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Develop organizational learning capabilities within knowledge management processes (Applied research in the General Company of Iraqi Airways)

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Abstrac

The current research aims to identify the degree to which knowledge management processes (knowledge Creation, knowledge distribution, knowledge interpretation, knowledge implementation), and the availability of organizational learning capabilities (adaptive learning capacity and the ability to learn constructively) in the Iraqi airline company. In addition to determining the level of impact of knowledge management processes in the development of organizational learning capabilities, to achieve the objective of the research, the views of a sample of individuals in the General Company of Iraqi Airways, which amounted to (30) individuals by adopting the questionnaire as a main tool in collecting data and information, and analyzed their responses using many methods (Mean, standard deviation, correlation coefficient, and simple regression coefficient) based on the SPSS program. The results of the research are based on a number of conclusions, the most important of which is that the knowledge management processes are one of the basic building blocks of the company's operations. It also plays an important role in the development of organizational learning capabilities. And the response variable (organizational learning abilities), all of which were positive and functionally significant. The main recommendations of the study are to adopt the proposed model presented by the research, which shows the relationship and impact of knowledge management processes in organizational learning capabilities at all levels of the company. And work on the development of systems and regulations that stimulate and encourage human resources to practice knowledge processes and assimilate the experiences of the company through experimentation, observation and analysis, and then creativity and innovation for the purpose of developing organizational learning capabilities in the company.

Keywords: Knowledge Management, Organizational Learning.

Desarrollar capacidades de aprendizaje organizacional dentro de los procesos de gestión del conocimiento. (Investigación aplicada en la Compañía General de Iraqi Airways)

Resumen

La investigación actual tiene como objetivo identificar el grado en que los procesos de gestión del conocimiento (Creación del conocimiento, distribución del conocimiento, interpretación del conocimiento, implementación del conocimiento) y la disponibilidad de capacidades de aprendizaje organizacional (capacidad de aprendizaje adaptativo y la capacidad de aprender de manera constructiva) en la compañía aérea iraquí. . Además de determinar el nivel de impacto de los procesos de gestión del conocimiento en el desarrollo de capacidades de aprendizaje organizacional, para lograr el objetivo de la investigación, las opiniones de una muestra de individuos en la Compañía General de Iraqi Airways, que ascendió a (30) individuos al adoptar el cuestionario como herramienta principal para recopilar datos e información, y analizar sus respuestas utilizando muchos métodos (media, desviación estándar, coeficiente de correlación y coeficiente de regresión simple) basados en el programa SPSS. Los resultados de la investigación se basan en una serie de conclusiones, la más importante de las cuales es que los procesos de gestión del conocimiento son uno de los componentes básicos de las operaciones de la empresa. También juega un papel importante en el desarrollo de capacidades de aprendizaje organizacional. Y la variable de respuesta (habilidades de aprendizaje organizacional), todas las cuales fueron positivas y funcionalmente significativas. Las principales recomendaciones del estudio son adoptar el modelo propuesto presentado por la investigación, que muestra la relación y el impacto de los procesos de gestión del conocimiento en las capacidades de aprendizaje organizacional en todos los niveles de la empresa. Y trabaje en el desarrollo de sistemas y regulaciones que estimulen y alienten a los recursos humanos a practicar procesos de conocimiento y asimilar las experiencias de la empresa a través de la experimentación, observación y análisis, y luego creatividad e innovación con el propósito de desarrollar capacidades de aprendizaje organizacional en la empresa.

Palabras clave: Gestión del conocimiento, aprendizaje organizacional.

Introduction:

Contemporary organizations are witnessing complex and rapidly changing conditions and changes. Traditional methods are not able to cope with these conditions and changes, and hence the inability to achieve their objectives today and in the future, which led them to search for new methods of work that are consistent with the dynamic environment data to enable them to reach their endeavors. The knowledge management is today one of the basic elements on which the success of the organizations depends on their sustainability in the environment because knowledge is an intangible asset that is difficult to imitate by competitors, This is in turn contributing to the development of organizational learning capabilities to cope with environmental disturbances and their changes through continuous adaptation and transformation of environmental threats to opportunities that enhance the success of organizations in the long run. To explore the relationship between the processes of knowledge management and organizational learning capabilities. To achieve this goal, the current research division was divided into four axes. The first axis included the research methodology, while the second axis presented the conceptual framework of the research. Third to the procedures, for research, analysis and interpretation of data, and finally came fourth axis concludes with conclusions and recommendations.

