Knowledge management as a mechanism for activating intellectual capital in the National Fat Corporation - ENAP-

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Abstract:

This study aims to determine the extent to which knowledge management contributes to developing intellectual capital in the National Fat Corporation ENAP, by knowing the opinions of the organization's presidents and employees, and to achieve the objectives of the study, we used a questionnaire As an essential tool To collect data, it was distributed to a sample of 50 workers and was retrieved50 questionnaires, and for analysis we relied on: descriptive statistical analysis, arithmetic mean, standard deviation, simple regression, and The study concluded that the institution depends on attracting knowledge from outside the institution and does not depend on the human element of the institution, and this is what the field study proved, as there is no effect of generating knowledge on the structural capital of the institution, and there is a positive effect of distributing and applying knowledge on the structural capital. As for storing Knowledge had a negative impact on structural capital and this is consistent with the reality of our national economic institution.

Keywords: Knowledge management; knowledge management processes; intellectual capital; ENAP.

Jel Classification Codes:D80, O34.

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1. Introduction:

The most prominent outcome of environmental changes is the shift from a material economy based on money to a knowledge economy based on knowledge and intellectual capital, where knowledge today constitutes an important foundation and a purposeful administrative means for the institution, and the reason In addition, all institutions are exposed to growing pressure to increase and improve product quality or Services with high-tech quality are in line with these economic challenges.

In light of all these developments, it has become necessary for institutions to apply knowledge management as a tool, especially after realizing the importance of knowledge as an important asset in achieving the institution's goals and in the shift towards a knowledge economy based on investment in intangible intellectual assets, which necessitates the importance of exploiting intellectual and mental energies. For individuals and work to grow and develop it and make intellectual capital a strategic resource for the institution that guarantees its survival and continuity.

In light of the above, the problem of this study crystallizes in answering the following main question:**Does knowledge management have a role in activating the intellectual capital of the national institution? ENAP?**

To address aspects of this problem, we decided to ask the following sub-questions:

- What is the concept of knowledge management? What are its various operations?
- What is meant by intellectual capital and what are its most important components?
- What role do knowledge management processes play in developing intellectual capital?
- Or what is the relationship of knowledge management to intellectual capital?

To answer the problem and sub-questions, the following hypothesis can be formulated:

-There is a positive role for knowledge management in activating the intellectual capital of the national institution ENAP.

We aim Through this study to:

- Providing a theoretical vision about the concept of knowledge management and intellectual capital with their various sub-dimensions.
- Identify the role of knowledge management processes in developing and investing in intellectual capital.
- Studying the impact of knowledge management processes on developing intellectual capital at the National Fat Corporation ENAP and adopting it as a factor in success and maintaining the organization's competitive advantage.

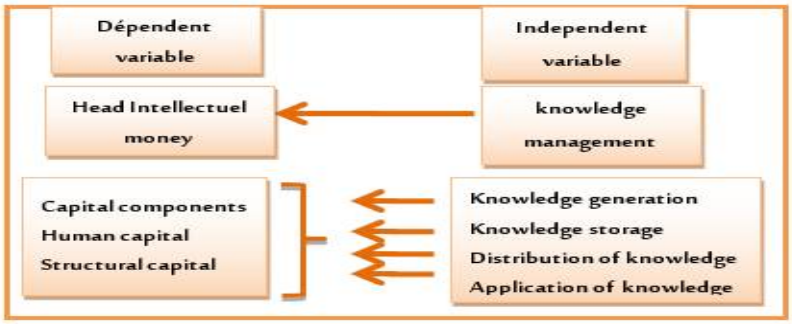
- Or verify the relationship and role of knowledge management processes in developing intellectual capital at the National Oil Foundation ENAP.

The emerge important This is amazing the study from during studying it For a topic Characterized With modernity And Importance big For organizations Considering Knowledge management is one of the most important development inputs in light of the knowledge economy, especially since it contributes to establishing strong organizations that rely on investing in intellectual capital and contributing to its development as it is the lifeblood of organizations. Supplier a worthy of investigation Excellence in performance and in order to maintain its competitive position in Indulgence intensity the competition.

To address this issue, the deductive approach is followed with its descriptive and analytical tools in order to provide an accurate description of the data and an analysis of the data by projecting the theoretical aspect onto the institution. ENAP to verify the validity or otherwise of the hypotheses and to extract the most important results produced by the field study.

- **Study model:** Based on the theoretical framework and in light of the study's problem and objectives, a model was formed that explains the study's objectives and dimensions. The following figure shows the study model that clarifies the relationship between the independent variable and the dependent variable.

Figure No. (01): The proposed model for the study variables



2. Study littérature:

2.1 The theoretical framework of the study:

2.1.1 Concepts about Knowledge and its types:

The importance of knowledge management in the organization increases with the increase in the size of the role played by the information and knowledge that individuals possess within the organization as the most important input into the productivity process. Before talking about knowledge management in the organization, we see it necessary to talk about the concept of knowledge, and the views of researchers have varied on the definition term **Knowledge.**

- **Concept of knowledge:Knowledge** It constitutes one of the basic elements within an integrated chain that begins with signals and progresses to data, then to information, then to knowledge, then to wisdom, which is an effective basis for innovation. (Al-Taher, 2019, p. 13)

Known Nonaka said in 1994: "Knowledge is the correct, justified belief that increases the individual's ability to perform...no about what to Effective use of information, learning, and experimentation with interpreting the information.(Hsu, 2006, p. 26)

Knowledge is known as it is processed and understood information that can be used to address problems, make decisions, deal with different situations, and respond to the requirements of rapid change in the environment surrounding the organization. (Adam, 2018, p. 28)

As she was known to be a combination of experiences, skills, capabilities, and contextual information accumulated by employees and the organization. These are different types, including tacit and explicit knowledge and know-how. (Al-Sitar, 2009, p. 26).

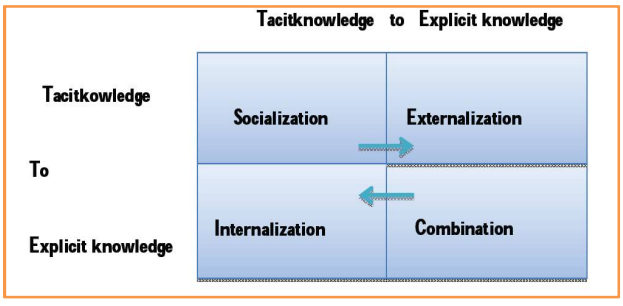
From the above, it is clear to us that knowledge is the result of the use of information and facts that accumulate among individuals over time.

