"The Role of Knowledge Management Practices in Developing the Governance of Scientific Endowments in Saudi Universities from the Point of View of Their Administrative Leaders: An Applied Study"

Reasearchers:

Dr. Osman Mousa Osman Aqili

Professor, Department of Information Science. College of Arts and Humanities Associate

King Abdulaziz University, Jeddah ,Saudi Arabia

Email: uageeli@kau.edu.sa

Ahmed Saleh Farhan Ali

PhD Researcher at King Abdulaziz University, Scientific Endowment at King Abdulaziz University

King Abdulaziz University, Jeddah, Saudi Arabia

Email: Ahmad.S.F2020@gmail.com

Abstract

The aim of the current study was to identify the role of knowledge management practices in developing the governance of scientific endowments in Saudi universities by studying the reality of applying knowledge management practices) , and studying the obstacles facing their application in university knowledge(acquisition, storage, sharing and application of endowments from the point of view of their administrative leaders. The study included a theoretical and an applied aspect. To achieve the objectives of the study and achieve its desired results, the descriptive survey method was used. To measure the objectives of the study, a questionnaire tool was designed to collect data, consisting of (36) phrases distributed among the study themes and suitable for statistical analysis. The data was processed by appropriate statistical methods and analyzed through the Statistical Packages for Social Sciences (SPSS) program, and a comprehensive inventory method was used for a sample of (29) administrative leaders of university endowments. The results of the study showed that the sample participating in the study agreed that the reality of applying knowledge management practices in university endowments was rather inadequate with a moderate rating of (58%). The results of the study also showed that there are obstacles facing their application with a high rating of (71%). The results of the study also showed a statistically significant relationship in the trends of the study sample on the study themes due to personal variables (academic qualification, scientific specialization, practical experience). The study came out with several recommendations, the most important of which were: the importance of raising the level of awareness of the sample participating in the study about the importance of applying knowledge management practices in university endowments, and the importance of overcoming obstacles facing their application.

Keywords: knowledge management practices - governance of university scientific endowments - Saudi universities

Introduction:

The world today has entered a new phase known as the knowledge society, which requires that whoever produces knowledge owns it and is therefore qualified to lead, from this point of view, the focus of the research problem of the current study is "the **role of knowledge management** in developing the governance of scientific endowments in Saudi universities. By studying the reality of the application of knowledge management practices, and the obstacles facing their application in university endowments from the point of view of their administrative leaders, we will address these concepts in general, specifically the relationship of interdependence and integration between these concepts and their impact on each other.

Many studies confirm that the adoption of knowledge management applications within organizations achieves many advantages, and these advantages include, but are not limited to increased efficiency and effectiveness, enhanced decision-making capabilities, improved performance, increased productivity, enhanced creativity, achieving competitive advantage, and rapid response to changes within the surrounding environment. Although the concept of knowledge management and its applications are widely spread in the business sector, (Increases 2014) Research, experiments, and applications of this concept in universities and university endowments affiliated with it, non-profit organizations, and service community

organizations of all kinds, are still limited and insufficient (El Sawy 2007) . Universities and university endowments are among the most important organizations that are based on the production and investment of knowledge, and they are one of the most suitable organizations to adopt the entrance to the application of knowledge management, which has an effective impact on the success of performing its tasks of teaching, scientific research, and community service, based on the fact that intellectual capital obliges universities in general and their endowments in particular. By exploiting and employing its potential, knowledge and information to improve its performance, status and reputation among educational institutions, hence knowledge management appeared as an inevitable result of the sovereignty of knowledge in this era, so it became one of the most important inputs for development and change, and thus can make a qualitative leap in the level of performance of the most important institutions of society (Al-Otaibi and Al-Sabbagh 2008) .

In light of the limited scientific studies aimed at discussing the applications of knowledge management in universities and their endowments at the global and local levels, especially with regard to studying the reality of the application of knowledge management practices and the obstacles to their application in university endowments from the point of view of their administrative leaders, the current study aims to study the reality of the application of knowledge management practices and the obstacles to their application, The importance of the current study lies in the fact that it dealt with the subject of knowledge management applications, which is one of the modern administrative trends in the environment of Saudi universities in general and their university endowments in particular, so subjecting this concept to further study and research sheds more light on the importance of the subject and attracts more attention to it at the intellectual and applied level, and thus this study will contribute to enriching the Saudi and Arab library in this aspect (Eds and Sweets 2014) . On the other hand, the application of knowledge management in Saudi universities and their endowments first require the removal of obstacles that stand in the way of their application and work to develop them, in addition to the capabilities provided by modern information technology for knowledge management such as the information network, data stores, the internal network, and knowledge work systems, which facilitates the performance and promotion of knowledge management in organizations (Al , Akalbi 2008; Chughtai & Zafar 2006) .

In the same context, the implementation of knowledge management can face many obstacles, including lack of awareness regarding the concept of knowledge management, insufficient funding, time constraints, the nature of construction projects, staff resistance, insufficient documentation, in addition to other obstacles that include (Magdy, Eid, & Khodeir 2021) the restricted level of knowledge and knowledge sharing, the scarcity of IT specialists, lack of Internet access, scarcity of appropriate staff training, and limited budgets. Moreover, Cultural barriers, insufficient resources and financial challenges can hinder the development and implementation of knowledge management. (Arqawi , Al-Hila, &Naser 2018) (The- Seoud &Taj-Eddin 2018) To overcome these barriers, it is necessary to integrate employee empowerment, IT and commitment to managerial leadership, as well as to review institutional and operational structures, conduct technology audits, and enhance the financial allocation of knowledge management programs and projects (Przysucha 2019) . Organizations that address these barriers can effectively implement knowledge management and achieve competitive advantage (Abebe & Kabaji 2016) .

The non-profit sector in the Kingdom of Saudi Arabia appeared in frameworks and labels that reflect different concepts of the sector, so it is called the third sector, the charitable sector or the voluntary sector, and in general, they are different concepts that pour the same context for a group of non-profit organizations in their various fields and objectives, and in line

with the importance of this sector and the focus of the wise government on empowering it, believing in its role and effective impact on the social , developmental, and economic ((NCNPS) 2021:7) levels.

Governance is one of the important modern topics, which has been widely spread in business organizations, especially in the last decade, and the global financial crisis that led the world to an economic recession, casting a shadow not only on investment and investor operations, but also on the normal lifestyle of individuals (Mujahid and Ali 2012:451–52) . With this spread, the concept of governance has moved from companies to universities and schools, and the concept of governance of educational institutions has emerged recently due to the contribution of universities and schools in most countries of the world to development in its various social, economic, administrative, political, health and other aspects, which is an important and vital part of the general society, and it also has its reciprocal relations with this society, Governance is described as a new mechanism with its complete structure, which is based on transparency and integrity, is characterized by efficient use of resources, building a matrix of systems and standards that control work, and work to improve its outputs in a way that achieves the objectives of the institution, and makes it able to achieve quality and competition efficiently and competently and spread the culture of governance, which is originally the achievement of good governance with its various administrative rules, which will make it a state and a process of direction and a health system that works to strengthen institutions, and secure the safety of their behavior, and the integrity of their (Khudairi 2005:23) behaviors. Today, the concept of corporate governance has become the focus of attention of academics, economists and politicians in all countries, whether developed or developing, because of the link between this term and the strengthening of the group of workers in their homes that they work at the level of institutions and the state, and governance is in short to involve all parties in the organization in the decision-making process, and determine the responsibility of officials and their rights and duties for the management of the organization in order to reach the highest levels of efficiency in work (Nassereddine 2012) . Because universities are currently operating in a dynamic, rapidly changing environment, this in turn has led to complex problems due to intense competition, globalization, and increased awareness of the benefits of governance. Which forced it to abandon the traditional ways of working and search for other new ways to ensure building bridges of trust between the university and the owners (Harout 2018:3) .

The endowment dates back to the prosperous history of Islamic civilization and the scientific movement starting from the era of the Prophet and the Rightly-Guided Caliphs until the present, which flourished at the time and was a beacon of science and scientists and was not limited to its infringing benefit to Muslims only, but attracted and benefited non-Muslims, and university endowments and in light of the state's interest in the education sector, and in light of this momentum and scientific movement, Saudi universities have achieved scientific achievements and had an echo at the level of the Arab and international world, where Many academic accreditations, and most of them adopted scientific endowments - which are cloned experiences of the endowments of large international universities and have huge investments - and provided them with support, assistance and all facilities to play their societal role, and these endowments include: Scientific endowment at King Abdulaziz University in Jeddah, which is considered the first nucleus of scientific endowments in Saudi universities, which encouraged many Saudi universities to reproduce that experience, and from those universities we mention King Saud University in Riyadh, King Abdullah University of Science and Technology in Thuwal, King Fahd University of Petroleum and Minerals in Dhahran, Prince Sattam University in Al-Kharj and other universities.

From this standpoint, the current study will shed light on the study of the reality of the application of knowledge management practices and the obstacles to their application in the endowments of Saudi universities, whether cultural, organizational or technological challenges, and what increases the importance of the study, it seeks to provide a theoretical and applied framework for how to overcome the obstacles to knowledge management in Saudi universities and university endowments.

Study problem:

By reviewing the literature of Al-Nashur, and what has been reviewed from previous studies, such as the following studies: (Al-Othman 2013; Al-Juhani 2016; Alhudaibi 2016; Thursday 2021 a 2021 ، b ; Al-Dakhil and Al-Qarni 2018; Sharif 2016; S.B.A. Al-Anzi and Al-Harbi 2015; Al-Ghamdi 2021; Faqih 2017; Al Qayed 2022; Absolute 2010; Xian 2019; Aqili 2021; Kamal El-Din and Abu Zeid 2019) (Blackman & Kennedy 2009; Dasgupta, Sahay, & Gupta 2009; Hume & Hume 2015; Zyngier , Burstein, &McKay 2006)

Within the framework of improving the performance of non-profit organizations, which contributes to the development and strengthening of their governance to meet the growing needs of society, it has become necessary to adopt the concepts and principles of modern management in the management of these organizations, and at the forefront of these concepts is knowledge management as those organizations are the most knowledge-producing and invested in them to serve the needs of society, and therefore they are the most appropriate organizations to adopt this concept, and the fact that the study application environment is the place of work of the researcher, as he saw the need to study the reality of applying knowledge management practices in endowments. The university and the challenges facing its application, as it sought to have a positive impact on it and promote it at all economic, social, and developmental levels through the following points:

1. Improving decision-making processes to develop the university endowment environment and governance.

2. Raising the level of creativity and innovation in university endowments.

3. Achieve competitive advantage.

Therefore, the study sought to shed light on the study of the role of knowledge management practices in developing the governance of scientific endowments in Saudi universities and the obstacles facing their application, theoretically and practically at the level of those organizations, which we express in the research problem, which is determined through the following main question:

What is the role of knowledge management in developing the governance of scientific endowments in Saudi universities?

The importance of choosing the problem of the current study lies in the fact that it addresses the following research gaps:

▪ The fact that most of the previous studies - as far as the researchers know - dealt with the study of the roles of knowledge management and its relationship to the efficiency of performance or the quality and excellence of institutional performance in educational institutions or government agencies of a service and security nature, but they did not address the study of their relationship with university endowments, and this is what the researchers seek through the current study.

▪ Challenges facing the application of knowledge management practices in the university endowment environment.

▪ The role of information technology in facilitating knowledge management practices in university endowments.

Importance of the study:

The importance of the current study lies in the following points:

1) The study focuses on studying the reality of the application of knowledge management practices in university endowments and the obstacles to their application.

2) Highlighting the strengths and weaknesses of the reality of applying knowledge management practices in university endowments.

3) The study should contribute to providing a scientific study from a modern perspective of the current research problem in all its dimensions, in line with the vision of the Kingdom of Saudi Arabia 2030.

4) It is considered to keep pace with modern trends in the specialization of knowledge management and its applications.

Objectives of the study:

The current study aims to identify the role of knowledge management practices in developing the governance of scientific endowments in Saudi universities, by studying the reality of the application of knowledge management practices and the obstacles to their application in university endowments from the point of view of their administrative leaders, in light of the new university system, which is in line with the Kingdom's Vision 2030, by improving the effectiveness of the performance and efficiency of university endowments for their various activities, one of the aspects of this improvement Achieving knowledge investment, raising the efficiency and effectiveness of the performance of its knowledge makers, and working to improve outputs in order to achieve the Kingdom's Vision 2030 and empower the non-profit sector by studying the following sub-objectives:

1) Studying the reality of applying knowledge management practices in university endowments from the point of view of their administrative leaders.

2) Highlighting the challenges facing the application of knowledge management in university endowments from the point of view of their administrative leaders.

Study Questions:

Considering the objectives and variables of the study, the present study seeks to answer the following main question:

What is the role of knowledge management in developing the governance of scientific endowments in Saudi universities?

It has the following sub-questions:

1) What is the reality of applying knowledge management practices in university endowments from the point of view of their administrative leaders?

