that the correlation coefficient is r= 0.654, which is equivalent to 65.4%, and from it, it can be said that the relationship is strong between knowledge management and customer service. As for the coefficient of determination, R^2, it reached 0.498, which is equivalent to 49.8%, and from it, it can be said that knowledge management affects customer service by 49.8%.

And since 0.063sig = greater than alpha 5%, we accept the hypothesis H1, that is, there is a significant effect of knowledge management on customer service.

b- Second Hypothesis:

H1: There is a statistically significant effect at the level of significance (0.05) for knowledge management on the customer loyalty dimension in the Regional Directorate of Mobilis Bechar.

Through the table, we note that the correlation coefficient is r= 0.539, which is equivalent to 53.9%, and from it can be said that the correlation is somewhat strong between knowledge management and customer loyalty. As for the coefficient of determination, R^2, it reached 0.432, which is equivalent to 43.2%, and from it, it can be said that knowledge management affects, by 43.2%, the loyalty of customers.

And since 0.069sig = greater than alpha 5%, we accept the hypothesis H1, that is, there is a significant effect of knowledge management on customer loyalty.

c- Main premise:

There is a statistically significant effect at the level of significance (0.05) for knowledge management on the organizational performance dimension in the Regional Directorate of Mobilis Bechar

Table (7): The impact of knowledge management on organizational

Study variables	knowledge management				
	Regression coefficient	Reliability coefficient B	Correlation coefficient R	Coefficient of determination R2	Sig
organizational performance	0.427	2.378	0.564	0.451	0.066

Source: Prepared by researchers based on the outputs of SPSS.V22

Through the table, we note that the correlation coefficient is 0.564 = r, which is equivalent to 56.4%, and from it, it can be said that the correlation is somewhat strong between knowledge management and organizational performance. As for the coefficient of determination R^2, it reached 0.451, which is equivalent to 45.1%, and from it, it can be said that knowledge management affects 45.1% of organizational performance.

And since 0.066sig = greater than alpha 5%, we accept the hypothesis H1, that is, there is a significant effect of knowledge management on organizational performance.

Conclusion:

Knowledge management is considered as one of the most common and controversial management techniques especially with regard to the link between knowledge and the overall performance of the organization. Previous studies focused on the relationship between them, but the lack of understanding and consensus is still a major issue nowadays.

The current study attempted, in the first place, to identify the various dimensions and factors that constitute knowledge management and its relationship to improving its performance through the dimensions of customer service and loyalty at Mobilis Corporation in Bachar.

The study reached the following results:

➢ There is a direct and positive relationship between knowledge management and organizational performance in its two dimensions (customer service and customer loyalty) at Mobilis Corporation.

➢ The correlation coefficient indicated the strength of the relationship between knowledge management and organizational performance.

The study suggests:

➢ The need to build a knowledge system management team to follow up on the application of knowledge management systems in Mobilis Corporation,

➢ Strengthening interest in knowledge management to gain customers' trust and increase their loyalty.

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