Knowledge is classified according to Nanoka and Takeuchi (Nanoka & Takeuchi) into two types:

- **Tacit knowledge tacit knowledge**:In fact, it is found in the skill of how to know (How-Know (Skills) Tacit knowledge relates to skills within the mind and heart of every individual that are not easy to transfer or transfer to others. This knowledge may be technical or cognitive.
- **Explicit (apparent) knowledge Explicit**:It is formal, standard, encoded, solid, systematic knowledge that is quantitatively expressed and transferable and learnable. It is called leaky knowledge due to the possibility of leaking it outside the organization and we find it in forms of protected intellectual property such as patents, copyrights, trade secrets...etc. .(Titi, 2009, p. 43)

And it was put **Nanoka & Takeuchi)** is a model that allows these two pieces of knowledge to be transferred according to the following form:

Figure No. (2): model (Nanoka & Takeuchi)



Source:(Nonaka, 1994, p. 19)

The elements of the figure can be explained as follows:

- Socialism Socialization Which includes converting from implicit to implicit It is among the easiest forms of knowledge exchange because it is transmitted spontaneously at every point in the work, but in this state the knowledge remains in the minds of its participants and is difficult to document.

- Illustrations Externalization From implicit to explicit, so that it takes the form of concepts and models that facilitate their transfer and participation.
- Synthesis Combination: It is the conversion from explicit knowledge to explicit knowledge, such as schools and colleges.
- Interior Internalization: Which emphasizes the conversion from explicit knowledge to implicit knowledge. Through repeated performance of the task, the explicit knowledge becomes inspired like the implicit knowledge.

2.1.2.Knowledge management concept:

It cannot be said that there is one comprehensive, broad, and agreed-upon definition of knowledge management, as there are many differences regarding defining one specific concept for this new term. Researchers have differed in dealing with the concept of knowledge management according to their differences in specializations and scientific and practical backgrounds, and this is because the breadth and dynamism of the field of knowledge management.

❖ **The concept of knowledge management:**He knew her Dubrin (2001) Knowledge management is the organized sharing of information to achieve many goals such as creativity, non-duplication of efforts, and Competitiveness. (Al-Nasr, 2012, p. 71)

And he knows Ha Daft (2001) Knowledge management is the effort made by managers to organize and build the organization's capital of information resources.(Al-Nasr, 2012, p. 72)

And according to (United Nations Development Program (UNDP): It is the creation, sharing and use of knowledge to achieve developmental results. It can be defined as the practice of applying knowledge from previous experiences to decision-making, and using it in current and future decisions for the purpose of improving the effectiveness of the institution. (Issa and Qawadriya, 2019, p. 149)

As for Wiig)) He defined knowledge management as planning, organizing, controlling, coordinating and generating knowledge and knowledge assets Linked to intellectual capital, processes, capabilities, and personal and organizational capabilities, so that the greatest possible positive impact is achieved to achieve competitive advantage. (Wiig, 1993, p. 20)

Najm Abboud Najm believes that "knowledge management is the systematic process of directing the stock of knowledge and achieving its leverage in the organization in an efficient manner that other organizations cannot imitate to be the main source of profit."(Najm, 2005, p. 97)

For these purposes the study: Knowledge management can be defined as the management of critical knowledge that depends on the knowledge base and aims to add value to the business, and is carried out

through regular processes of diagnosing, acquiring, generating, storing, developing, distributing and applying knowledge in the organization.

❖ **The importance of knowledge management:**The importance of knowledge management lies in it being an indicator of a comprehensive and clear way to understand knowledge management initiatives in removing restrictions and restructuring that helps in development and change to keep pace with the requirements of the economic environment, increases the company's returns, employee satisfaction and loyalty, and improves the competitive position through focus. On intangible assets that are difficult to measure and whose results appear in the long term, therefore knowledge management is more crucial and vital in the information age than in the industrial age. (Al-Ali, Kandilji, and Al-Omari, 2006, p. 28)The importance of knowledge management lies in the following points:

- Knowledge management is a great opportunity for organizations to reduce costs and raise their internal capabilities to generate new revenues.
- Linking all knowledge, information and experiences, enabling the organization to develop as an interactive entity.
- It is a systematic process for coordinating the organization's various activities towards achieving its goals.
- Knowledge management allows an organization to identify the required knowledge, document what is available, develop it, share it, apply it, and evaluate it.
- It is a tool to motivate organizations to encourage the creative capabilities of their human resources to create good and new knowledge and to detect in advance the unknown relationships and gaps in their expectations.
- It provides an opportunity to obtain a permanent competitive advantage for institutions, through its contribution to enabling the institution to adopt more innovations represented in offering new goods and services.(Al-Zayadat, 2008, p. 60)

❖ **Objectives of knowledge management:**

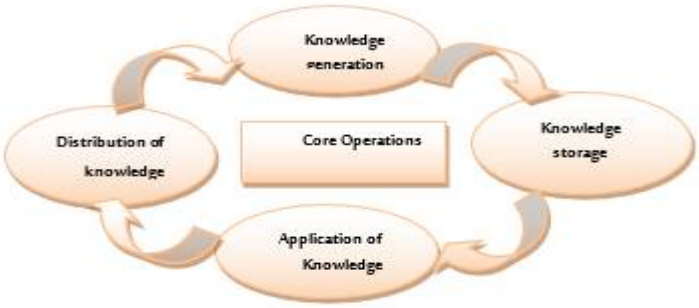
- It works to achieve productive efficiency by enabling members of the organization to deal with many issues, especially new ones, as it provides them with the necessary ability to make decisions with high efficiency.
- Knowledge management helps in achieving economic organization as it is mainly directed at the ability of the organization, i.e. the ability of the organization to use tacit and virtual knowledge.
- Attracting greater intellectual capital to develop solutions to the problems facing the organization.
- Work to build leadership capable of creating a knowledge system, which undertakes the process of managing all activities related to knowledge management.(Tashtoush, 2021, pages 32 and 33)

- Developing unified foundations and standards for knowledge management that help develop the professional and educational aspects of knowledge management specialists.
- Control and control of processes related to knowledge management.(Al-Razzaq and Hammadi, 2017, p. 265)
- Satisfaction Customers to the greatest extent possible, by reducing the time taken to complete the required services, and improving her level continuously.
- To encourage Working in a team spirit, and achieving positive interaction among the work group through various practices and methods adopt it Organization to exchange and share knowledge. (Al-Ajrafi, 2018, p. 69)

❖ **Knowledge management processes:**Writers and researchers differed in the processes included in knowledge management, and the divisions varied according to what each other saw, but they agreed that knowledge management processes work in an integrated manner with each other, and each process depends on the other.