2) What are the obstacles facing the application of knowledge management in university endowments from the point of view of their administrative leaders?

Study Methodology:

The study included a theoretical and applied aspect, and to achieve the objectives of the study and reach its results, the descriptive survey approach was used, and to measure the objectives of the study, a questionnaire tool was designed to collect

data, consisting of (36) phrases distributed on the axes of the study, valid for statistical analysis, and its data was processed and analyzed by appropriate statistical methods through the program of statistical packages for the social sciences (SPSS).), and the method of comprehensive inventory was used for a sample of (29) leaders from the administrative leaders of university endowments.

Theoretical framework and previous studies:

This part of the study can be divided into six main sections, related to the reality of the application of knowledge management practice in university endowments, their governance, obstacles to their application and their relationship to each other, in addition to previous studies and commenting on them:

First: Knowledge Management

To study the conceptual framework of knowledge management, we will discuss in this part of the study the concept of knowledge management, its objectives and application practices as follows:

Knowledge Management Concept:

Knowledge management has become in recent decades and in most countries of the world, one of the basic topics in management, and globalization and the new opportunities it has provided to organizations, and the accompanying developments in communication systems and advanced technologies, have helped all of this has increased the interest of organizations in knowledge management, as organizations in the past focused on concrete work and scenes, then began to be interested in the role of information in improving performance, then interest developed to include the role of knowledge, and how Dealing with them with the aim of improving the effectiveness and efficiency of individuals, and thus improving the effectiveness and efficiency of the organization (Al-Bashabsheh and Al-Hamad 2009).

The way to face the challenges of the times and find sound solutions to the problems of managers, scholars and researchers lies in the search for knowledge management, knowledge management, knowledge economy and knowledge societies are concepts that have emerged recently and attribute (Al-Ali, Kandilji , Omari 2012) the reason for their emergence to the following reasons:

1) The development of information and communication technology in our time, which in turn has led to a focus on knowledge to reach valuable knowledge amid this huge amount of knowledge of several types that is increasing day by day.

2) The emergence and expansion of Internet applications during the last decade of the last century, which coincided with the massive information and communication revolution.

In the same vein, knowledge is increasingly being treated as a vital resource for organizations and economies, he suggests (Printer 1994) . Knowledge management has gained importance in the management literature in recent years and has become a vital topic for writers and researchers, and this importance is attributed to the belief of the academic and business communities that organizations can achieve long-term competitive advantages by taking advantage of knowledge and its applications (Bhatt 2001). . Paul Quinta's in his book Knowledge Management in the New Century, published in 2001, says:

"The economist Alfred Marshall explained in 1980 that capital consists in large part of knowledge, and that knowledge is the most powerful engine of the organization in production."Knowledge management gains its importance through the goal it seeks to achieve, which is to provide knowledge continuously, and translate it into practical practices that help achieve the goals of the organization (Al-Zariqat 2011) .

Compared to the rest of the tangible and intangible resources, knowledge is the most valuable strategic resource in building and sustaining the competitive advantages of organizations, as well as the most important resource of those resources in the growth of the organization, and the least restrictive resource in terms of its use, knowledge is not subject to the problem of scarcity due to frequent use, but on the contrary, its use and good management contribute to the generation and development of new ideas at a cheaper cost. (Shtebi 2014)

Many scientists have made attempts to derive a comprehensive definition that encompasses the various aspects of knowledge management, including all its constituent elements. However, these attempts have not succeeded in coming up witha single universally agreed definition. One of the main reasons for this failure of consensus is due to the initial disagreement among scientists about what knowledge is, which leads to ambiguity as to what can be managed. Bhatt supports this view, asserting that "there is no agreement among researchers on what It relates to the attributes of knowledge and the techniques used in its dissemination." (Bhatt 2001)

Several different definitions of knowledge management were given (Aqeel 2004), , as it defined it as delivering the right information to the right person at the right time, and then providing the necessary tools to analyze that knowledge and give the person the ability to act and make the right decision as soon as possible.

He believes that knowledge management is a process whereby the intellectual capital of the organization is extracted and invested, with the aim of reaching efficient, effective, and innovative decisions to give the organization a competitive advantage and obtain the loyalty and commitment of customers. (Yeh 2005:36)

In a view, the word knowledge is the most controversial word in the field of knowledge management. Writers and scholars have tried (Shtebi 2014) to develop a comprehensive, specific, and acceptable concept of knowledge, but no one has been able to do so, despite agreeing on the fact that knowledge is a precious resource, and that it is the real wealth of individuals, organizations, and societies. Francis Bacon says in his definition of knowledge very briefly: "Knowledge is power," and this applies to every knowledge seeker, whether an individual or an organization. Organizations seek power by collecting, distributing, sharing, and applying knowledge (Qatarization 2011) .

Knowledge Management Objectives:

The practice of applying knowledge management includes a set of events and efforts aimed at achieving multiple goals in the organization, and the importance of knowledge management lies in achieving those goals through the following points that he mentioned (Al-Jabali and Al-Kubaisi 2015) :

- Generate the necessary and sufficient knowledge to carry out cognitive transformation processes and achieve the education process.
- Preserving knowledge, i.e., storing it in the places designated for it.
- Acquire knowledge and distribute it to the relevant authorities as needed.

- Facilitate the process of knowledge sharing.
- Seeking to find leadership capable of building and applying the approach to knowledge management.
- Control and control processes related to knowledge management.

Knowledge Management Application Practices:

Knowledge management application practices are key elements of knowledge management, along with organizational performance and empowerment, and many researchers have made unremitting efforts to study each of these elements separately to determine its impact on the organization and can be seen as a structured format aimed at managing knowledge effectively. . (Lee & Choi 2003:79–228)

Knowledge management processes are called (knowledge life cycle) and are described as an iterative process, as it contains a set of processes: create, collect, organize, purify, disseminate, and apply and are affected by elements represented in: technology, beneficiaries, competitors and culture, and these elements can be considered as a compass for knowledge management . (Awad & Ghaziri, 2004)

There is no agreement between scientists and researchers in the field of knowledge management on the number and order of knowledge management practices, due to the different nature of the studies that have been carried out, their purpose and the concepts that are focused on, as each of these scientists sees these processes from a different perspective and angle (Al-Ali, Kandilji , and Omari 2012:38) .

According to a study, (Omari and Malkawi 2007; Hassan 2008:28) the core practices of knowledge management can be classified into four distinct processes: referred to as the core or basis of knowledge management processes, as follows:

1. Knowledge generation: It is the process of seeking, deriving, and using knowledge to contribute to the improvement and development of activities and practices carried out by individuals and institutions.

2. Knowledge storage: This stage is referred to as "organizational memory" that enables the organization to retain knowledge and thus facilitate its retrieval and use.

3. Knowledge distribution: It is the process of transferring and exchanging knowledge between individuals.

4. Application of knowledge: It is intended to make knowledge more suitable for use in the implementation of the organization's activities and more relevant to its tasks.

Therefore, we find that some researchers limit knowledge management processes to four processes and others exceed them, and because of this disparity and difference in their limitation and classification, we address the following two classifications from a group of classifications for a number of researchers: (Hamouda 2015)

It defines knowledge management processes in six stages, starting from the creation of knowledge, then its acquisition, and this is done by identifying it as valuable knowledge in an appropriate manner, and then the knowledge is preserved in an

effective manner after evaluation, review and verification of its accuracy, and finally the process of disseminating knowledge by making it available to the members of the institution on time and as needed. (Turban et al. 2007)

He believes that the basic processes of knowledge management can be reduced to five processes that work in their entirety within a framework surrounded by a set of social, cultural, organizational and technological elements, and through the full interaction between these processes knowledge management is carried out, and these processes include: (Alavi 1989)

1. Acquisition
2. Organization
3. Storage and Retrieval
4. Distribution.
5. Disposal.

Second: University Endowments

To study the conceptual framework of university endowments, we will discuss in this part of the study the concept of university endowments, their importance and objectives as follows:

The concept of university endowments:

Waqf in language is (imprisonment and prevention), and in jurisprudential terminology: it is "imprisonment of an eye and charity for its benefit". Imprisoning an eye means: not to dispose of it by (sale, mortgage, or gift), and it is not transferred by inheritance, and charity means its benefit: disbursing its benefits or proceeds to the righteous parties according to the conditions of the endowment. Waqfah is permissible according to all the fuqaha' (Saddle 2016:123–24) .

There are many definitions that dealt with endowments in general, and a special definition of the educational endowment can be drawn through what he referred to through the overall opinions of jurists in the definition of endowment, as the imprisonment of the eye from ownership, with charity in its benefit in acquiring and disseminating knowledge, i.e. locking up assets on the benefit of scientific and educational aspects, and these requirements vary from time to time and from place to place according to scientific and educational requirements, as the endowment system on science and its people is one of the most important sources of financing education in the Islamic model, This is a noble purpose urged by Islamic law and Muslims have been interested in it throughout the ages and urged the acquisition of the book and its endowment in mosques, schools and public libraries and evidence of the legitimacy of the endowment, and the scientific endowment in particular, many of which are mentioned in Sunan bin Majah and Tirmidhi from the hadith of Abu Hurayrah - may God be pleased with him - he said: I heard the Messenger of Allah (peace and blessings of Allaah be upon him) say: "The world is cursed, cursed is what is in it, except the remembrance of Allah and what is his father, a scholar or a learner", and the most famous of what was reported from the Prophet (peace and blessings of Allaah be upon him) about the virtue of endowment over knowledge and reward for it, what is proven from the hadith of Abu Hurayrah in what was narrated by Muslim in his Sahih, where he said: "If the son of Adam dies, his work is interrupted except for three: Accordingly, it can be said that there is a close link between the endowment and science that makes the former a primary source of funding for science, education and scientific

research, a function in which endowments excelled for many centuries, and declined in the past few decades, and the need today is urgent to reactivate the role of the endowment in scientific life and enhance its cultural function. (Jilali 2017:142)

The definition of the educational endowment also does not differ from the endowment in general, but the fruit of the educational endowment is directed to various educational purposes, and it has been defined by several definitions, perhaps the most comprehensive of which means: "The endowment dedicated to the various scientific aspects that have a role in supporting the scientific movement such as the endowment of mosques, schools, libraries and universities, the publication of research and various learning tools, and the sponsorship of scientists and students of science", and it was also defined as "a financial endowment used for the purposes of achieving scientific and technological progress, and works to support projects and industries that lead to the development of scientific, social and economic in our societies" (Nuwayran and Al-Baqum 2017:27).

Objectives of University Endowments:

The endowment represents one of the pillars of Islamic societies, as it had a prominent role in the Islamic construction extended since the mission of the Prophet, peace and blessings be upon him, so he worked on the prosperity and cohesion of the Islamic community and instilled the morals of moderation, mercy and love, and this interest in the endowment continued until the Mamluk era and the endowment system spread greatly, as it developed and flourished in an unprecedented way in human history until there became competition between sultans and princes in the establishment and financing of endowments in order to get closer to the common people to gain their trust and loyalty. In the modern era, many societies, especially Western ones, have witnessed a steady growth of charitable work, accompanied by a development in the concept of endowment, which led to the diversity and accumulation of endowment proceeds over time until it became an important part of the national wealth in these countries. This interest in the scientific endowment in general and the scientific endowment chairs in particular coincided with the emergence of the thought of social responsibility, which dictates that business organizations should have a strategic dimension that somehow serves social responsibility in order to create a society that carries sustainable development, which will inevitably positively affect the competitiveness of these institutions. (Jadidi 2017:32).

Waqf in Islam has several benefits and advantages, some (Towards a Knowledge Society 2008:29) of which can be mentioned through the following points:

- The endowment achieves the principle of solidarity among the members of society to help their rich and their poor and their world their learner, so that love and respect prevail among the members of society and instill in them the qualities of cooperation and altruism.

- The endowment is a guarantee for the survival of the money for a long time, so the benefit lasts, and the interest prevails, as the base of its beneficiaries expands, and in return the permanence of the reward and an appreciation of the situation.

- The endowment achieves major social interests in the establishment of places of worship, science, ligaments and restrooms, and the printing and distribution of books.