Axis I / Research methodology

First: Research problem:

The Iraqi General Company of Iraqi Airways is one of the most important Iraqi airlines, a service company, which aims to provide suitable and quality travel and travel services for Iraqi travelers. Change and development are a necessary necessity to keep pace with the changes that have taken place in all organizations. They no longer need traditional management. We need more than ever to manage knowledge to achieve the qualitative shift in the capabilities of organizations to achieve their goals in light of these transformations and developments. Therefore, the problem of research is to identify the role of knowledge management processes in developing organizational learning capabilities in the general company of Iraqi Airways and in particular to answer the following questions:

1. What is the reality of the knowledge management processes in the Iraqi Airlines General Company?
2. What is the reality of the organizational learning capabilities used in the general company of Iraqi Airways?

3. Is there a role for knowledge management processes in developing organizational learning capabilities in the Iraqi Airways General Company?

Second: The importance of research:

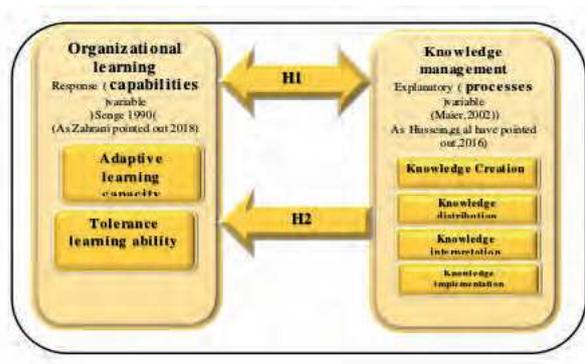
The importance of the research is the importance of the variables that are dealt with, namely, the processes of knowledge management and its role in developing organizational learning capabilities in the Iraqi General Company for Iraqi Airlines, which seeks to provide distinguished services to Iraqi travelers. The importance of this research is highlighted in particular in ways of developing organizational learning capabilities within the company's knowledge management processes as well as highlighting obstacles to developing these capabilities.

Third: Research Objectives The objectives of the current research are as follows:

1. Identify knowledge management processes in the general company of Iraqi Airways and clarify their strategies.
2. Learn what organizational learning capabilities are and how they are available at the Iraqi Airways General Company.
3. Diagnose the level and nature of the relationship and influence between knowledge management processes and organizational learning capabilities.
4. Develop organizational learning capabilities and focus on knowledge management processes and how they perform.

Fourth: Proposed Research Plan:

The research examines the role of knowledge management processes as an explanatory variable in developing organizational learning abilities as a response variable. This is illustrated by the following figure:



Source: Prepared by the researcher.

Fifth: Research hypotheses:

1. There is a significant correlation between knowledge management processes and the development of organizational learning capabilities.
2. There is a significant impact of knowledge management processes in the development of organizational learning abilities.

Sixth: The limits of research:

1. Human Limits: The limits of human research are limited to general directors, heads of departments and public officials.
2. Temporal limits: The period of preparation of the research in the research company in the form of preliminary visits to the researcher in order to diagnose the problem of field research and distribution of the questionnaire and return from the sample of the research, which lasted from (3/2/2019) to (4/3/2019).
3. Spatial boundaries: The General Company of Iraqi Airways in Baghdad was chosen as a location for conducting the current research.

Axis II / Literature Review:

First: Knowledge Management:

1. The concept of knowledge management: The foundation of dynamic business environment today characterized by rapid and continuous changes, investment in knowledge management and creativity by organizations is critical to creating a sustainable competitive advantage (Chibuzor, Jovita & Onyemachi, 2019: 1). With the emergence of new concepts such as the Organization and the culture of participation, knowledge management has become the conscious and intelligent understanding of the culture of the Organization, and the ability to acquire and share collective experience in achieving the Organization's mission and providing the tools necessary for it (Surprised, 2018, 532). The concept of knowledge management refers to extracting, analyzing, shaping and developing knowledge from individuals to documents that are easier for others to understand and apply (Sultani, 2013, 16). Knowledge management is considered to be the process of managing individuals who have abilities by classifying, organizing and segmenting them to achieve the goals of the organization (Al-Issawi and Shaker, 2018: 135) and considered (Hussein and others, 2016: 1687) To develop the capabilities of individuals and the capabilities of the Organization and to assist them in taking effective measures to achieve the objectives. It is also seen as the administration concerned with the planning and preparation of the composition and development of the knowledge base of virtual development, development, modernization and extraction of the organizational knowledge and directing them towards the achie

vement of the goals of the organization (Abdelkader 2010, 127). Finally, knowledge management refers to processes that assist organizations in generating, selecting, organizing, using, disseminating, and imparting important information and expertise that the Organization possesses and which are necessary for the various administrative activities, ie the use of the means, principles and mechanisms that enable the Organization to use its knowledge base in building and sustaining competitive advantage (Jassem, 2013: 3).

2. Knowledge management processes:

(Pannu, 2017: 26) Organizations should establish knowledge departments to discover and transfer knowledge to workers in order to improve the creativity and excellence of organizations. Knowledge management focuses on a range of processes, and these processes work sequentially among themselves and as they come.