❖ **Model Finik & Will 2003:**This model presented knowledge management according to the organization's core business processes, and divided knowledge management processes into four basic processes: generating knowledge, storing knowledge, distributing knowledge, and applying knowledge, as shown in the following figure:**Shape: model Finik & Will**

Figure No. (3): Core processes of knowledge management



Source:(Issa and Qawadriya, 2019, pages 178 and 179)

This model relies on these processes because they are the most comprehensive of all models, especially since the processes of generating, storing, distributing and applying knowledge do not occur arbitrarily by chance, but rather in the light of diagnosing the required knowledge and defining its goals. These processes will be explained in some detail to create clarity about what each one means and its importance.

- **Firstly - Knowledge generation:** These are those processes that mean: all processes that refer to the generation and acquisition of knowledge, but in different ways and from different sources. Purchasing refers to obtaining knowledge through direct purchase or through contracts. The use and employment. Absorption it refers to the ability to understand, and assimilation for apparent knowledge, and families it refers to obtaining the knowledge hidden in the minds and minds of creative people, and innovation It refers to the generation of

new, undiscovered and reproduced knowledge, and discovery It refers to the identification of available knowledge.(Elham, Baaj, and Ben Bartal, 2019, p. 114)

- **Secondly- Knowledge storage:**The process of storing knowledge goes back to organizational memory Organize Memory Which contains knowledge that exists in various forms, including written documents, information stored in electronic databases, and human knowledge stored in expert systems. Expert Systems The knowledge contained in documented organizational procedures and processes, and the tacit knowledge acquired from individuals and business networks.(Alyan, 2012, p. 212)
- **Third - Share and Distribution of knowledge:**This process is the first step in the process of using knowledge receipt appropriate knowledge to the right person, at the right time, in the right format, and at the right cost. The organization can achieve knowledge sharing through training, which is the main means of sharing, but most of the knowledge sharing processes takes place through communication processes, which are the fastest, most flexible, and fluid to move across the organization's internal boundaries.(Kenza and Bin Hamoud, 2020, page 125)
- **Fourth –Application of knowledge:**Application means using or benefiting from the process. The application process is considered the primary goal of the entire knowledge process by harnessing it in the activities of organizations. The application process requires preparing the organization to make the most of employing knowledge to serve it.(Al-Douri and Ahmed Fathi Muhammad, 2013, page 08)
- The effective application of knowledge helps organizations increase their effectiveness, reduce their costs, and improve their competitive position, and this is what most researchers have agreed upon. Knowledge management processes are a continuous process that complement each other, and each stage is necessary for the next stage with a unified process of identifying knowledge. Extracting it and benefiting from its application. (Ghars, 2023, p. 26)

2.1.3. Introduction to intellectual capital:

Due to the growing role of knowledge and the increased focus on abilities, skills and knowledge Individuals, As the true generator of value, creativity and innovation, interest has begun in intellectual capital, especially in high-tech companies whose activity is focused on knowledge. From this standpoint, many attempts have been made to define intellectual capital, including the following:

According to Stewart 1997 he Intellectual material - knowledge, intellectual property information and experience that is put to use in order to create profitable wealth because today's economy is fundamentally different from yesterday's economy. In what he knowsMalhotra2003 "Mental strength, its sources - knowledge, information, intelligence, and experience affect the increase in the market, operational, and developmental value of the organization."

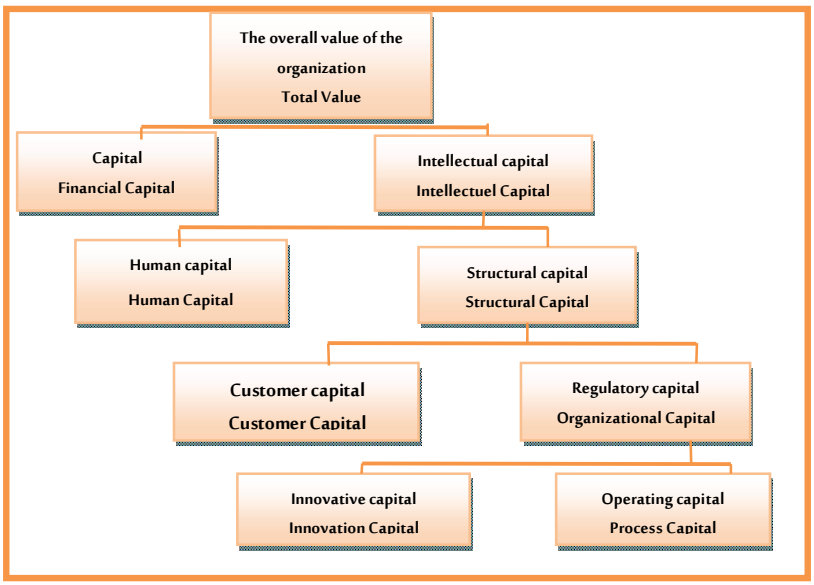
Table No. (1): Some definitions that address the concept of intellectual capital (Al-Anazi and Saleh, 2008, pages 146 and 147)

And he knew him Peter Drucker Intellectual capital is a group of people that possess experience, knowledge, creative ability, and innate talents that enable them to advance progress at the national level.(Osman A., 2018, p. 94)

And in a light Definitions Previous Male, it turns out that as the money Intellectual is the mental ability of a certain group of people Resources Humanity, represented by competencies capable of generating ideas related to creative development For systems, Activities, processes, and techniques strategies, This ensures that the organization has a competitive advantage.

❖ **Elements and Components of intellectual capital Through a model Bontis:**Thinkers have dealt with multiple classifications to determine the components of intellectual capital, which together constitute multiple intellectual models that describe intellectual capital. Since the difference between the market value and the book value of the institution is due to the material or moral resources it possesses, and the difference between the two values is found in what are called the components of intellectual capital, and the following figure shows the elements and components of intellectual capital in shaping the value of modern institutions.