The importance of university endowments:

The importance of endowments has increased in our time, and the need to revive the Sunnah of the Prophet, peace and blessings be upon him, and the Rightly-Guided Caliphs after him has doubled, as the endowment has contributed to many facilities (charitable, social, and scientific), in addition to contributing to the national product, as endowments represent a third economic sector parallel to the public and private sectors, Supports the state in bearing the burdens of (education, health, fighting unemployment, and combating poverty), the endowment: removing part of the productive wealth in society from the circle of personal benefit and the government decision department together, and allocating it to public social service activities. Thus, we can imagine that the establishment of an endowment is tantamount to the establishment of a permanent economic institution for the benefit of future generations, and this institution produces benefits and services or revenues and returns. (Hijazi 2006:60)

The endowment system played a great role in the history of Islamic civilization, and contributed to the scientific renaissance that left its mark on contemporary Western civilization, as Islamic civilization employed endowments in many fields, including education, through the establishment of educational and educational institutions such as schools, schools and scientific seminars in mosques and libraries and supporting students of science and scientists, which prompted enrichment and Islamic civilizational witnesses in various sciences and knowledge, and endowments contributed to strengthening the independence of scientists, ensuring scientific freedom and encouraging intellectual creativity. The most important roles of endowments in Islamic civilization, and Al-Azhar Mosque testifies to this role as a scientific and religious institution funded by Islamic endowments, and guaranteed continuity and giving during its steeped march in history and was a source of independence and steadfastness in colonial eras and political systems that tried to encroach on its endowments. (Sharif 2017:3)

Among the important advantages provided by scientific endowments to educational institutions are summarized in the following points: (Nuwayran and Al-Buqum 2017:27)

1. Scientific endowments are a stable and stable source of funding for educational institutions.
2. Scientific endowments achieve financial self-sufficiency for educational institutions.
3. Scientific endowments contribute to the development of higher education.
4. Scientific endowments provide the necessary funding for the construction of buildings, laboratories, and attic equipment for higher education institutions.
5. Scientific endowments deepen the spirit of responsibility among members of society.
6. Scientific endowments help educational institutions support scientific research and researchers.

Third: Governance of University Endowments

To study the conceptual framework of governance, we will discuss in this part of the study the importance of governance and its objectives, as follows:

The concept of governance of university endowments:

Corporate governance is of particular importance in the business and finance agenda at the present time, for its benefit to companies and society. The importance of governance has emerged recently when the global fiscal crisis toppled the economies of many developed and developing countries, and the subject of governance is making headlines everywhere. However, the concept of governance is still vague for many groups in society. The concept of governance came as a contemporary concept formulated by international institutions. In the last decade of the twentieth century, as an innovative idea to manage human affairs in a way that guarantees them a decent life at the economic, political (Abu Dhabi Governance Center 2015) and social levels. On the one hand, governance reforms allow the public to be convinced that reforming the existing political system is possible, and there is no need to put forward an alternative. On the other hand, the concept of governance allowed more freedom Expressing opinion and calming forms of internal opposition aimed at that change. (Hussein 2015:2)

The term corporate governance is the first term that was used to denote the concept of (Governance) and has been translated in Arabic into many terms such as: community management, good governance, good governance, governance management, good governance, and good management, and regardless of the term used, the idea of governance is one and is represented in the transformation of management from traditional management, which is based on the division of labor according to unclear goals and standards, concentrated in the hands of senior management, to a more interactive and integrated management between Its elements to push organizations as they have an organizational structure to achieve their goals efficiently and effectively within an organizational framework that does not depend on anyone's authority (Al-Otaibi 2018:2–3) .

Interest in the concept and mechanisms of governance has increased in many advanced and emerging economies, and governance has become one of the important topics for all regional and international institutions and organizations during the past few decades, especially in the wake of financial collapses and economic crises, which came as a direct result of the lack of transparency and governance mechanisms in some of the global financial institutions, and the lack of proper practice in control and supervision and the lack of experience and skill, which negatively affected everyone associated with dealing with them, whether directly or indirectly. Right away. As a result of all this, interest in the concept of governance has increased and it has become one of the main pillars on which economic units must be based, and not only that, but many organizations and bodies have confirmed the advantages of this concept and urged its application in various economic units, such as: Cadbury Committee, which was formed to develop a framework for corporate governance under the name of (Cadbury Best Practice) in (1992) In the United Kingdom, the Organization for Economic Cooperation and Development (OECD), which developed the Principles of Governance Corporate (1999), the Public Pension Fund (CALPERS) in the United States of America, as well as the Blue Ribbon Committee in the United States, which issued its proposals in 1999. (Mohammed 2009)

The concept of governance is a new concept in the scientific arena, which made most thinkers and scientists disagree about its concept and did not agree in finding a unified definition and concept for it, and there is no consensus on a unified definition of the term governance, so the International Finance Corporation (IFC) defines governance as: "It is the system through which companies are managed and their business is controlled."

"The Organization for Economic Co-operation and Development (OECD) defines it as: "a set of relationships between company management, board of directors, shareholders and other stakeholders." In general, governance means the existence

of a systemgoverning relations between the main parties in organizations, with the aim of achieving transparency, justice, and combating corruption (Hussein 2015:3) .

The importance of university endowment governance:

The importance of governance lies in the need to separate ownership and management of institutions and is an urgent necessity for its continuation and protection from extinction, and it is summarized through the following points (Yaraqi and Abdul Samad 2009:7–8) :

- The need to separate ownership and management of institutions considering the different objectives and conflicts between the different parties (managers, shareholders, workers... etc).

- Governance contributes to reducing risks, improving performance and development opportunities for markets, increasing the competitiveness of goods and services, developing management, increasing transparency, and increasing the number of capital markets.

- Assist countries that are trying to rein in corruption within the public sector or are in the process of privatizing the public sector.

- Helping institutions and the economy in general to attract investments and support the performance of the economy and long-term competitiveness through several ways and methods by emphasizing transparency in the institution's transactions, and in accounting processes and procedures, financial auditing, and accounting.

- The application of the method of exercising administrative power strengthens public confidence in the validity of the privatization process and helps ensure that the state achieves the best return on its investments, which in turn leads to more employment opportunities and economic development.

Objectives of the governance of university endowments:

Transparency, justice, and equality in organizations are among the objectives that governance seeks to achieve and summarize them in the following points: (Fouad, Suleiman, and Sharif 2020:10)

- Ensure transparency, justice, and equality, and improve the level of economic and social development.

- Forming an audit committee from non-members of the Executive Board of Directors to work to avoid and reduce fraud and fraud.

- Provide protection to shareholders, prevent conflicts of objectives and conflict of powers, and maximize mutual interests.

- Considering the interests of labor and workers and distributing powers and responsibilities to ensure the strengthening of control and internal control.

- Preventing mediation and nepotism and limiting the abuse of power in the public interest.

- Comply with the provisions of the law and work to review financial performance and reduce the cost of financing.

❖ The existence of integrated administrative structures that ensure management control and accountability to shareholders and stakeholders.

Fourth: Obstacles to the application of knowledge management in university endowments

In order to study the conceptual framework of the challenges facing the application of knowledge management, we will discuss in this part of the study the challenges facing the application of knowledge management in university endowments, as follows:

Knowledge management as a concept is considered one of the modern concepts, especially in our Arab region, where its theoretical and applied sciences have crystallized in the West, there are still many challenges for companies and institutions, especially in our Arab world, towards formulating and building a knowledge strategy capable of achieving competitiveness and thus positively reflecting on companies and organizations themselves, and their customers. In the same context, we point out that these obstacles and challenges have multiplied and formed, some studies have dealt with them from a holistic perspective of knowledge management, others from the perspective of applying knowledge management processes, and others have dealt with them in the context of the large knowledge umbrella, but many of these challenges almost overlap with each other.

Based on the above, we will review the most important challenges that stand in the way of companies and organizations towards the implementation of knowledge management projects and strategies, such as cultural, social, and organizational challenges as follows:

Cultural and social challenges:

The need for knowledge management within organizations and institutions, as we mentioned earlier, is no longer an option, but has become an urgent matter towards achieving these organizations because knowledge has become the intellectual capital of these companies and organizations. Despite its awareness of the importance of knowledge management and its great role in achieving competitiveness, many of it is still completely or partially absent from the molding of theoretical and applied concepts related to knowledge management, and this is imposed by many challenges, whether in the internal environment of organizations such as financial and structural resources, or the external environment such as infrastructure in some societies. We have previously reviewed a number of challenges related to knowledge and the application of knowledge management processes, and at the same time, here are a number of challenges, some of which are related to the full understanding of knowledge management and others related to infrastructure and organization, whether inside or outside organizations, and the most prominent of these challenges are the following:

Cultural and social challenges are one of the most prominent challenges facing the application and implementation of knowledge management programs and projects, in developing countries, the view of knowledge as intellectual capital still does not keep pace with what the West has reached in this regard, and the minds in the majority of these countries are still retreating into themselves (Yassin 2016) .

Organizational Culture Challenges:

Organizational culture constitutes an integrated framework for the values, beliefs and behaviors of individuals in the organization, their way of thinking and work represents the culture of the organization, and each organization has its own culture, which can have positive or negative content, and the application of knowledge management requires the availability of a positive culture that supports knowledge management processes and also supports the establishment of an organizational environment based on sharing knowledge and personal experience and building an effective network of relationships between individuals (Fayyad 2015; Mohammed 2015) .

The organizational culture has two dimensions: cooperation and trust, cooperation is one of the success factors that are based on relations between individuals and their interaction inside and outside the organization in order to build joint work in order to achieve the goals, and to activate the success of the culture of cooperation in the organization, there must be mutual trust between its members, and building trust is one of the main requirements for the success of interaction and cooperation between individuals and sharing knowledge, skills and diverse experiences, which contributes to the development of the intellectual capital of the organization, which is the basis from which the organization starts. in achieving its competitive advantage (Abdul Qadir 2014; Collins 2013) .

From the above, it becomes clear to us the prominent importance that organizational culture represents in the application of knowledge management, as well as the risk of weak organizational culture or its negative existence and the great challenge it poses to the organization.

In this context, it proposes a range of solutions to address the challenges associated with organizational culture, including: (Al-Hazani 2011)

- Build a vision and beliefs focused on learning and knowledge sharing.
- Building and activating a creative and motivating organizational culture for employees.
- Setting material and moral incentives for workers contributing to the production of knowledge.

Fifth: The relationship between knowledge management and the governance of university endowments

In the contemporary business environment, organizations seek to find new approaches and ways to improve and develop their performance, so organizations need to manage their human assets effectively, and the management of these resources is known as intellectual capital, which enables the organization to maintain its position and success, and it is certain that these resources will be the basis for creativity and innovation. Today, stakeholders set high values for organizations that maximize workers' intellectual capabilities through their development systems. To predict the expected performance of the organization, studies confirm that the adoption of knowledge management in organizations achieves a number of benefits, including: the development and growth of organizations, improving the decision-making process, achieving competitive advantage, improving creativity, speed of response, increasing productivity, reducing costs, increasing efficiency and effectiveness, and improving performance. Therefore, organizations must have the ability to adopt, use and develop sources of knowledge, and the issue of developing sources of knowledge and the ability to convert them into sources of benefit requires a process in which Carefully control the components and elements that make the process of obtaining that knowledge easy, as studies indicate the impact of some governance practices on some special features of information technology, such as the individual benefits created by different types of steering committees in favor of the role of information technology, as well as the impact of some governance processes on the success of information technology within the organization, It is expected that governance will also play an influential role in the development of knowledge management. The approach to

knowledge governance is a distinct and prominent approach that permeates the fields of knowledge management. It examines the links between knowledge management processes and governance mechanisms with multiple capabilities to deal with such processes, hence the need to study the relationship between knowledge governance and the effectiveness of the organizational performance of organizations in order to reach a set of results and recommendations, which reflect the importance of the knowledge governance approach in increasing the effectiveness of the organizational performance of organizations, especially since knowledge will be the feature of the next stage of human civilization, and considering intellectual capital one of the most important assets of any organization and exceeds in importance the assets. materialism, and that whoever possesses knowledge will be able to control through its other sources of power. (Al-Bakri, Al-Ketbi, and Al-Tabbal 2013:1)

In addition to the role of knowledge management based on the governance of organizations, he indicates that the governance of knowledge management is gaining increasing importance in light of the great challenges faced by organizations, and this importance increases in light of the increasing importance of knowledge goals that focus on the role of knowledge management governance in facilitating knowledge management processes, leading to enhancing levels of productivity, efficiency and effectiveness in organizations. In order to achieve the desired benefit from the adoption of the pattern of knowledge management governance in organizations, the role of the organization's management must focus on the effective use of this pattern by employing it towards achieving the strategic objectives and operational objectives of organizations, enhancing the organization's various capabilities and the skills of its cadres, and achieving development, improvement and sustainability of these capabilities and skills and developing its structures in line with governance mechanisms, and the organization's management should focus on the role, mechanisms and patterns of knowledge governance in knowledge management processes in order to implement a knowledge strategy. Ensure the effectiveness of knowledge management processes throughout the organization in an integrated manner. Therefore, focusing on the governance of knowledge management and paying attention to its role in implementing the activities of the organization is an essential element for the success of knowledge management strategies and an influential factor in the development of those strategies and the ability of organizations to compete and excel. For his part, he emphasizes that knowledge management is a conscious strategy in obtaining the right knowledge from the right people at the right time, and helping individuals share and put information into action with the aim of improving organizational performance. (Past, Fatlawi, and the Wise 2019:583–86) (Girard & Girard 2015)