A. Knowledge Creation: Knowledge is generated through the process of creating knowledge, splitting and structure within the organization, accessing new knowledge of data and information or prior knowledge, and generating explicit knowledge based on the aggregation of previous banks, while the discovery of implicit knowledge is focused on adaptation. During which the collective experience and skills of others are affected and measured through change in knowledge or change in performance (Sultani, 2013: 26).

B. Knowledge distribution: Attention to knowledge and preservation and protection from damage or loss for retrieval and use when needed is very important and can store knowledge in electronic files such as databases or paper files such as reports, documents and records, and the successful organization to document the knowledge and skills gained by employees, Keeping and indexing that knowledge and skills so that the Organization can recover it thereafter.

C. Knowledge interpretation: The existence of mechanisms and formal methods such as reports, letters, correspondence, conferences and internal seminars of the organization, periodic reviews of positions in the organization, internal publications, video and voice conversations, training and learning through the direct president, informal methods including change of function within and outside the organization, Which connect workers to each other.

D. Knowledge implementation (application): This is the desired goal of the knowledge management process. Knowledge management requires the adoption of methods and procedures that facilitate this process, namely, classification, indexing, appropriate classification of knowledge, easy retrieval of knowledge from the employees of the organization, making it ready for use, Correction of what is inappropriate according to the theoretical framework and

cognitive accumulation is predicated on practical experiments to introduce the new and the exclusion of the earlier ones (Divon, 2000: 35), (Sultani, 2013: 27), (Issawi and Shaker, 2018: 136). (Pannu, 2017: 26).

Second: Organizational Learning:

1. Organizational Learning Concept: Organizational learning has seen significant growth in both academia and the business world (Chiva and Alegre, 2005: 49). The process of learning is one of the most important processes on which the organization is based in achieving its objectives. The more successful the organization is in managing this process at various levels, the more effective it will be in achieving its goals. (Yasiri, Hussein, 2013: 246). Wheeln & Hunger (2010: 61) emphasizes that organizational learning is one of the theories of organizational adaptation that says that the organization adapts itself defensively to change the environment and uses knowledge effectively to improve its compatibility with the environment. Organizational learning has also been seen as a major input to change and organizational innovation (Hitt, et al, 2009: 477). It is referred to as the continued acquisition

of expertise on the substance and scope of the organization's purpose. Organizational learning also refers to the process by which the organization seeks to adapt to the environment by acquiring new knowledge and developing its own capacity to improve performance and ensure its survival and continuity (Yasiri, Hussein, 2013: 247). It is also referred to as a process or capacity exercised by organizations in order to obtain results of positive value such as developing performance, adapting to changes, achieving excellence, correcting wrong practices, etc. (Al-Hadla, 2013: 25) Is a process of interaction between the members of the organization leading to the development of their ability and decisions to make sound and creative decisions that support the competitive position of the organization and make them able to adapt to environmental changes. Hussain, Al-Arabi and Ahmad, 2018: 106) pointed out that organizational learning is a process of investing the experiences, skills and experiences of the organization and its personnel and monitoring the information resulting from these experiences and experiences in the memory of the organization and then reviewing them from time to time and taking advantage of solving the problems they face and achieving fruitful performance And competitiveness. It has been referred to as a process of research, selection and adaptation of new contexts for improved performance (Sukarne 2014: 128). It is also a process of constantly expanding capabilities to create a better future (Al-Rishiyya, 2015: 10). Lyles & Fiol (1985) described organizational learning as the development of visions, knowledge, the connection between past actions and the effectiveness of these behaviors, and future actions (Hudla, 2013: 24). Brown & Dguid

(1991) described it as the means to continuously improve efficiency, quality, creativity, and customer responsiveness (Kubaisi and Dham, 2007: 141).

2. Organizational Learning Capabilities:

The development and enhancement of organizational learning capabilities involves the development of continuous individual, group and organizational skills and capacities, which work within the framework of improving the processes of knowledge creation, acquisition, participation and utilization in the organization. Therefore, there should be awareness of the importance of balancing between two types of organizational learning capabilities: Zahrani, 2018: 217).

A. Adaptive Learning Capacity: A set of abilities, knowledge, skills and attitudes (individual, collective or organizational) that qualifies for the search for new knowledge and attempts to experiment with new procedures, methods and activities to reach new solutions and methods that enable the organization to adapt, innovate and develop continuously.

B. Tolerance learning ability: A set of abilities, knowledge, skills and attitudes (both individual, collective or organizational) that qualifies for the use of prior knowledge, creating and generating new knowledge, and improving and developing existing organizational procedures through continuous improvement of operational processes and procedures. It is through these capabilities that the Organization can promote what has already been learned, exploited or invested in the best investment.