Figure No. (04): Enterprise value classification tree



Source:(Bontis, 2001, p. 45)

Be seen Bontis Intellectual capital consists of two main parts, the first part is human capital, which represents the knowledge preserved in the minds of workers within the organization, so that human capital consists of a combination of creative abilities and skills and is linked to the individual personally, while the second part is structural capital, which is The supporting infrastructure that enables human capital to work is the property of the organization and remains within it even after employees leave permanently or temporarily, so that it includes databases, documents, computer programs and organizational structures. Structural capital, in

turn, consists of two elements: capital Organizational capital includes the organization's culture, information systems, communications technology, and customer capital, which includes relationships with customers and meeting the needs and support of customers. Organizational capital, in turn, depends on two elements: innovation capital, which is represented by patents and copyrights. Design, deployment, and operations capital, which includes technologies and business units. (Bontis, 2001, pp. 44-45)

❖ **Role of Intellectual money And its importance:**Intellectual capital receives great attention in the contemporary knowledge-based economy, where its importance is highlighted by the fact that it represents the most important source of profitability and the competitive pillar of the institution. Paying attention to it is an inevitable matter imposed by the nature of scientific challenges, rapid technological developments, and new competitive pressures. Intellectual capabilities have become one of the most important factors. Excellence and competitive distinction in the global knowledge-based economy. All innovations begin with creative ideas, and the process of building an intellectual base represents a major commitment for senior management. It requires time, effort, and material and financial resources. Rather, it requires reorganization and new engineering for various activities. And operations.(Bushmal and Zarzar, 2020, pages 64 and 65)

According to (Al-Assaf 2004), the importance of intellectual capital is that it provides creative and innovative capabilities that contribute to solving problems and developing performance methods in business organizations, which makes intellectual capital of growing importance due to its vital and pivotal role in creating sustainable competitive advantages for business organizations. In addition to this, interest in studying the concept of intellectual capital, its elements, methods of measuring it, and reporting helps the organization's management focus its attention on its development and protection, supports the organization's goal of increasing the value of its shares, and helps increase the efficiency of financial markets by providing investors with information that enables them In addition, failure to understand the value creation process and neglect of intellectual capital may result in losses at the organization level. (Ahmed, 2020, page 207)

❖ **Characteristics of intellectual capital:**Intellectual capital is characterized by a set of characteristics that distinguish it from other types, and by reviewing many of the literature on intellectual capital; the following characteristics can be identified:

- **First – organizational** Intellectual capital, in terms of the strategic level, is spread at all levels and in varying proportions. As for the organizational structure that suits intellectual capital, it is certainly a flexible organizational structure. As for formality, it is used in a very low manner, and the trend prevails towards decentralization for its use in management. Clearly. (Al-Maqsoud, 20117, p. 188)

- **Second - Professionalism:** Within the framework of the professional vision of intellectual capital within organizations, we find that attention is focused on organizational education and training for enrichment, and intellectual capital is characterized by high and diverse skills and experience.
- **Third - Behavioral and personality:** Intellectual capital tends to take risks to a large degree, so it deals with topics that are characterized by certainty, initiative, and appreciation of ideas and constructive proposals. It has the ability to make decisions without hesitation, and it has high levels of intelligence, sharp perseverance in work, and high self-confidence. (Samina and Bourahla, 2016)

❖ **Measuring intellectual capital:**There is no doubt that every economic event has a specific value. The goal of measuring this value is to provide users with information that helps in making sound economic decisions, and this value is presented in the form of digital information and data that helps in comparing it with others, and it must be honest and accurate, and it is called the accounting value of the economic event. (Kassab, 2014, p. 79)

Based on the above, the accounting measurement of intellectual capital is "a dynamic process of measuring the effort, services and activity of the human element. The goal is not to measure the value of the human being as a human being, but rather to measure the amount and value of the services he provides to the institution." It is "the process of measuring the services of the human element through cost and return, and by monetary or non-monetary means, and the goal of the internal or external report on the results of this measurement is to communicate them to its users in a timely manner so that the various parties can make rational decisions regarding intellectual capital.».(Zarzar, 2020, pages 114 and 115)

- **"Scandia experience" Skandia In measuring intellectual capital:**The directors of the Swedish insurance company found Skandia "In the 1980s, traditional management and accounting theories did not accurately reflect the value within the company, and since Skandia provides services that rely heavily on knowledge, and its inventory represents a small portion of its assets, it struggled to identify means to evaluate and describe the importance of intangible assets. In the company. (Al-Zayadat, 2008, p. 297)

"The company was" SKandia"The first to prepare an annual report to analyze its intellectual capital, and even went to great lengths when it appointed Advanson."Edvinsson"As the first manager in the world to manage intellectual capital, he and his colleagues invented the concept of the navigator or captain."Navigator (which I borrowed from navigation) Navigation) it means navigating or exploring and fully understanding the subject, as the institution's capital was divided into: financial capital and intellectual capital. As for intellectual capital, I considered it composed of four elements: focus on the human element, focus on the customer, focus on operations, as well as focus on modernization and development. All of these components were studied at the same time and within the environment surrounding the institution, so that they benefit from past experiences. It

is projected onto the present time in order to anticipate the future to improve and develop the organization's performance, taking into account external environmental factors.(Moghaddam, 2021, pages 5, 6 and 7)

2.1.4. The relationship between knowledge management and intellectual capital:

Confirms Stevenson & Rastogi However, the relationship between intellectual capital and knowledge management is close because they depend on the individual and the power of his brain, as knowledge is a strategic resource and an important component of intangible assets whose acquisition requires reliance on experience and the exchange of information. The relationship between them is also embodied in knowledge management investing in intellectual capital data in a way that contributes to enhancing the competitive advantage of business organizations to gain growth and competitive superiority for the organization.(Ghars, 2023, p. 129)

Knowledge management also plays a vital role in building organizations, as it greatly affects organizational performance in various dimensions, such as individuals, processes, and products, in addition to the overall performance of the organization. In general, this impact can be determined through the following:

- **The impact of knowledge management on employees:** Knowledge management affects employees in different ways. The first is that knowledge management can detail their learning process, through each other as well as from external sources of knowledge. Such learning allows for exponential growth, achieving the ability to change in response to the requirements of technology.

Secondly Knowledge management makes employees more flexible, in addition to enhancing their work satisfaction. This means helping employees build their learning capabilities to solve and address the various problems they face in the world. Business. In general, knowledge management leads to achieving three very important things for any organization locally or globally and these things are::Expanding the experiences of employees; Support and increase customer satisfaction; Increase profit and returns.