In the same context, it shows that the effective practice of explicit and implicit knowledge management increases the effectiveness and profitability of the organization, as systems are designed to support, acquire, use and reuse knowledge using the expertise of knowledge workers and then innovation and creativity and enhance the value chain extension of organizational activity, this can improve revenue stream, employee quality and customer satisfaction, and can reduce the unit cost of knowledge. (Zyngier , Burstein, &McKay 2006)

He points out that governance in the context of knowledge management is concerned with the mechanisms that characterize and integrate knowledge-related efforts within the organization, in addition to focusing on the calculus efforts determined by knowledge management such as the relevant structures, processes and mechanisms established to direct, coordinate and monitor explicit and approved knowledge management initiatives in the organization. Knowledge management governance also includes investigating the centralized and decentralized procedures of the knowledge management function and methods

for integrating senior executives into decision-making and organizational strategy development. (Schroeder, Pauleen, & Huff 2012)

In light of the above, and based on the foregoing, it is confirmed that knowledge management governance focuses on the development and implementation of a knowledge management strategy, and although knowledge and information technology have programs that differ in the focus of their activities based on research, information technology governance is justified, as both role functions and support functions and the provision of basic services for the core business are involved, and studies have focused on governance structures such as the distribution of power in information technology, the work of steering committees or the governance of operations. Such as: developing an IT strategy or practicing decision-making. (Past et al. 2019:588–89)

The role of knowledge management and its impact in supporting the performance of the for-profit sector, the non-profit sector in general and university endowments in particular have an importance and an effective role, and from this point of view he pointed out that (Laallam & Kassim 2021:1) knowledge management (KM) has become essential in light of the current global competition for the survival of organizations, knowledge management is not a new phenomenon in for-profit organizations, because it constantly faces new challenges and fierce commercial competition in the market. Similarly, non-profit organizations (NPOs)) is in a similar position because it shares the same market with its competitors. Recent studies indicate that non-profit organizations from different sectors adopt the principle of knowledge management and intellectual capital (IC) in order to improve efficiency, creativity, and ensure survival, and continuity. Implementing and measuring knowledge management is challenging tasks for all organizations, regardless of whether they are for-profit or non-profit. The implementation of knowledge management in nonprofits is still in its early stages and varies across organizations, due to many standards and requirements. As with endowment institutions.

The governance of the endowment has become of great importance at the present time, in light of the transformation of the endowment system, where modern trends are represented in the establishment of endowments at the present time, either by establishing large collective endowments in terms of the market value of their assets, and in looking at the endowment as a commercial project, in terms of its organizational structure, and in terms of managing its assets on an economic basis, and the capital consists of two parts: One is endowment, the other is investment. Or the establishment of large endowment funds given the market value of their assets, based in their capital on donations, and investment returns only, and managed on sound economic foundations (Veiled 2004:3).

In addition to the role played by knowledge management and its impact on supporting the performance of universities, he points out that higher education institutions face unprecedented challenges due to the changes resulting from the information and technical revolution, in addition to the intense competition between different institutions, and to deal with these challenges, knowledge represents the most important strategic source in building competitive advantage, but has become the strongest, most influential and controlling factor in the success or failure of the organization. (Kamal al-Din and Abu Zeid 2019:178)

She points out that the relationship between scientific endowments and educational institutions is rooted since ancient times in Islamic civilization, which gave education special importance stemming from Islam's interest in science and scientists, as endowment mosques numbered in thousands throughout the Islamic world, such as the Two Holy Mosques, Al-Azhar Mosque, the Umayyad Mosque, the Al-Qarawiyyin Mosque, the Zaytuna Mosque and others, and then scientific

endowment schools appeared: such as the Salhiya School, Al-Soltiya, Al-Dhahriya, Al-Mansouriyah, Saudi Arabia and others, which had a clear role in spreading science, raising the level of knowledge, and the endowment system. Education was the most effective in what was achieved from a wide scientific renaissance witnessed by the Islamic world in its various educational institutions throughout the ages, and scientific endowments were one of the most important things that Muslims took care of in their history, and these endowments contributed to increasing the intellectual movement, and to achieving a scientific and cultural renaissance whose effects were the presence of scientists, researchers, authors and creators in various human, cultural, scientific and social knowledge. (Al-Juhani 2016:5)

The concept of governance is modern in the world, where its practices are applied in many aspects of life according to religious, legal and other frameworks through the application of various mechanisms to reach a balanced relationship between stakeholders in order to achieve transparency and objectivity, as governance was previously applied in the business sector as a reflection of many problems associated with internal control, disclosure and responsibility, which limited the growth of companies at the time. Despite the lack of modernity of governance practices, the word governance is modern in the Arabic language, and it has been approved by The Academy of the Arabic Language in Cairo in (2000) and came a translation of the English word (Governance), which means (judgment). With the partial emergence of the concept of governance in the business sector, governance has been applied more and more widely at the global level, which is based on the harmonization of laws and regulations between countries through the global governance seeks to apply an administrative system that deals with international governments, and works to manage their affairs according to advanced standards based on common values, political and administrative texts and agreed treaties. Commitment to governance practices in the private sector has contributed to achieving justice, transparency and ensuring the right to accountability, and good governance has helped to drive economic prosperity resulting from attracting local and international investments by building legislative and regulatory frameworks to preserve the rights of shareholders and stakeholders, which have achieved a tight and impartial review of financial performance without the possibility of conflict of interest. According to the Capital Market Authority, governance in the private sector, called corporate governance, is defined as "the rules through which the company's leadership passes and directs it, and includes mechanisms to regulate the various relations between the board of directors, executive directors, shareholders and stakeholders, by developing special procedures to facilitate the decision-making process and give it a transparent and credible character by imposing the protection of the rights of shareholders and stakeholders and achieving justice, competitiveness and transparency in the market and the business environment." In view of the positive impact achieved by the application of governance standards and practices in joint stock companies specifically in protecting the rights of shareholders and investors, and given the similarity between the business model between joint stock companies and non-profit sector organizations - despite the difference in goal in both cases - the idea of governance of the non-profit sector came, and the importance of applying it to non-profit organizations and developing it in line with the specificity of this sector, and in line with the Saudi Vision 2030, which adopted its development and empowerment to become one of the pillars of the structure. economic and social in the Kingdom. And in support of the government support system (Makeen platform 2021:34).

He stresses that governance fights corruption, enhances disclosure and sets rules for its organization, reduces conflicts of interest and places it among its first priorities within the policies committed by the Board of Directors, its committees and executive management. Employees in senior, executive and middle management in government institutions need to enhance

understanding of the principles of corporate governance, and an understanding of roles and responsibilities at all levels, to enable the principles of governance associated with the Kingdom's Vision 2030 and increase the confidence of the government and the public of beneficiaries in institutions and their departments. (Khalifa 2020:2)

Governance has a clear impact on the performance and growth of endowments, as he pointed to this role, indicating that governance as stated in the definition of the Organization for Economic Cooperation and Development ((Stilt 2017:45) OECD): "The structure through which the management and control of the organization is organized, with an emphasis on this structure that includes a system of incentives for managers and the board of directors linked to the company's performance, which aims to increase shareholders' profits, and leads to encouraging management towards the optimal investment of the organization's resources." Therefore, the concept of endowment governance revolves around setting controls that ensure good Managing the endowment in a way that preserves the interests of the parties related to the endowment, reduces the improper behavior of executive directors, activates the role of boards of directors, and works to invest resources in the best way. As in any financial institution, good governance is crucial.

He points out that endowments differ from companies in terms of the absence of the principal owner, and the uniqueness of the agent "overseer" to make the decision, which must be compatible with the objectives of the endowment and the conditions of the endowment. In light of this, we can say that the basis of the governance of the endowment lies in achieving rationality in decisions, transparency in data and justice in transactions through the application of agreed rules that guarantee those affected by the endowment the right to hold those in charge of it accountable. (Age And the usual 2014:20–21)

In the same context, effective knowledge management plays a crucial role in developing the governance of university endowments, but there are challenges in applying the concepts of governance in university endowments, which lie in the need for legislation to regulate their work and achieve the desired goals. In addition, the location and processes of knowledge generation within universities may differ from stated practices, as knowledge generation often occurs in informal relationships between committee members and operational activities. This highlights the importance of reimagining the role of knowledge in university governance. Implement effective cognitive strategies. By addressing these challenges and emphasizing the role of knowledge management, universities can enhance the effectiveness of their endowments and achieve their desired goals.

Knowledge management and governance are closely related concepts. Knowledge management systems are seen as important assets for organizations that aim to become competitive and innovative, and the emergence of knowledge-based management systems in general highlights the relationship between knowledge management and governance, and in the context of smart cities, knowledge is a capital that must be shared between experts and citizens for sustainable development, and the importance of knowledge management lies in creating a digitally enabled knowledge society and economy. Effective knowledge is essential to the success of corporate governance, as knowledge of the principles of corporate governance, sustainability and corporate social responsibility is critical to responsible corporate members. Therefore, knowledge management plays an important role in enhancing governance practices and achieving organizational goals.

Sixth: Previous Studies

The most important previous studies that will be relied upon in building the current study and helping to form the background and general perception in achieving the goals and following the proper approach to reach conclusions through

what was written and published in it, and will be presented according to the historical order of it starting from the oldest to the newest, which are as follows:

The study aimed (Yaghi &Zamzami 2014) at providing an intellectual framework for the obstacles to the application of the concept of knowledge management in higher education institutions, and to achieve the objectives of the study, the analytical studies approach was used to reach the obstacles to the application of knowledge management in higher education institutions using the method of analysis (SOWT), which represents an effective method in analyzing such type of studies, The study came out with important results through which it reached recommendations, including: the need for the senior management of higher education institutions to adopt strategic thought for knowledge management, and work to encourage and apply it through various programs, as well as the need to work to transform the knowledge inherent in the minds of workers into explicit knowledge through the exchange of knowledge between workers by multiple means, in addition to seeking to develop the technological infrastructure and electronic means of communication and the development of Internet programs as a means of acquiring and exchanging knowledge.

The study dealt with identifying the reality of the application of knowledge management at Naif Arab University for Security Sciences, the obstacles it faces and ways to develop its application (Al Osman 2013) , and the study population consisted of faculty members and administrative staff with university qualification (bachelor's degree or higher), numbering (141) individuals, where the study selected a random sample of (103) samples, andThe study used the descriptive analytical approach in a sample manner for its suitability to the nature of the study and the goals it seeks to achieve, and to achieve the objectives of the study, the questionnaire was used as the most appropriate tool, and the results of the study showed that the level of awareness of workers of the importance of knowledge management at Naif Arab University for Security Sciences was high, andThe results of the study showed that the members of the study sample agree to a moderate degree on the reality of the application of knowledge management at Naif Arab University for Security Sciences, and that the members of the study sample also agree on the existence of obstacles to the application of knowledge management at Naif Arab University for Security Sciences, and that the members of the study sample strongly agree that the application of knowledge management at Naif Arab University for Security Sciences can be developed in multiple ways, andThe results of the study also showed that there were no statistically significant differences in the attitudes of the study sample on the study axes according to their personal and functional variables. Among the most important recommendations reached by the study: continuing to develop information systems and databases at the university, following up the use and provision of modern technologies in storing and documenting available knowledge and facilitating access to it, attracting qualified human resources in the field of knowledge management, continuing to adopt and support the university administration for the concept of knowledge management and developing a plan for that, and benefiting from the experiences of similar institutions and bodies in the field of knowledge managementAndholding training courses and scientific activities (seminars, conferences, panel discussions and workshops) at the university in the field of knowledge management.

As for the study, the study aimed to (Alnashri , 2015)، shed light on the reality of the application of knowledge management processes and practice in learning resource centers at all levels of education for males in schools in Makkah Al-Mukarramah in the Kingdom of Saudi Arabia, and to achieve this goal, the study used the descriptive analytical approach, as it was applied to a sample consisting of (41) Secretary of the Learning Resources Center (15%) of the study population, andThe study also used a four-sided questionnaire of knowledge dimensions (storage, diffusion, innovation, and application).

By (12) phrases for each dimension, and the data obtained using (SPSS) were analyzed to prove the relationships between the dimensions and aspects of knowledge in quantitative terms, where the study found that the arithmetic average of knowledge storage achieved (3.65) and the arithmetic mean of the application of knowledge achieved (3.57), and the arithmetic mean of knowledge innovation achieved (3.18) and the arithmetic mean of the spread of knowledge achieved (2.68), and concluded The study pointed out that the low arithmetic averages are due to the lack of appropriate technology and simulation environments within these learning resource centers, in addition to the lack of use of knowledge management techniques and skills by trustees, the lack of commitment of senior management to the application of knowledge management practices, and that there is ambiguity in job descriptions and appropriate training for trustees and ignorance of the role of knowledge management in these learning resource centers.