- **The impact of knowledge management on employee learning:** Knowledge management helps workers learn and move towards renewable knowledge by embodying knowledge and making it available to everyone, in addition to working to integrate explicit and tacit knowledge.
- **The impact of knowledge management on employee alignment:** When workers are wary of the major changes that may occur in the future, they will not be surprised by the occurrence of these changes. Being wary of new ideas, as well as participating in free discussions, not only makes workers ready to respond to any radical changes that may occur, but also makes them more accepting of those changes. Changes. Here, knowledge management has achieved great harmonization within the organization**.** (The Curtain, 2009, pages 276-277)

- **The impact of knowledge management on employees' job satisfaction:** There are direct benefits that affect individual workers, the most important of which is that the worker becomes more capable of learning and better than other institutions that suffer from a lack of knowledge. As well as better preparation for workers to deal with various variables, these benefits enable workers to feel better, through strengthening their knowledge and increasing their skills, in addition to strengthening their market value compared to workers in other institutions. (Zeina and Gazibaon, 2017, p. 284)

2.2. Previous studies:

- **First study**: Study by Malika Abdel Ghars 2023 entitled the role of intellectual capital as a mediating variable between knowledge management and competitive superiority. A case study of a sample of banks operating in the state of Annaba. This study aims to identify the role of intellectual capital in mediating the relationship between knowledge management and competitive superiority in the Algerian banking sector. This study was conducted on a sample of commercial banks operating in the state of Annaba. The questionnaire was relied upon as a tool in collecting information and was distributed to a sample of 340 individuals. The study reached several results, the most important of which was the absence of a direct effect of knowledge management in achieving respiratory excellence, with There is an indirect positive effect of knowledge management in achieving competitive superiority in light of the presence of intellectual capital as an intermediary variable. The study recommended the necessity of paying close attention to, developing and preserving intellectual capital, and that plans and strategies for competitive superiority focus on quality and continuous improvement of the services provided. And on the use of information and communication technology as a support for knowledge management.
- **Second study:** studyRicardo Vinícius Dias Jordão and Jorge Casas Novas for the year 2022 under the title Information and knowledge management, intellectual capital, and sustainable growth in networked small and medium enterprises This study aims to analyze the strategic effects of the association of small and medium enterprises Size of knowledge networks(k-networks)On information and knowledge management ((IKM and intellectual capital (IC(This study included senior executive managers (Managing partners Presidents and CEOsn The results of this research revealed that the process of forming a network, which includes culture and incentives to exchange information and knowledge, especially strategy, is an important factor in explaining integrated knowledge management to create, exchange and organize data, information and knowledge. Intellectual capital in its three dimensions (human capital and... relational and structural capital).

As you point out the results indicate that it is not enough for small and medium enterprises to be similar or coexist. There must be structures, strategies, cultures, and incentives for the exchange of information, information, and knowledge between the institutions participating in such networks. The interactions and

relationships inside and outside the network are looked at as they are important motivating factors for the process of exchanging information and knowledge between small and medium enterprises.

Title: The impact of knowledge management (Zhenyang Zhang, Xinyuan Wang, and Dongphil Chun, 2022The third study: a study

On developing innovation through intellectual capital as an intermediary variable The Effect of Knowledge Sharing on Ambidextrous Innovation: Triadic Intellectual Capital as a Mediator this study aimed to find out the main reason what drives institutions to encourage knowledge exchange is leadership of innovation, and what role do the components of intellectual capital play in this relationship? How do the different components of intellectual capital affect the relationship between them? This study adopted a tripartite perspective to divide intellectual capital into human, structural, and relational capital. The study analyzed 349 questionnaires distributed to a sample of founders Thighs technology. The study concluded that human capital and structural capital have a positive impact on innovation, Relational capital has a positive impact on innovation Exploitative innovation, but has had little impact on exploratory innovation

Knowledge sharing had a significant positive effect on all three components of intellectual capital. Unexpectedly, there was no direct effect of knowledge sharing on innovation, and the components of intellectual capital had a full mediating role between knowledge sharing and innovation.

The study recommended that organizations should pay more attention to the role of relational capital when adopting exploitative innovation, and at the same time, she reminded teachers that innovation may only be encouraged when knowledge sharing increases intellectual capital, so misuse of management tools must be avoided and ineffective management practices must be reduced.

- **Fourth study:** Al-Wafi Rabeh's study is one year2022 titled the impact of intellectual capital on achieving strategic goals in economic institutions: a communications case study Algeria, M'sila This study aimed to identify the impact of intellectual capital on achieving the strategic goals of economic institutions from the point of view of a sample of Algeria Telecom workers and executives in M'sila. The study tool (questionnaire) was used to collect and analyze data, and it was concluded that there is an impact of human and customer capital on achieving the strategic objectives in the institution under study, and that it does not there is an impact of structural capital in achieving these goals. This study also presented a set of recommendations that focused in their entirety on the necessity of valuing intellectual capital as a modern and important source of wealth, and developing it in order to achieve the goals and objectives set by economic institutions in general and Algeria Telecom in particular...
- **Fifth study**:Study by Abdul Muttalib Bissar and Al-Hashemi Bin Wadh in 2020. This study aims to attempt to highlight the role of investment in intellectual capital on knowledge management processes. The research dealt

with the study of the Algerian Telecommunications Company in the state of M'Sila. To achieve this from a practical standpoint according to a scientific methodology, opinions were collected, processed and analyzed. 38 unified administrative workers in the company's branches in the state of M'Sila. This study concluded that the company has an interest in investing in its structural capital, followed by investing in its customer capital, then investing in its human capital. The results also showed that there is a great interest for the company in tacit knowledge and it works to encourage knowledge sharing among its members. The study recommended strengthening the relationship between investment in intellectual capital and knowledge management programs in the organization, and maximizing the mutual relationship between them in a way that serves the company and employees.

- **Sixth study:** A study by Ahmed Saleh Al-Athari and Maha Muhammad Aqeel Sayed Ali for the year 2017 under the title Knowledge Management and Cognitive Capital in Kuwaiti Organizations. This study aims to demonstrate the importance of knowledge management as a principle of modern management in the world. This research also aims to measure and examine reality. The current study of knowledge management in Kuwait and its development to achieve the goals of development, growth, and competition for organizations by increasing investment in people and workers to achieve work effectiveness and studying the relationship of knowledge management to invention and development. The research sample included 24 government institutions in Kuwait, and the research population were managers of computer departments. Automation and administrative and human development departments to be more effective. The results indicate that knowledge is important and helps institutions mainly to survive in the world of competition by providing institutions with the necessary means to control their valuable resources and organize their uses effectively. Senior management must reconsider the administrative method followed and the social and cultural work environment in order to be able to measure the extent of their success.

❖ **What distinguishes the current study from previous studies?**

The current study is based on combining the two variables (knowledge management and intellectual capital), so that the added value of the current study is highlighted in studying the role of knowledge management with its four processes in developing and activating intellectual capital, which in turn is considered a moral resource from the resources of the National Oil Foundation.ENAP While the unit of analysis in our study was employees at various levels.

The processes of knowledge management and intellectual capital are rich in many dimensions and difficult to study completely, and the difference from one study to another is due to the difference in the environment and the place where the study is conducted.

3.Field study:

As we mentioned previously, we are trying to project the theoretical aspect onto a leading institution in the County of Mascara through a field study in which we relied on direct contact with the executives and workers of the institution. We will present the stages of this study as follows:

3.1 Methodology and procedures Field study:

This study was completed using the descriptive analysis method through descriptive statistics tools that are used to analyze the data collected through the survey (sampling), which consists of distributing a questionnaire with a set of questions on the subject of the study in order to find out the opinions of Presidents and employees of the institution National anointing ENAP From the study population to answer the study questions and test its hypothesis.

Table No. (01): Related statistics with a form Questionnaire

Statement	Distributed forms	Returned forms	Canceled forms	For valid forms
the number	50	50	00	50
The ratio	100%	100%	0%	100%

Source: Prepared by the two researchers Based on results the study

The questionnaire form was presented to the respondents in a thoughtful manner, as most of the questions were specific and different in order to facilitate statistical processing. This questionnaire was divided into Two parts, one for information Personal General data and general information about the institution for the study sample. The second part deals with the basic axes of the study, and it was divided into two main axes with a total of 3.3In a statement, the axes of the questionnaire were as follows:

- **The first axis:** This axis measures Knowledge management processes in the National Fat Corporation ENAP And it includes22pbarH**.**
- **The second axis:** This axis measures Components of intellectual capital at the National Fat Corporation ENAP It includes 11 phrases.

The five-point Liker scale was relied upon as a tool for the field study and analysis of the questionnaire, since it is the scale that most expresses the opinions of the respondents and is the most easy to understand. We used the closed form in the answers, as it contains five answers from rank 1 to 5, as follows: 1, strongly disagree, 2 Disagree 3 Neutral 4 Agree 5 Strongly agree.

To determine the length of each dimension of the five-point Likert scale used in the two axes of the study, the score (5-1 = 4) was divided by the five dimensions of the scale to obtain the length (4/5 = 0.80), and after this value was added to the lowest value in the scale. And she is the one. We find the range of each dimension as follows:

- Totally disagree: The average belongs to the range (1.80-1.00)
- Disagree: The average belongs to the range (2.60-1.81)
- Neutral: Average belongs to the range (3.40-2.61)
- OK: Average belongs to the range (4.20-3.41)
- Completely OK:belongs to domain (4.20-3.41)

3.2 Study results:

By analyzing the results of the questionnaire statements, relying on descriptive statistics tools, to reach the impact of knowledge management in the complex ENAP on the intellectual capital of the institution through the following stages:

❖ **Cronbach's alpha factor to measure Tabat the questionnaire was valid:**In order to ensure the validity of the internal consistency of the questionnaire that was distributed to the research sample, or in order to determine the reliability of this tool, the following tests were carried out:

Table No. (02): Cronbach's alpha coefficient for the measurement Tabat Study tool

Number of questions	Cronbach's alpha result
33	0.928

Source: Prepared by The two researchers Based on Questionnaire data and program spss2023

From Table No. (-), we note the value of Cronbach's alpha in axes Questionnaire 92.8%This indicates that there is a strong trend acceptable And Existence consistency Internal between questionnaire items.

❖ **Normal distribution test For the interviewer's phrases:**Through coefficient Kolmogorov-Smirnov My father is used to detect the quality of the variable, whether it is parameterized or not, and the results are in the following table:

Table No. (03):Normal distribution For the interviewer's phrases

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistique	df	Signification	Statistique	df	Signification
Generation Knowledge	,168	50	,001	,929	50	,005
Store Knowledge	,176	50	,001	,883	50	,000
Distribution Knowledge	,159	50	,003	,902	50	,001
Application Knowledge	,136	50	,022	,951	50	,037
Head Human money	,200	50	,000	,733	50	,000
Head Structural money	,183	50	,000	,927	50	,004

Source: P34repared by the two researchers Based on Questionnaire data and program spss2023

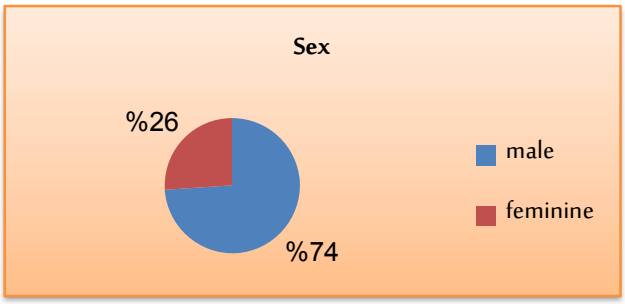
We note from (table) that the test result Kolmogorov -SmirnovIt appears that the probability value (SIG=0.00) for all expressions, that is, less than (0.05). This means rejecting the null hypothesis, which states that the variables follow the natural law, i.e., its parameters. Therefore, we conclude that the expressions are non-parametric, and on this basis we will use nonparametric statistical analysis tools.

❖ **Descriptive analysis of questionnaire data:**

- **First: Descriptive analysis of sample characteristics by gender:** A descriptive analysis of the personal information of the study sample will be addressed, which includes gender, age, educational qualification, and professional experience.

Table No. (04): Distribution of sample members by gender

Sex	Repetition	percentage
male	37	74.0
feminine	13	26.0
the total	50	100



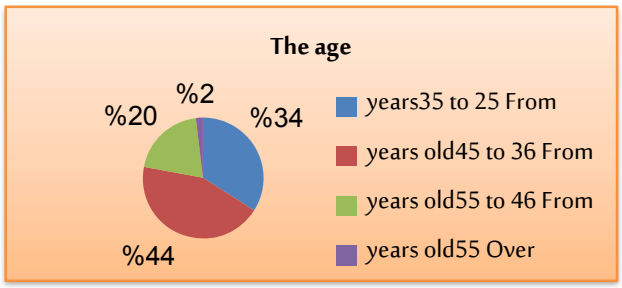
Source: Prepared by the two researchers Based on Questionnaire data and programspss2023

We note from the table (04) the majority of the study sample are males, as they constitute 74% of the total individuals in the study sample, while females constitute 26%. This means that the male group tends toward the economic sector that attracts males more than females because of the characteristics that distinguish it, such as the region in which the economic institution is located. Which are usually far from cities, and transportation on missions.