On the other hand, the study aimed to verify the positive impact of knowledge management on job satisfaction, and the (Khoualdi & Saleh 2015) study used the quantitative approach to verify the impact of knowledge management on job satisfaction, and the survey method to collect data from a simple random sample consisting of (490) employees from five public universities in the Kingdom of Saudi Arabia, and the data was analyzed using the statistical program (SPSS).To test hypotheses and examine the relationship between independent and dependent variables, the results of the study indicated a very positive relationship between job satisfaction and each knowledge management process, which is knowledge discovery, knowledge capture, knowledge exchange and application of knowledge, and the study also found that employees' awareness of the concept of knowledge management positively affects their job satisfaction, andThe results of the study were circulated to public university sectors in Saudi Arabia, and contribute to the literature on knowledge management implications such as job satisfaction.

As for the study, the study (Al Enezi 2015) aimed to identify the obstacles to knowledge management in Saudi universities, and the impact of both gender and specialization on these obstacles. The study sample consisted of (655) faculty members and supporting staff from um Al-Qura University and Tabuk University, randomly selected from both universities, and the researchers used the descriptive survey method, and a questionnaire consisted of (40) items. The results of the study showed that the degree of appreciation for the obstacles to human knowledge management was (high), with an arithmetic average of (3.81). , and came with a (medium) degree for the obstacles to technical and administrative knowledge management with an arithmetic average (3.62 3.55 respectively), and the total arithmetic average of the obstacles to knowledge management in Saudi universities was (3.66), which is an average degree (medium). The study showed that there were no differences in the respondents' estimates due to the gender variable, and there were differences in the respondents' estimates of knowledge management obstacles due to the specialization variable, and the obstacles were greater from the point of view of the study sample members from literary disciplines.

In the same context, the study of knowledge management processes and their role in the strategy of advancement in university education dealt (Adhari and Hassan 2015) with by providing a modern theoretical framework for the most prominent proposals by writers and researchers about the variables of the study, as well as a practical analytical framework for the opinions of a selected sample within the study community, which included managers in the higher education sector in the faculties of Maysan University (the university president, his assistants, deans of faculties, their assistants and heads of departments) and the sample size reached (40) directors, and the study was built on the main premise that (the process of adopting knowledge management according to For its dimensions in the diagnosis of knowledge, identification of knowledge,

knowledge generation, storage of knowledge, distribution of knowledge, and the application of knowledge leads to upgrading the level of the strategy of advancement in university education), and the study used the descriptive method in the theoretical side and the method of statistical analysis in the applied side, and developed for this purpose a questionnaire tool that suits the nature of the study and its objectives and the study reached To a set of conclusions, the most important of which are: that knowledge management with its overall content represents a clear positive trend, embodied in particular in dialogues, exchange of experiences, commitment to studying workflow and opportunities for success, direct dialogues with experts and dissemination of innovations, and the study also came out with a number of recommendations, the most important of which are: The need to activate contact with the external environment by the university sample of the study for the purpose of exchanging knowledge through the participation of knowledge experts from inside and outside the country and at the level of internationally prestigious universities.

The study (Falcon 2017) aimed at knowing the reality of the application of knowledge management at King Saud University and knowing the obstacles to application, and the study used the descriptive approach to achieve its goals, and the study sample consisted of (1400) faculty members in various scientific and humanitarian colleges, and the questionnaire was used as a tool for data collection, and consisted of (30) phrases, and the study showed that the average axis of the reality of the application of knowledge management at King Saud University came with an average of (3.65), The average axis of obstacles to the application of knowledge management at King Saud University was approved with an average of (3.48), and the study reached the most important results: King Saud University uses databases to access the necessary knowledge quickly, King Saud University facilitates its employees to access the available knowledge, King Saud University uses electronic management work methods in the dissemination and circulation of information, and with regard to obstacles to the application of knowledge management at King Saud University The study found the most important results: the weak prevalence of knowledge management culture among university employees, poor planning of organizational processes for knowledge management, and weak cooperation between workers in knowledge management projects.

According to a study aimed (Aqili 2021) at identifying the reality of the application of knowledge management in the College of Arts and Humanities at King Abdulaziz University from the point of view of its academic leaders, and to achieve the objectives of the study, the case study methodology was used, relying on the questionnaire tool, and the study targeted the academic leaders of the College of Arts and Humanities in the male and female sections, which numbered (24) leaders, excluding the heads of the academic committees in the college and the heads of the committees The academic departments and the secretaries of the departmental councils as academic leaders, and thus the sample that was selected is an intentional sample, and a questionnaire was designed for this study consisting of three main axes, and the study reached many results, the most important of which are: The university has special systems for transferring and sharing knowledge between employees (internal network, Internet) at all levels with an arithmetic mean (4.29) and a standard deviation (0.69), The results also indicated that the majority of academic leaders participating in the study agree that one of the most important obstacles to the application of knowledge management was the lack of awareness and understanding of the benefits achieved from the application of knowledge management with an arithmetic mean (4.00) and a standard deviation (0.72), and the results also indicated that the majority of academic leaders participating in this study strongly agree on the need to provide time for academic leaders to contribute to enriching knowledge with an arithmetic mean (4.63) and a standard deviation (0.65). The results also indicated that there were no statistically significant differences between the opinions of the sample members of

the academic leaders participating in the study on the reality of knowledge management applications, their obstacles and the proposals submitted to overcome those obstacles due to the difference in academic degree, administrative position, and years of experience at the university. It is: the need for the college administration to provide opportunities for understanding, consultation, frank criticism and exchange of views with members in order to develop the knowledge management processes of the college as a whole and develop tools for storing, exchanging and sharing knowledge, and the need for the university to be keen on the importance of having a knowledge repository to store the knowledge of current members and those whose services have ended, and among what the study recommended is the need for the college to be keen to solve the problem of the absence of a culture of participation and knowledge exchange among college employees, Finally, the study recommended the need for the university to be keen to address the weak coordination between the university departments in areas that serve knowledge management applications, and to provide time for academic leaders to contribute to enriching knowledge.

We refer to a study, which aimed to identify the reality of the application of knowledge management practices and reveal their impact on achieving the quality of higher education in Jordan, and to identify the concept of knowledge management and the quality of higher education, and to achieve the objectives of the study, the (Niqresh 2021) descriptive analytical approach was used based on the questionnaire tool as the main tool for collecting study data*, and the study was applied to a sample of (142) workers from the officials of the educational process at Al-Balqa Applied University were randomly selected, and the study reached the results of the most prominent of which are The impact of knowledge management on the quality of higher education at Al-Balqa Applied University at the significance level* ($\alpha = 0.05$).*, and the role of knowledge management to encourage brainstorming to create new ideas and reveal tacit knowledge.*

The study dealt (Adel Al- burshaid & Ahmed Alomair 2022) with identifying the concept of university governance and the concept of university endowments governance, and revealing the most prominent challenges facing university endowments when applying governance, and to achieve these goals, the study used the descriptive survey method, which relied on interviews as a tool for data collection, and the number of respondents reached (20) respondents from (16) Saudi universities, in addition to interviewing the Vice President of the Council of National Endowments Spectacles, and the study reached a number of results, the most important of which are: The results of the study also revealed a set of existing challenges facing university endowments in the Kingdom of Saudi Arabia, and the results included some of the contributions that help overcome these challenges, and the study recommended emphasizing the importance of The role of university endowment governance and revealing the best governance practices locally and globally, which lead to the effectiveness of university endowments in the Kingdom of Saudi Arabia, and working to encourage community contributions to university endowments, spreading the culture of their programs, and raising awareness of the reality of their governance.

Comment on previous studies:

Although the previous studies mentioned above share many aspects with the current study, they differed with it in other aspects, as the current study agreed with a study in terms of the subject of the study, (Al Othman 2013; Falcon 2017; Going to. on. Al-Enezi and Al-Harbi 2015; Adhari and Hassan 2015; Aqili 2021; Adel Al- burshaid & Ahmed Alomair 2022; Alnashri 2015; Khoualdi & Saleh 2015; Niqresh 2021; Yahweh and Zamzami (2014) its objective and the method used in the study, and agreed with all studies in using the questionnaire as a tool for data collection except for a study, which used

SOWT (Eds and Sweets 2014) analysis, and a study, which used interviews as a tool to collect data (Adel Al- burshaid & Ahmed Alomair 2022) .

Applied side of the study:

Characteristics of the study sample:

University endowments in Saudi universities represent the population of the current study and their number (29) university endowments, a questionnaire was designed aimed at obtaining primary data that support the achievement of the objectives of the study through closed questions that were directed to the target sample of the study, represented by the administrative leaders of university endowments, and their number is (29) administrative leaders who were selected by the method of a comprehensive inventory sample, and the following table shows the distribution of the characteristics of the study sample according to academic qualification and scientific specialization Work Experience:

Table No. (1): shows the distribution of the characteristics of the study sample according to academic qualification, scientific specialization, and practical experience.

Sample characteristics	Variable classes	Iteration	%
Academic Qualification	Doctor	22	75.9
	Master	3	10.3
	Bachelor	4	13.8
Scientific Specialization	institutional	14	48
	educational	5	17.2
	legitimate	4	13.8
	Other	6	20.7
Work Experience	Less than 5 years	7	24.1
	5 to less than 10 years old	9	31.0
	From 10 to less than 15 years old	3	10.3
	From 15 to less than 20 years old	6	20.7
	20 years and above	4	13.8
Total		**29**	**100**

Academic Qualification Variable:

It is clear from Table (1) above that most of the members of the study sample are PhDs (75.9%), bachelor's degree holders (13.8%) and master's degree holders (10.3%).

Scientific specialization variable:

It is clear from Table (1) above that most of the members of the study sample are those with administrative specialties, where their percentage reached (48.3%), the percentage of those with educational specialties reached (17.2%), the percentage of those with Sharia specializations reached (13.8%), while the percentage of those with other specialties reached (20.7%).

Variable Work Experience:

It is clear from Table (1) above that most of the study sample members have practical experience from (5) to less than (10) years by (31.0%), and the percentage of those whose work experience was less than (5) years (24.1%), and the percentage of those whose work experience was from (15) to less than (20) years (20.7%), and the percentage of those whose work experience was (20) years or more (13.8%), while the percentage of those whose work experience was from (10) to less than (15) years (10.3%).

Study Questionnaire Tool:

The questionnaire of the current study tool was designed after reviewing the multiple previous studies related to the subject of the current study, and the tools used in some of those studies were used and some of the phrases contained in them were used after being reformulated and adjusted to suit the current study population, and the study literature, theoretical framework and procedural definitions of some of the terms used, and the researchers developed a comprehensive perception of the contents and components of the current study toolThe following table No. (2) shows the distribution of categories according to the gradation used in the study tool:

Table No. (2): shows the distribution of categories according to the gradient used in the study tool.

Degree of approval/level	Weight	Interval length	Arithmetic mean period		Grade
			The bare minimum	Upper limit	
Totally OK	5	0.80	4.20	5.00	Very high
I agree	4	0.80	3.40	4.20	High
Somewhat OK	3	0.80	2.60	3.40	medium
Disagree	2	0.80	1.80	2.60	low
Absolutely disagree	1	0.80	1	1.80	Very low

Study procedure:

To achieve the objectives of the study, the following procedures were followed:

- Access to previous studies and theoretical references related to the subject of study.
- Preparing the study tool (questionnaire).
- Identify and sample the study population.
- Distributing the study tool to the target study sample of (29) administrative leaders from the administrative leaders of university endowments, and then collecting, analyzing and verifying their results.
- Statistical processing of data using statistical packages program (SPSS) to reach results.
- A set of recommendations and suggestions was proposed in light of the results of the study.

Statistical processing:

To answer the questions of the study, the researchers entered and analyzed the data using the Statistical Packages for Social Sciences (SPSS) program, through the use of the following statistical methods:

1) Pentagram Likert.

2) Frequencies and percentages to calculate the distribution of the views of the study population.

3) The arithmetic mean and standard deviation of the order of responses of the study sample members.

4) Cranach's Alpha test to measure the stability coefficient and internal consistency of the statements of the study axes.

5) Pearson Correlation Coefficient to measure the degree of correlation between axes.

Analysis of the results of the answer to the axes of the study:

The following is an analysis of the opinions of the sample participating in the study on the questions of the axis "**The reality of the application of knowledge management practice in university endowments" from the point of view of the administrative leaders of university endowments, and to answer the questions of this** axis, (4) dimensions of knowledge management were chosen, the researchers believe that it is one of the most important dimensions that the participant in the study evaluates to activate the extent of the application of knowledge management In university endowments through previous studies, the arithmetic averages and standard deviations were calculated, and the following table No. (3) shows these results:

Table No. (3): Shows arithmetic averages and standard deviations for the dimensions of knowledge management.

Dimension Number	Dimension	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Dimension order
1	The process of acquiring knowledge	3.64	66٪	0.776	I agree	High	1
2	Knowledge storage process	3.39	60٪	1.012	Somewhat OK	medium	2
3	Knowledge Sharing Process	3.05	51٪	0.815	Somewhat OK	medium	4
4	Knowledge Application Process	3.18	54٪	0.749	Somewhat OK	medium	3

Dimensions of knowledge management in university endowments as a whole	3.33	58٪	0.791	Somewhat OK	medium	

Table (3) above shows that the application of the dimensions of knowledge management practices in university endowments from the point of view of their administrative leaders came with a response score (somewhat agreed), where the general average of the total was (3.33), with a standard deviation of (0.791).