- **Second - Descriptive analysis of sample members by age:**

Table No. (05):Distribution of sample members according to age

The age	Repetition	Percentage
From 25 to 35 years	17	34.0
From 36 to 45 years old	22	44.0
From 46 to 55 years old	10	20.0
Over 55 years old	01	2.0
the total	50	100



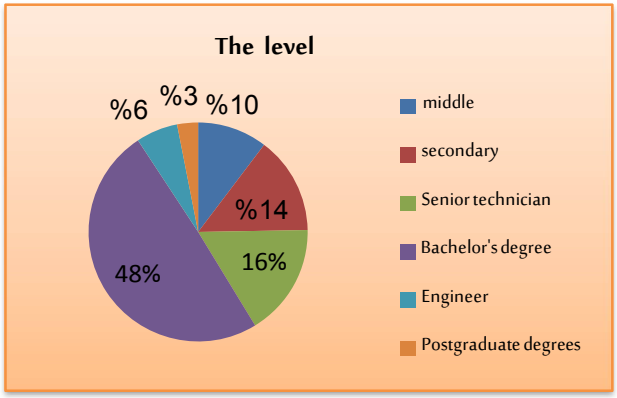
Source: Prepared by the two researchers Based on questionnaire data and program out put spss2023

As for the age variable, which was divided into four categories, we note from table () that the percentage%44The study sample ranges in age from 36 to 45yearAnd the percentage is 34%Of the respondents, their ages were from 25 to 35 years, while the percentage of respondents between 46 and 50 years was 20.%And the category over 55 years old has a percentage of 2%These results indicate that the institution has a tendency to attract and employ young age groups, which are considered the most suitable for implementing policies and achieving the institution's strategic vision aimed at excellence.

-Third–Descriptive analysis of sample members according to academic qualification:

Table No. (06):Distribution of sample members according to academic qualification:

The level	Repetition	Percentage
middle	5	10.0
secondary	7	14.0
Senior technician	8	16.0
Bachelor's degree	24	48.0
Engineer	3	6.0
Postgraduate degrees	6.0	3
the total	**100**	**50**



Source: Prepared by the two researchers Based on questionnaire data and program spss2023

As for the academic qualification variable, it is noted that the majority of the respondents were workers who had obtained a bachelor's degree, at a rate of 48% percent then, the group whose educational level is secondary is 14% The percentage is 16% For the respondents who obtained a high technical degree, while the percentage of respondents whose educational level was average was 10%Finally, it was followed by those holding an engineering degree and postgraduate degrees equally in terms of percentage, as their percentage was 6% This is the lowest percentage, because many of those who obtain these certificates go to scientific research in universities and research laboratories.

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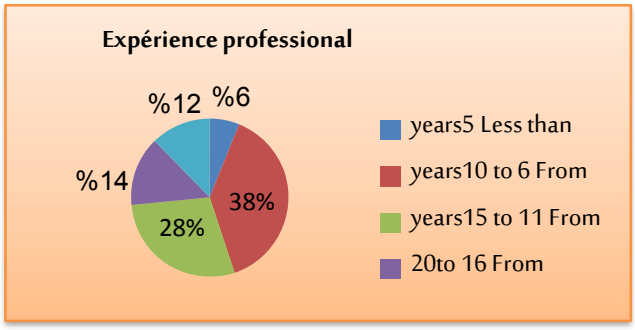
-Fourthly–Descriptive analysis of sample members according to professional experience:

Table No. (07):Distribution of sample members according to professional experience:

percentage	Repetition	Expérience
6.0	3	Less than 5 years
38.0	19	From 6 to 10 years
28.0	14	From 11 to 15 years
14.0	7	From 16 to 20
12.0	6	More than 20 years
100	50	**the total**



Source: Prepared by the two researchers Based on Questionnaire data and program out put spss2023

From Table No. 07, we notice that the percentage of religious workers whose experience ranges from 6 to 10 years is the largest category, 38%.%Then comes religious individuals whose experience is limited to (11 to 15 years), 14 individuals, at a rate of 28.%Then it is followed by the group whose experience is limited to (16 to 20 years) with 7 individuals, at a rate of 14.%As for the experience enjoyed by the respondents, they have more than 20 years, their percentage is estimated at 12%Finally, the group whose experience is less than 20 years is estimated at 12%

❖ **Trends in questionnaire statements and topics:**

–First - The first axis: knowledge management processes

Table No. (08): Knowledge management processes

The number	Ferries	SMA	standard deviation	Evaluation
01	Generation Knowledge	2,2160	,75468	not agree
02	Store Knowledge	2,1467	,70521	not agree
03	Distribution Knowledge	2,0600	,61331	not agree
04	Application Knowledge	2,2160	,69498	not agree
The general sum of the axis		**2,1596**	**0,6920**	**not agree**

Source: Prepared by The two researchers Based on Questionnaire data and program out put spss2023

Through the table above and according to the five-point Likert trend, we notice the arithmetic mean for the expressions of the first axis, estimated at (2,1596) and the standard deviation was estimated at (6920,0**)** AndBatali the trends in all the statements of this axis (generating, storing, distributing and appropriating knowledge) are in an unfavorable direction, and this means that the respondents' answers were against the existence of knowledge management in the first place.

–Secondly - The second axis: Components of intellectual capital

Table No. (09): Components of intellectual capital

The number	Ferries	SMA	standard deviation	Evaluation
01	Human capital	2,4353	1,14207	not agree
02	Structural capital	2,1800	,69076	not agree
The general sum of the axis		**2**,3076	0,9164	**not agree**

Source: Prepared by The two researchers Based on Questionnaire data and program spss2023

From the table we notice that the level of interest of the institution under study in its intellectual capital reached an arithmetic average of (2.3076).) and the standard deviation was estimated at (0.9164)Therefore, the direction of the expressions in this axis is a direction of disagreement, and this reflects the answers of the respondents, which indicate the institution's lack of interest in providing the appropriate atmosphere and all the necessary requirements and methods to increase its intellectual capital.

❖ **The relationship between the two axes of knowledge management processes and intellectual capital within the organization:**We will try through the correlation matrix of the Poisson correlation coefficient Poisson Concluding the existence or non-existence of the relationship between the components of the axes and also the quality of the relationship between them.

Table (No. 10): Correlation matrix between the two axes of knowledge management processes and intellectual capital

		Génération Knowledge	Knowledge storing	Distribution Knowledge	Application Knowledge	Humane capital	Structural capital
Knowledge Generation	Correlation by Pearson	1	,688**	,772**	,829**	,604**	,780**
	Sig. (bilateral)		,000	,000	,000	,000	,000
	N	50	50	50	50	50	50
Knowledge storing	Correlation by Pearson	,688**	1	,762**	,689**	,476**	,575**
	Sig. (bilateral)	,000		,000	,000	,000	,000
	N	50	50	50	50	50	50
Distribution Knowledge	Correlation by Pearson	,772**	,762**	1	,858**	,618**	,836**
	Sig. (bilateral)	,000	,000		,000	,000	,000
	N	50	50	50	50	50	50
Application Knowledge	Correlation by Pearson	,829**	,689**	,858**	1	,575**	,866**
	Sig. (bilateral)	,000	,000	,000		,000	,000
	N	50	50	50	50	50	50
Human capital	Correlation by Pearson	,604**	,476**	,618**	,575**	1	,517**
	Sig. (bilateral)	,000	,000	,000	,000		,000
	N	50	50	50	50	50	50
Structural capital	Correlation by Pearson	,780**	,575**	,836**	,866**	,517**	1
	Sig. (bilateral)	,000	,000	,000	,000	,000	
	N	50	50	50	50	50	50

Source: Prepared by The two researchers Based on Questionnaire data and programspss2023.

We notice from the table that there is a moderate to strong correlation between knowledge management processes and intellectual capital, and this proves the theoretical side of the subject. This means that the absence of any knowledge management process leads to the absence of other processes and also the absence of management processes. Knowledge led to a lack of intellectual capital within the organization.

❖ **And the-Study the impact of knowledge management processes on intellectual capital in the organization:**

- **Firstly-The impact of knowledge processes on human capital:**We ran a regression for the human capital variable as a dependent variable for knowledge management processesCH=f (GC, STC, RPC, APC). The regression results were as follows:

Table (10): Regression results

Analyze the explanatory quality of the model		Model signifiance analysais		Significance analysis of coefficients or estimators of model parameters		
				SIG	Transactions(A)	
The coefficient of determination R^2	Corrélation coefficient R	SIG	Fischer	,107	,529	Generating knowledge
,424	,651	0.000	8,279	,708	-,110	Storing of knowledge
				,087	,811	Distribution of knowledge
				,871	-,069	Application of knowledge

Source: Prepared by The two researchers Based on Questionnaire data and program spss2023

From the above table it is clear that the Pearson correlation coefficient R=,651)) and by (65.1%(with the coefficient of determination recorded)=0.424 R2)This means that knowledge management processes explain an estimated (2%4) of human capital within the organization, which is an average interpretation. The quality of the interpretation is average.

as the significance of the model is determined by Fisher statistics(F)The calculated calculation amounted to (8.279), which is greater than the Fisher tabular, and this is what was explained by (SIG=0.000That is, the model has no explanatory significance, and through the table that showed the non-significant regression model coefficients, this proves what was previously studied regarding the directions of the axes.

As for the coefficients of knowledge management processes, they are not statistically significant, and this indicates that knowledge management processes have no effect on human capital, and this proves the above, as there is no basis for knowledge management within the organization.

- **secondly-The impact of knowledge processes on capital Structural:**We ran a regression for the human capital variable as a dependent variable for knowledge management processesC STC =f (GC, STC, RPC, APC). The regression results were as follows:

Table (11): Regression results

Analyze the explanatory quality of the model		Model signifiance analysais		Significance analysis of coefficients or estimators of model parameters		
The coefficient of determination R^2	Corrélation coefficientR	SIG	Fischer	SIG	Transactions (A)	
,811	,900	0.000	48,181	,111	,181	Generating knowledge
				,027	-,231	Storing of knowledge
				,002	,517	Distribution of knowledge
				,002	,468	Application of knowledge

Source: Prepared by The two researchers Based on Questionnaire data and program spss2023

It is clear from the above table that the Pearson correlation coefficient R=,900)) and by (90%(with the coefficient of determination recorded)=0.811 R2)The strong explanatory quality of the model is estimated at (81.1%) Explains the knowledge management processes of structural capital within the organization.

The value(F)The calculated model estimate was (48.181), which is greater than the value F The tabulation at the level of significance (SIG=0.000That is, the model is not statistically significant.

As for the coefficients of knowledge management processes, the variable knowledge generation was not statistically significant, and this indicates the absence of knowledge creation in the institution under study. As for the changes in knowledge storage, knowledge application and distribution, they are statistically significant. Therefore, we can rely on the obtained coefficients, as we note that the coefficient Knowledge storage is negative, and this can be explained by the institution not having an information system. As for the distribution of knowledge, we notice that it has a positive effect. This can be explained by the fact that the institution depends on importing knowledge from outside it and then applying it, so the coefficient of knowledge application was significant and had a positive effect.

❖ **Results of the study:**The following results were reached in this study:

- It appears from the study that the institution depends on attracting knowledge from outside the institution and does not depend on the human element of the institution, and this is what the field study proved, as there is no effect of generating knowledge on the structural capital of the institution, and there is a positive effect of distributing and applying knowledge on the structural capital. The storage of knowledge has had a negative impact on structural capital, and this is consistent with the reality of our national economic institution.
- The applied study agreed with the theoretical aspect, as the lack of application of processes within the institution leads to the absence of knowledge accumulation within the institution and, consequently, the absence of intellectual capital, which depends mainly on human capital.

- The institution does not attract the highest level of skills and expertise to benefit from it, and the institution does not build and train its human element in order to create reliable intellectual capital in the areas of creativity and innovation, and also to create cognitive dynamism in the institution.

4- Conclusion:

The interest in this study focused on developing an intellectual framework for knowledge management processes and performance, where four processes were identified in supporting intellectual capital, so that knowledge management invests in intellectual capital data and applies them directly to gain an increase and achieve competitive excellence and sustainability in light of changes and Contemporary challenges, where the concept of both knowledge management and intellectual capital was analyzed with an attempt to establish the development of the relationship that links them in various direct and indirect effects, and through the field study we noticed that there is no knowledge management within the organization through the absence of its knowledge management processes. This is the reason for the lack of impact of knowledge management processes on the human element in the organization, but the impact that was confirmed of the process of distributing and applying knowledge on structural capital can be explained by the organization attracting technology and knowledge from outside the organization.

By presenting the theoretical framework of knowledge management and defining the precise role of the latter in developing and activating intellectual capital, and after presenting the experience of the National Foundation for Oil ENAP We arrive at the following recommendations:

- ✓ Urging increased interest and preservation of intellectual capital by the National Oil Foundation ENAP Which is considered an essential source of knowledge, because it possesses renewable mental and intellectual energies that are qualified for creativity and development, in order to create opportunities to confront the threats imposed in light of competition.
- ✓ It is necessary to conduct a periodic assessment of knowledge and develop an appropriate system of incentives that would create motivation among employees within the organization, in addition to encouraging teamwork through work teams of people with expertise for the necessary consultation.
- ✓ The necessity of providing an effective communication system that enables the transfer of various knowledge and information between various administrative levels in a way that helps in development, innovation and innovation.

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