As can be seen from the previous table above, after the practice of "knowledge acquisition" came in first place with an arithmetic average (3.64), followed by the second place after the practice of "knowledge storage" with an arithmetic average (3.39), in third place after the practice of "knowledge application" with an arithmetic average (3.18) and in the fourth and last place after the practice of "Knowledge Sharing" with an arithmetic average of (3.05).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the opinions of the sample participating in the study, and this is an indicator of the convergence of values around the average, and the researchers believe that these dimensions of knowledge management are all of high importance for the development of the governance of university endowments and that the most important after the process of "knowledge acquisition", which came in first place with a degree of response (OK) and corresponding to the degree of appreciation (high) from the point of view of the sample participating in the study, and this is due to the perception of the study sample By virtue of their positions, this dimension plays an important role in developing the governance of university endowments and in obtaining tacit and explicit knowledge, including new knowledge that helps the organization to innovate in generating knowledge by mixing and interacting explicit knowledge and tacit knowledge and sharing it, whether among its employees or those dealing with it, documenting and preserving knowledge, thus facilitating the use of knowledge assets.

Despite the importance of all these dimensions and the importance of the role they play in developing the governance of university endowments from the point of view of the target sample of the study, this may be due to the fact that after "knowledge sharing" its need is relative and its order is a prioritization by virtue of the positions of the sample participating in the study and their personal appreciation.

This result is consistent with the results of a study, while this result differs with the results of a study, which emphasizes the importance of the role (Al-Othman 2013; Sharif 2016; Aqili 2021; interview 2016) of knowledge management dimensions in the for-profit and (Al-Anzi and Al-Harbi 2015; Samhan 2019; Kamal Al-Din and Abu Zaid 2019) non-profit sector as centers of radiation and progress for societies in creating a competitive advantage and creating intellectual knowledge capital for organizations.

For more details, the researchers calculated the arithmetic averages and standard deviations of the statements of each dimension separately, as follows:

The process of acquiring knowledge:

The researchers allocated (6) phrases that Yan believes are one of the most important phrases that the participant in the study evaluates to activate the extent of application after the practice of "knowledge acquisition" through previous studies, and the following table No. (4) summarizes those results as follows:

Table No. (4): It shows the arithmetic averages and standard deviations of statements after the process of acquiring knowledge.

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
1	University endowments are keen to develop knowledge and determine the extent to which it is constantly needed	4.00	75٪	1.000	I agree	High	1
5	Administrative leaders of university endowments are keen to attend training courses related to clarifying knowledge activities	3.83	71٪	0.889	I agree	High	2
6	University endowments benefit from distinguished experts in knowledge industry and management	3.76	69٪	0.988	I agree	High	3
4	University endowments benefit from the knowledge experiences gained by current and former employees and document them	3.55	64٪	1.021	I agree	High	4
2	University endowments conduct scientific research to produce knowledge	3.52	63٪	1.153	I agree	High	5
3	University endowments	3.21	55٪	0.940	Somewhat OK	medium	6

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
	periodically monitor available knowledge from all its different sources						
The process of acquiring knowledge as a whole		**3.64**	**66٪**	**0.776**	**I agree**	**High**	

It is clear from Table (4) above that the arithmetic average of all the responses of the sample participating in the study to the extent of application after the practice of "knowledge acquisition" as a whole amounted to (3.64), which is an average that falls within the fourth category of the categories of the five-point (Likert) scale (3.40 to 4.19), which is the category that indicates the degree of response (OK).

As can be seen from the previous table above, there is a variation in the responses of the study sample members to the statements of the extent of application after the process of "knowledge acquisition", where the averages ranged between (3.21 to 4.00 out of 5), which are averages that fall within the third and fourth categories of the five-point (Likert) scale categories and indicate the degree of response (somewhat agree, agree) respectively.

The above table illustrates the following:

Statement No. (1) "University endowments are keen to develop knowledge and determine the extent of its need continuously" ranked first with a response score of (OK) with an arithmetic average of (4.00) and a percentage of (75%).

Statement No. (5) "Administrative leaders in university endowments are keen to attend training courses related to clarifying knowledge activities" came in second place with a response score of (OK) with an arithmetic average of (3.83) and a percentage of (71%).

Statement No. (6) "University endowments benefit from distinguished experts in knowledge industry and management" came in third place with a response score (OK) with an arithmetic average of (3.76) and a percentage of (69%).

Statement No. (4) "University endowments benefit from the knowledge experiences gained by current and former employees and document them" ranked fourth with a response score of (OK) with an arithmetic average of (3.55) and a percentage of (64%).

Statement No. (2) "University endowments conduct scientific research to produce knowledge" ranked fifth with a response score of (OK) with an arithmetic average of (3.52) and a percentage of (63%).

Statement No. (3) (University endowments monitor the available knowledge periodically from all its different sources) ranked sixth with a response score (somewhat agreeable) with an arithmetic average of (3.31) and a percentage of (55%).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the opinions of the members of the study sample, and this is an indicator of the convergence of values around the arithmetic averages, and the researchers believe that the phrases after acquiring knowledge are all of high importance for the development of the governance of university endowments and that the most important phrase "University endowments are keen to develop knowledge and determine the extent of the need for it constantly"Which came in first place with a degree of

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response (OK), which corresponds to the degree of appreciation (high) from the point of view of the sample participating in the study, and this is due to the awareness of the study sample by virtue of their positions of the importance of this phrase to play an important role in developing the governance of university endowments in obtaining tacit and explicit knowledge, including new knowledge that helps the organization to innovate in generating knowledge by mixing and interacting with explicit knowledge and tacit knowledge and sharing it, whether among its employees or those dealing with it, and documenting knowledge. Preserving them and thus facilitating the use of knowledge assets.

The phrase "University endowments monitor the knowledge available periodically from all its different sources" came in the last order, and with a degree of response (somewhat agreed), which corresponds to the degree of appreciation (average) Despite the importance of all these phrases and the importance of the role they play in developing the governance of university endowments from the point of view of the target study sample, but this may be due to the relative need for that phrase and its order of priorities only by virtue of the positions of the sample members targeted and their personal appreciation.

This finding is consistent with the results of a study, (Al-Habibi 2016; Al-Sharif 2016; Sayed Ahmed and Secretary 2022; Aqili 2021) while this result differs with the results of a study, which (Al-Anzi and Al-Harbi 2015; Samhan 2019; Kamal Al-Din and Abu Zaid 2019) emphasizes the importance of the role of knowledge management processes in the for-profit and non-profit sector as centers of radiation and progress for societies in creating competitive advantage and intellectual knowledge capital for organizations.

Knowledge storage process:

The researchers allocated (6) phrases that Yan believes are one of the most important phrases that the target of the study evaluates to activate the extent of application after the practice of "knowledge storage" through previous studies, and the following table No. (5) summarizes those results:

Table No. (5): Shows arithmetic averages and standard deviations of statements after "Knowledge storage process".

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
6	University endowments document the knowledge achievements gained during their careers	3.79	70٪	1.114	I agree	High	1
2	University endowments verify the credibility of available data and information	3.62	66٪	1.147	I agree	High	2

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
5	University endowments adopt clear procedures to preserve intellectual property rights and patents for their owners	3.31	58٪	1.168	Somewhat OK	medium	3
3	University endowments are keen to develop appropriate solutions to face potential risks that can affect the balance of their knowledge content	3.28	57٪	1.099	Somewhat OK	medium	4
4	University endowments constantly update their knowledge store	3.21	55٪	1.146	Somewhat OK	medium	5
1	University endowments have a suitable knowledge database to store their knowledge resources for easy access at any time	3.14	53٪	1.302	Somewhat OK	medium	6
The process of storing knowledge as a whole		**3.39**	**60٪**	**1.012**	**Somewhat OK**	**medium**	

It is clear from Table (5) above that the arithmetic average of all the responses of the sample participating in the study to the extent of application after the practice of "knowledge storage" as a whole amounted to (3.39), which is an average that falls within the third category of the categories of the five-point (Likert) scale (2.60 to 3.39), which is the category that indicates the degree of response (somewhat agree).

As can be seen from the previous table above, there is a variation in the responses of the study sample members to the statements of the extent of application of the dimension of "knowledge storage", where the arithmetic averages ranged

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between (3.14 to 3.79 out of 5), which are averages that fall within the third and fourth categories of the categories of the five-point (Likert) scale and indicate the degree of response (agree to some extent, agree) respectively.

The above table illustrates the following:

Statement No. (6) "University endowments document the knowledge achievements gained during their career" ranked first with a response score of (OK) with an arithmetic average of (3.79) and a percentage of (70%).

Statement No. (2) "University endowments verify the credibility of available data and information" came in second place with a response score of (OK) with an arithmetic average of (3.62) and a percentage of (66%)

Statement No. (5) "University endowments adopt clear procedures to preserve intellectual property rights and patents for their owners" came in third place with a response score (agreeable) with an arithmetic average of (3.31) and a percentage of (58%).

Statement No. (3) "University endowments are keen to develop appropriate solutions to face potential risks that may affect the balance of their knowledge content" came in fourth place with a response score (agreeable) with an arithmetic average of (3.28) and a percentage of (57%).

Statement No. (4) "University endowments constantly update their knowledge reserve" came in fifth place with a response score (agreeable) with an arithmetic average of (3.21) and a percentage of (55%).

Statement No. (1) "University endowments have a suitable knowledge database to store their knowledge sources for easy access at any time" ranked sixth with a response score (agreeable) with an arithmetic average of (3.14) and a percentage of (53%).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the opinions of the sample of participants in the study, and this is an indicator of the convergence of values around the arithmetic averages, and the researchers believe that the phrases after "storing knowledge" are all of high importance for the development of the governance of university endowments, and the most important of them is the phrase "University endowments document the cognitive achievements gained during their career." Which came in first place with a degree of response (OK), which corresponds to the degree of appreciation (high) from the point of view of the sample participating in the study, and this is due to the awareness of the study sample by virtue of their positions of the importance of this phrase to play an important role in developing the governance of university endowments and in obtaining tacit and explicit knowledge, including new knowledge that helps the organization to innovate in generating knowledge by mixing and interacting explicit knowledge and tacit knowledge and sharing it, whether among its employees or those dealing with it, and documenting knowledge Preserving them and thus facilitating the use of knowledge assets in addition to building databases to store, provide and retrieve knowledge when needed.

The phrase "University endowments have a suitable knowledge database to store their knowledge sources for easy access at any time" came in the last order, and with a degree of response (somewhat agreed), which corresponds to the degree of appreciation (average) and despite the importance of all these phrases and the importance of the role they play in developing the governance of university endowments from the point of view of the study sample, but this may be due to the relative need for that phrase and its order of priorities by virtue of the positions of the members of the target sample and their personal appreciation.

This finding is consistent with the results of a study, (Sharif 2016; Al-Faqih 2017; Aqili 2021; Interview 2016) while this result differs with the results of a study, (Al-Anzi and Al-Harbi 2015; Samhan 2019; Kamal Al-Din and Abu Zaid 2019) which emphasizes the importance of the role of knowledge management processes in the for-profit and non-profit sector as centers of radiation and progress for societies in creating a competitive advantage and providing intellectual and knowledge capital for organizations.

Knowledge Sharing Process:

The researchers allocated (5) phrases that they believe to be one of the most important phrases that the target of the study evaluates to activate the extent of application after the practice of "knowledge sharing" through previous studies, and the following table No. (6) summarizes those results:

Table No. (6): Shows arithmetic averages and standard deviations of statements after knowledge sharing.

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
5	University endowments promote dialogue and exchange of knowledge experiences among their employees through various social media	3.24	56٪	1.091	Somewhat OK	medium	1
3	University endowments encourage scientific research and attract distinguished researchers to conduct research on topics that serve the community in the field of knowledge	3.21	55٪	1.177	Somewhat OK	medium	2

1	University endowments have technology to help share knowledge among their employees in administrative units through appropriate means of communication.	3.14	53٪	0.953	Somewhat OK	medium	3
4	University endowments create an appropriate organizational environment that encourages its employees to exchange knowledge ideas and share them with others.	3.00	50٪	1.000	Somewhat OK	medium	4
2	University endowments monitor rewards and incentive incentives for their employees for their scientific achievements in the field of knowledge (scientific publishing, patents)	2.66	41٪	1.111	Somewhat OK	medium	5
The knowledge sharing process as a whole		**3.05**	**51٪**	**0.815**	**Somewhat OK**	**medium**	

It is clear from Table (6) above that the arithmetic average of all responses of the sample members to the extent of application after the practice of "knowledge sharing" as a whole was (3.05), which is an average that falls within the third category of the categories of the five-point (Likert) scale (2.60 to 3.39), which is the category that indicates the degree of response (somewhat agreed).

As can be seen from the previous table above, there is a variation in the responses of the study sample on the statements of the extent of application after the "knowledge sharing" process, where the averages ranged between (2.66 to 3.24 out of 5), which are averages that fall within the third category of the categories of the five-point (Likert) scale and indicate the degree of response (somewhat agree).

The above table illustrates the following:

Statement No. (5) "University endowments promote dialogue and exchange of knowledge experiences among their employees through various social media" ranked first with a response score (agreeable) with an arithmetic average of (3.24) and a percentage of (56%).

Statement No. (3) "University endowments encourage scientific research and attract distinguished researchers to conduct research in topics that serve society in the field of knowledge" came in second place with a response score (agreeable) with an arithmetic average of (3.21) and a percentage of (55%).

Statement No. (1) "University endowments have technology to help share knowledge among their employees in administrative units through appropriate means of communication" ranked third with a response score (agreeable) with an arithmetic average of (3.14) and a percentage of (53%).

Statement No. (4) "University endowments create an appropriate organizational environment that encourages their employees to exchange knowledge ideas and share them with others" ranked fourth with a response score (agreeable) with an arithmetic average of (3.00) and a percentage of (50%).

Statement No. (2) "University endowments monitor rewards and incentive incentives for their employees for their scientific achievements in the field of knowledge (scientific publishing, patents)" ranked fifth with a response score (agreeable) with an arithmetic average of (2.66) and a percentage of (41%).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the opinions of the members of the study sample, and this is an indicator of the convergence of values around the arithmetic averages, and the researchers believe that the phrases after the process of "knowledge sharing" are all of high importance for the development of the governance of university endowments and that the most important of them is the phrase "University endowments promote dialogue and exchange of knowledge experiences among their employees through various social media" which came in The first rank with a degree of response (somewhat agreed), which corresponds to the degree of appreciation (average) from the point of view of the sample participating in the study, and this is due to the awareness of the study sample by virtue of their positions of the importance of this phrase to play an important role in developing the governance of university endowments in obtaining tacit and explicit knowledge, including new knowledge that helps the organization to innovate in generating knowledge by mixing and interacting explicit knowledge and tacit knowledge and sharing it, whether among its employees or those dealing with it, in addition to Its importance in facilitating the sharing of knowledge between the members of the same organization and between organizations as a whole, providing and retrieving it when needed, and its importance in the distribution, sharing, transfer, dissemination and sharing of knowledge from one person to another, as it allows greater use of the available mental resources and provides a better possibility of innovation and development in creativity.

The phrase "University endowments monitor rewards and incentive incentives for their employees for their scientific achievements in the field of knowledge (scientific publishing, patents)" came in the last ranking, and with a degree of

response (somewhat agreeable), which corresponds to the degree of appreciation (average) and despite the importance of all these phrases and the importance of the role they play in developing the governance of university endowments from the point of view of the study sample, but this may be due to the relative need for that phrase and its order of priorities by virtue of the positions of the members of the target sample and their personal appreciation.

This finding is consistent (Sharif 2016; al-Faqih 2017; Sayed Ahmed and Secretary 2022; Aqili 2021) with the results of a study, while this result differs with the results of a study, which emphasizes the (Alhudaibi 2016; Al-Dakhil and Al-Qarni 2018; Al-Anzi and Al-Harbi 2015) importance of the role of knowledge management processes in the for-profit and non-profit sector as centers of radiation and progress for societies in creating a competitive advantage and creating intellectual knowledge capital for organizations.

Knowledge Application Process:

The researchers allocated (5) phrases that they believe are one of the most important phrases that the target of the study evaluates to activate the extent of application after the practice of "application of knowledge" through previous studies, and the following table No. (7) summarizes those results:

Table No. (7): Shows the arithmetic averages and standard deviations of statements after the process of applying knowledge.

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Degree of approval	Order
1	University endowments use knowledge to raise the quality of performance of the services provided	3.38	59٪	0.903	Somewhat OK	medium	1
3	University endowments benefit from their application of knowledge management in strategic decision-making	3.24	56٪	0.830	Somewhat OK	medium	2
2	University endowments study proposals related to facilitating the application of knowledge management in the work environment	3.21	55٪	0.940	Somewhat OK	medium	3

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Degree of approval	Order
5	University endowments benefit from modern information technology in the application of knowledge management	3.14	53٪	0.915	Somewhat OK	medium	4
4	University endowments develop a clear strategic plan for the application of knowledge management	2.93	48٪	0.884	Somewhat OK	medium	5
The process of applying knowledge as a whole		3.18	54٪	0.749	Somewhat OK	medium	

It is clear from Table (7) above that the arithmetic average of all responses of the sample members to the extent of application after the practice of "application of knowledge" as a whole amounted to (3.18), which is an average that falls within the third category of the categories of the five-point (Likert) scale (2.60 to 3.39), which is the category that indicates the degree of response (somewhat agreed).

As can be seen from the previous table above, there is a variation in the responses of the study sample on the expressions of the extent of application after the application of knowledge, where the averages ranged between (2.93 to 3.38 out of 5), which are averages that fall within the third category of the categories of the five-point (Likert) scale and indicate the degree of response (somewhat agree).

The above table illustrates the following:

Statement No. (1) "University endowments use knowledge to raise the quality of performance of the services provided" ranked first with a response score (agreeable) with an arithmetic average of (3.38) and a percentage of (59%).

Statement (3) "University endowments benefit from their application of knowledge management in strategic decision-making" came in second place with a response score (agreeable) with an arithmetic average of (3.24) and a percentage of (56%).

Statement (2) "University endowments study proposals related to facilitating the application of knowledge management in the work environment" came in third place with a response score (agreeable) with an arithmetic average of (3.21) and a percentage of (55%).

Statement (5) "University endowments benefit from modern information technology in the application of knowledge management" ranked fourth with a response score (agreeable) with an arithmetic average of (3.14) and a percentage of (53%).

Statement (4) "University endowments develop a clear strategic plan for the application of knowledge management" ranked fifth with a response score (agreeable) with an arithmetic average of (2.93) and a percentage of (48%).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the opinions of the members of the study sample and this is an indicator of the convergence of values around the arithmetic averages, and the researchers believe that the phrases after "the application of knowledge" are of high importance to develop the governance of university endowments and that the most important of them is the phrase "university endowments use knowledge in raising the level of quality of performance of services provided," which came in first place with a degree of response (agree to some extent), which corresponds to the degree of appreciation (average) from the point of view This is due to the awareness of the study sample by virtue of their positions of the importance of this phrase to play an important role in developing the governance of university endowments in obtaining tacit and explicit knowledge, including new knowledge that helps the organization to innovate in generating knowledge by mixing and interacting explicit knowledge and tacit knowledge and sharing it, whether among its employees or those dealing with it, in addition to its importance in facilitating the sharing of knowledge between members of the same organization and between organizations as a whole, providing and retrieving it when The need for it and its importance in the distribution, sharing, transfer, dissemination and sharing of knowledge from one person to another, it allows greater use of the available mental resources and provides a better possibility for innovation and development in creativity, as the application of knowledge refers to the transformation of knowledge into operational processes, in which the knowledge contribution is directed to improving organizational performance, and its application is based on the knowledge available in the organization and is one of the most important knowledge management processes in the organization, it is the process through which knowledge is used, reused and invested In solving existing problems in addition to being the most suitable process for use in the implementation of the activities of the organization.

The phrase "University endowments develop a clear strategic plan for the application of knowledge management" came in the last order, and with a degree of response (somewhat agreed), which corresponds to the degree of appreciation (average) and despite the importance of all these phrases and the importance of the role they play in developing the governance of university endowments from the point of view of the study sample, but this may be due to the relative need for that phrase and its order of priorities by virtue of the positions of the members of the target sample and their personal appreciation.

This finding is consistent (Sharif 2016; Al-Faqih 2017; Aqili 2021) with the results of a study, while this result differs with the results of a study, which emphasizes (Alhudaibi 2016; Al-Anzi and Al-Harbi 2015; Kamal El-Din and Abu Zeid 2019) the importance of the role of knowledge management processes in the for-profit and non-profit sector as centers of radiation and progress of societies in creating competitive advantage and intellectual knowledge capital for organizations.

The following is an analysis of the views of the members of the study sample on the questions of the focus of the study: "Obstacles facing the application of knowledge management in university endowments from the point of view of its administrative leaders, and to answer the questions of this axis, (14) phrases were chosen, the researchers believe that it is one of the most important phrases that the target of the study evaluates to overcome the obstacles and challenges facing the application of knowledge management in university endowments from the point of view of its administrative leaders and the method of its development, through previous studies, The calculation of the arithmetic averages and standard deviations of these statements, and the following table No. (8) shows these results:

Table No. (8): Illustrates the arithmetic averages and standard deviations of the phrases of obstacles to the application of knowledge management in university endowments.

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
14	Lack of incentives that encourage participation in the industry and the generation of knowledge in university endowments	4.48	87٪	0.634	Totally OK	Very high	1
12	Lack of studies and sources of information in the field of knowledge management in university endowments	4.28	82٪	0.751	Totally OK	Very high	2
5	Poor adequacy of training and holding meetings, conferences, and workshops in the field of knowledge management in university endowments	4.10	78٪	0.860	I agree	High	3
13	Lack of qualified human cadres that contribute to the success of knowledge management applications in university endowments	4.07	77٪	0.753	I agree	High	4

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
10	Lack of an independent organizational unit in university endowments that supervises knowledge management	4.03	76٪	1.085	I agree	High	5
9	Lack of interest in ways to document tacit knowledge (experiences, skills) in university endowments	3.97	74٪	0.778	I agree	High	6
4	The inadequacy of the concept of knowledge management and the importance of its practice among administrative leaders in university endowments	3.93	73٪	0.923	I agree	High	7
11	Poor benefit of university endowments from the available knowledge expertise of knowledge industry experts	3.83	71٪	0.889	I agree	High	8
8	Poor communication between university endowment administrations in	3.69	67٪	1.039	I agree	High	9

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
	areas that serve knowledge management applications						
1	Limited benefit of university endowments from the experiences of others in the field of knowledge management	3.62	66٪	0.942	I agree	High	10
6	The absence of a culture of participation and knowledge exchange among the leaders of university endowments	3.62	66٪	1.083	I agree	High	11
7	Lack of awareness of administrative leaders in university endowments of the importance of the benefits achieved from the application of knowledge management	3.55	64٪	1.088	I agree	High	12
2	The difficulty of applying knowledge management in university endowments due to poor information	3.34	59٪	1.203	Somewhat OK	medium	13

M	Ferry	Arithmetic mean	Percentage	Standard deviation	Degree of approval	Grade	Order
	technology infrastructure						
3	The difficulty of organizing knowledge sources and ways to access them and benefit from them in university endowments	3.31	58٪	0.967	Somewhat OK	medium	14
Obstacles facing the application of knowledge management in university endowments as a whole		**3.84**	**71٪**	**0.513**	**I agree**	**High**	

It is clear from Table (8) above that the arithmetic average of all respondents about the obstacles facing the application of knowledge management in university endowments as a whole amounted to (3.84), which is an average that falls within the fourth category of the five-point (Likert) scale categories (3.40 to 4.19), which is the category that indicates the degree of response (OK).

As can be seen from the previous table above, there is a disparity in the responses of the members of the study sample about the statements of obstacles facing the application of knowledge management in university endowments, where the averages ranged between (3.31 to 4.48 out of 5), which are averages that fall between the third and fifth categories of the (Likert) five-point scale and indicate the degree of response (somewhat agree, agree, completely agree) respectively.

The above table illustrates the following:

Statement No. (14) "lack of incentives that encourage participation in the manufacture and generation of knowledge in university endowments" came in first place with a response score (completely agree) with an arithmetic average of (4.48) and a percentage of (87%).

Statement No. (12) "Lack of studies and information sources in the field of knowledge management in university endowments" came in second place with a response score of (completely agree) with an arithmetic average of (4.28) and a percentage of (82%).

Statement No. (5) "Poor adequacy of training and holding meetings, conferences and workshops in the field of knowledge management in university endowments" ranked third with a response score of (OK) with an arithmetic average of (4.10) and a percentage of (78%).

Statement No. (13) "The lack of availability of qualified human cadres that contribute to the success of knowledge management applications in university endowments" ranked fourth with a response score of (OK) with an arithmetic average of (4.07) and a percentage of (77%).

Statement No. (10) "The lack of an independent organizational unit in university endowments that supervises knowledge management" ranked fifth with a response score of (OK) with an arithmetic average of (4.03) and a percentage of (76%).

Statement No. (9) "Poor interest in methods of documenting tacit knowledge (experiences, skills in university endowments" ranked sixth with a response score (OK) with an arithmetic average of (3.97) and a percentage of (74%).

Statement No. (4) "The inadequacy of the concept of knowledge management and the importance of its practice among administrative leaders in university endowments" ranked seventh with a response score of (OK) with an arithmetic average of (3.93) and a percentage of (73%).

Statement No. (11) "Poor benefit of university endowments from the available knowledge expertise of knowledge industry experts" ranked eighth with a response score of (OK) with an arithmetic average of (3.83) and a percentage of (71%).

Statement No. (8) "Weak communication between university endowment administrations in areas that serve knowledge management applications" ranked ninth with a response score of (OK) with an arithmetic average of (3.69) and a percentage of (67%).

Statement No. (1) "Limited benefit of university endowments from the experiences of others in the field of knowledge management" ranked tenth with a response score of (OK) with an arithmetic average of (3.62) and a percentage of (66%).

Statement No. (6) "The absence of a culture of participation and knowledge exchange among university endowment leaders" ranked eleventh with a response score of (OK) with an arithmetic average of (3.62) and a percentage of (66%).

Statement No. (7) "Lack of awareness of administrative leaders in university endowments of the importance of the benefits achieved from the application of knowledge management" ranked twelfth with a response score (OK) with an arithmetic average of (3.55) and a percentage of (64%).

Statement No. (2) "The difficulty of applying knowledge management in university endowments as a result of the weakness of the information technology infrastructure" ranked thirteenth with a response score (agreeable) with an arithmetic average of (3.34) and a percentage of (59%).

Statement No. (3) "The difficulty of organizing knowledge sources and ways to access and benefit from them in university endowments" ranked fourteenth with a response score (agreed) with an arithmetic average of (3.31) and a percentage of (58%).

Referring to the previous table above, it is clear that the standard deviations are all low, which means the homogeneity of the views of the members of the study sample , and this is an indicator of the convergence of values around the arithmetic averages, and the researchers believe that the phrases of the axis "difficulties facing the application of knowledge management in university endowments" from the point of view of their administrative leaders are all of high importance to overcome those difficulties The most important of them is the phrase "lack of incentives that encourage participation in the industry and generation of knowledge in university endowments", which came in first place with a degree of response (completely agree), which corresponds to the degree of appreciation (very high) from the point of view of the sample participating in the study, and this is due to the awareness of the study sample by virtue of their positions and the importance of this phrase playing an important role in overcoming The difficulties facing the application of knowledge management in university endowments from the point of view of their administrative leaders, which is of great importance that endowment administrations in general and university endowments in particular have such practices, and this is due to the awareness of the study sample of the importance of having an incentive system for university endowment employees that encourages

participation in the industry and generation of knowledge, due to the impact of these positive incentives on the performance of employees, which contribute to enhancing their desire to work and achieve success, when employees receive incentives such as financial rewards Or promotions or recognition of outstanding performance, there is no doubt that this is reflected in the performance of employees and makes them feel appreciated, satisfied and willing to make more efforts and improve their performance.

The phrase "the difficulty of organizing knowledge sources and ways to access and benefit from them in university endowments" came in the last ranking, and with a degree of response (somewhat agreed), which corresponds to the degree of appreciation (average) and despite the importance of all these phrases and the importance of overcoming those obstacles facing the application of knowledge management from the point of view of the study sample, but this may be due to the relative need for that phrase and its order only prioritization by virtue of the positions of the members of the target sample and their personal appreciation.

This result is consistent with the results of a study, (Al-Othman 2013; Al-Sharif 2016; Aqili 2021) while this result differs with the results of a study, which confirms the (Zatma and Ashour 2011; Sayed Ahmed and Secretary 2022; Mohammed 2018) possibility of overcoming those difficulties facing the application of knowledge management in university endowments by taking some effective measures, namely: establishing a culture of knowledge, providing appropriate infrastructure, providing training and development, enhancing communication and cooperation , and strengthening governance and leadership.
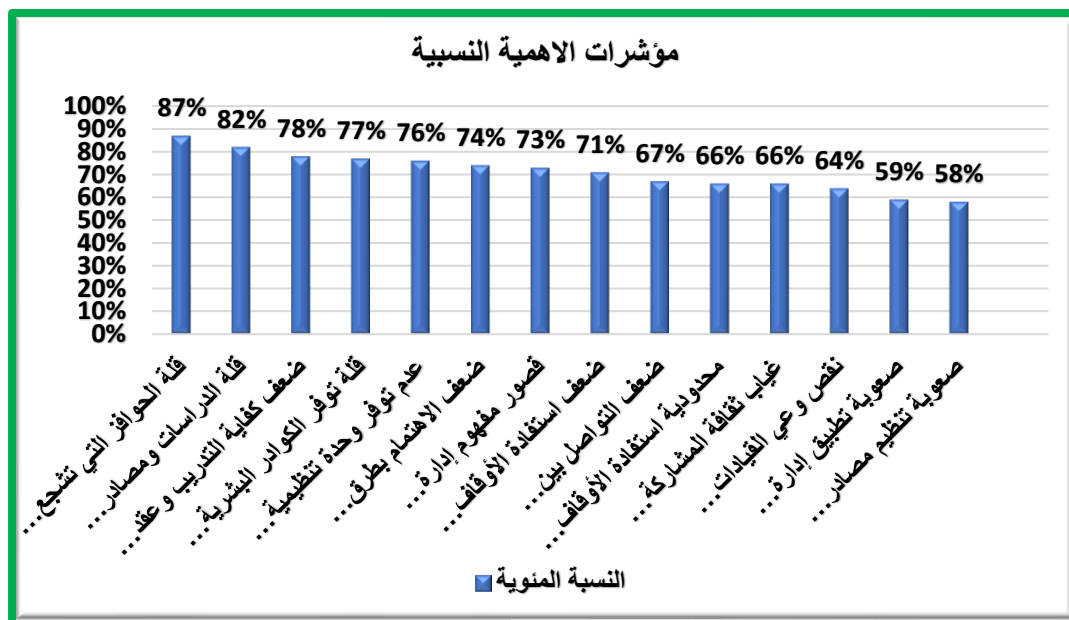

Figure (1): Demonstrates the relative importance of the responses of the study sample to the obstacles to the application of knowledge management in university endowments.

Figure (1) above shows the relative importance of the responses of the study sample on the questions of the focus of the study "Obstacles facing the application of knowledge management in university endowments" from the point of view of their administrative leaders, as the phrase "lack of incentives that encourage participation in the industry and generation of knowledge in university endowments" obtained the highest percentage of the relative importance index of the responses of

the study sample, where it reached (87%), due to the awareness of the study sample of the importance of providing an incentive system for employees of university endowments that encourages participation in the industry and generation of knowledge, and incentives positively affect the performance of employees and contribute to enhancing their desire to work and achieve success.

The results of the study:

Based on the analysis and discussion of the results of the sample participating in the study and testing the hypotheses previously reached, the following main results can be reached:

1) The view of the sample participating in the study agrees that the reality of applying the dimensions of knowledge management practices (knowledge acquisition, storage, sharing, and application) in university endowments was somewhat insufficient with an average estimate of (58%), on the importance of applying the processes of acquiring, storing, sharing and applying knowledge.

2) The view of the sample participating in the study agrees that the reality of the application of the practice of knowledge management in university endowments (knowledge acquisition) was sufficient with a high grade of appreciation (66%), about the importance of ensuring the development of knowledge and determining the extent of its need continuously, benefiting from experts in the knowledge industry and management, and conducting scientific research with the aim of producing knowledge.

3) The view of the sample participating in the study agrees that the reality of applying after the practice of knowledge management in university endowments (knowledge storage) was somewhat insufficient with an average estimate of (60%), on the importance of documenting the acquired knowledge achievements, and relying on clear procedures to preserve intellectual property rights and patents.

4) The view of the sample participating in the study agrees that the reality of the application of the practice of knowledge management in university endowments (knowledge sharing) was somewhat insufficient with an average grade of (51%), on the importance of enhancing dialogue and exchanging knowledge experiences among its employees through various means of communication, and monitoring rewards and incentive incentives for scientific achievements in the field of knowledge.

5) The view of the sample participating in the study agrees that the reality of the application of the practice of knowledge management in university endowments (the application of knowledge), was somewhat insufficient with an average grade of (54%), about the importance of knowledge in raising the level of quality of performance of the services provided, and studying proposals related to facilitating the application of knowledge management in the work environment, and developing a strategic plan for its application.

6) The view of the sample participating in the study agrees that there are obstacles facing the application of knowledge management in university endowments with a high grade of (71%), about some obstacles to the application of knowledge management, such as the lack of incentives that encourage participation in the knowledge industry and generation, the lack of studies and information sources in the field of knowledge management, the inadequacy of the concept of knowledge management and the importance of its practice among the study sample.

7) There is a statistically significant relationship in the attitudes of the study sample about the study axes due to the academic qualification variable.

8) There is a statistically significant relationship in the trends of the study sample on the study axes due to the variable of scientific specialization.

9) There is a statistically significant relationship in the attitudes of the study sample about the study axes due to the practical experience variable.

Study recommendations:

Based on the results of the previous study, a summary of the most important recommendations and main suggestions can be developed through the following points:

1) The importance of increasing the level of awareness of the sample participating in the study of the importance of applying the dimensions of knowledge management practices (knowledge acquisition, storage, participation, and application) in university endowments.

2) The importance of increasing the level of awareness of the sample participating in the study of the importance of applying the dimension of knowledge management practice (knowledge acquisition) in university endowments.

3) The importance of increasing the level of awareness of the sample participating in the study of the importance of applying the dimension of knowledge management practice (knowledge storage) in university endowments.

4) The importance of increasing the level of awareness of the sample participating in the study of the importance of applying the dimension of knowledge management practice (knowledge sharing) in university endowments.

5) The importance of increasing the level of awareness of the sample participating in the study of the importance of applying the dimension of knowledge management practice (knowledge application) in university endowments.

6) The importance of increasing the level of awareness of the sample participating in the study of the importance of overcoming the obstacles facing the application of knowledge management in university endowments.

7) Submit proposals for future research directions aimed at supporting and developing the governance of university endowments through the application of knowledge management practices (knowledge acquisition, storage, sharing, and application) and overcoming obstacles to their application, to achieve the Kingdom's Vision 2030, in empowering and sustaining the non-profit sector.

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"دور ممارسات إدارة المعرفة في تطوير حوكمة الأوقاف العلمية في الجامعات السعودية من وجهة نظر قياداتها الإدارية: دراسة تطبيقية"

الباحثون:

د. عثمان موسى عثمان عقيلي

أستاذ مشارك بقسم علم المعلومات. كلية الآداب والعلوم الإنسانية

جامعة الملك عبد العزيز، جدة، المملكة العربية السعودية

أحمد صالح فرحان علي

باحث دكتوراه بجامعة الملك عبد العزيز بالوقف العلمي بجامعة الملك عبد العزيز

جامعة الملك عبد العزيز، جدة، المملكة العربية السعودية

الملخص:

هدفت الدراسة الحالية إلى التعرف على دور ممارسات إدارة المعرفة في تطوير حوكمة الأوقاف العلمية في الجامعات السعودية من خلال دراسة واقع تطبيق ممارسات إدارة المعرفة)اكتساب المعرفة وتخزينها ومشاركتهاوتطبيقها (، ودراسة معوقاتها .ومواجهة تطبيقها في الأوقاف الجامعية من وجهة نظر قياداتها الإدارية .وتضمنت الدراسة الجانب النظري والجانب التطبيقي .ولتحقيق أهداف الدراسة وتحقيق النتائج المرجوة تم استخدام المنهج الوصفي المسحي .ولقياس أهداف الدراسة تم تصميم أداة استبانة لجمع البيانات مكونة من)36 (عبارة موزعة على محاور الدراسة ومناسبة)للتحليل الإحصائي .وتمت معالجة البيانات بالأساليب الإحصائية المناسبة وتحليلها من خلال برنامج الحزم الإحصائية للعلوم الاجتماعيةSPSS ،(كما تم استخدام أسلوب الحصر الشامل لعينة مكونة من)29 (من القيادات الإدارية للأوقاف الجامعية .وأظهرت نتائج الدراسة أن العينة المشاركة في الدراسة اتفقت على أن واقع تطبيق ممارسات إدارة المعرفة في الأوقاف الجامعية غير كاف بدرجة متوسطة)58 (%.كما أظهرت نتائج الدراسة أن هناك معوقات تواجه تطبيقها وبنسبة عالية)71 (%.كما أظهرت نتائج الدراسة وجود علاقة ذات دلالة إحصائية في اتجاهات أفراد عينة الدراسة حول موضوعات الدراسة تعزى للمتغيرات الشخصية)المؤهل العلمي، التخصص العلمي، الخبرة العملية .(وخرجت الدراسة بعدة توصيات أهمها: أهمية رفع مستوى وعي العينة المشاركة في الدراسة بأهمية تطبيق ممارسات إدارة المعرفة في الأوقاف الجامعية، وأهمية تذليل المعوقات التي تواجهها.

الكلمات المفتاحية :ممارسات إدارة المعرفة – حوكمة الأوقاف العلمية الجامعية – الجامعات السعودية