Axis III / Research procedures and data analysis and interpretation

First: Research Procedures:

1. Research Method:

The research is based on an analytical descriptive approach. This approach is based on the description of the research phenomenon (development of organizational learning capabilities within the framework of knowledge management processes in the Iraqi General Company of Iraqi Airlines). In order to explore its manifestations and relations to reach conclusions and thus recommendations that can be applied.

2. Search Tool:

The questionnaire was used as a tool for current research. It was designed for the purpose of developing organizational learning capabilities within the knowledge management processes of the Iraqi General Company. It is considered the main tool for field research to obtain the data being mobilized by the respondents. The tool consists of two parts as follows:

A. Section 1: Personal data: (gender, job title, number of years of service).

B. Section Two: It consists of two axes:

- The first axis: identification of knowledge management processes from paragraph (1-12).

- The second axis: identifying organizational learning capabilities from paragraph (13-24).

3. Measuring the validity and stability of the questionnaire:

In order to ensure the accuracy required for the data to be obtained, the questionnaire was tested according to its approved standards to the tests of honesty and consistency as follows:

A. The credibility of the questionnaire: Honesty indicates the ability of the questionnaire to measure what was designed for it, and this is one of the most important conditions that must be met in building the scale and the loss of this condition means the lack of validity of the scale and to test the validity of the scale There are several ways the researcher adopted a section,

1. **Authentic honesty:** which is known as the truth of the arbitrators The researcher presented the questionnaire after the completion of the formulation of arbitrators specialized in administrative and economic sciences in order to verify the extent of belonging to the area and have been positive opinions on the validity of most paragraphs, as well as the installation of some important observations in the need to amend Rephrasing other paragraphs. Which helped to assess the validity of these paragraphs by taking the researcher and make appropriate corrections to them.

2. **Authenticity of internal consistency:** The internal consistency of the identification axes and paragraphs was calculated by finding correlation coefficients where they were all positive, as shown in the following table:

Table (1) Correlation coefficients for the resolution axes

sequence	Search variables	Number of paragraphs	Honesty
1	knowledge Creation	3	0.512**
2	knowledge distribution	3	0.655**
3	knowledge interpretation	3	0.360**
4	knowledge implementation	3	0.252
5	Knowledge management processes	12	0.846**
6	Adaptive learning abilities	6	0.820**
7	Tolerance learning ability	6	0.801**
8	Organizational learning capabilities	12	0.908**

Source: Preparing the researcher based on the output of the calculator.

B. Stability of the questionnaire: The stability of the questionnaire was measured by calculating the alpha-cronbach coefficients for the identification axes as in the following table:

Table (2) Alfa Cronbach coefficients for the identification axes

sequence	Search variables	Number of paragraphs	Cronbach's Alpha
1	Knowledge management processes	12	0.91
2	Organizational learning capabilities	12	0.94

Source: Preparing the researcher based on the output of the calculator.

The above table shows that alpha-cronbach coefficients for the identification axes are high stability coefficients and are met for research purposes. This means that by their various standards of high stability they can be adopted at different times for the individuals themselves and yield the same results.

4. Community Description and Research Sample:

The employees of the General Company of Iraqi Airways were selected as one of the Iraqi Ministry of Transport's formations as a society for the current research. The sample included a sample of the general managers, heads of departments and people's officials of (30) persons. Table (3) shows a statistical description of the sample.

Table (3) Description of the research sample.

sequence	variable	Category	the number	percentage
1	gender	Male	26	87%
2		Female	4	13%
3	Total		30	100%
4	job title	Official Division	19	64%
5		Head of the Department	10	33%
6		Director general	1	3%
7	Total		30	100%
8	number of years of service	Less than 5 years	2	7%
9		5-10 years	10	33%
10		15 years and over	18	60%
11	Total		30	100%

Source: Preparing the researcher based on the output of the calculator.

Second: Data Analysis and Interpretation:

1. Answer the research questions: Through the responses of the members of the research sample can answer the questions of the research as follows:

A. What is the reality of knowledge management operations in the Iraqi Airways General Company?

To answer this question, the arithmetical averages and standard deviations of the responses of the sample members were calculated on the degree of knowledge management processes in the Iraqi Airways Company as shown in the following table:

Table (4) Identifying Knowledge Management Processes

sequence	Search variables	mean	standard deviation	The general trend of dimension
1	knowledge Creation	4.500	0.358	Totally agree
2	knowledge distribution	4.422	0.314	Agreed
3	Knowledge interpretation	4.555	0.441	Agreed
4	knowledge implementation	4.466	0.442	Agreed
5	Knowledge management process	4.461	0.226	Agreed

Source: Preparing the researcher based on the output of the calculator.

From the previous table:

The results indicate that the level of knowledge management operations from the point of view of the sample in the company was generally high. The general arithmetic mean was (4.461), which is higher than the accepted mean of (3) and by a standard deviation (0.226). On the sub-dimension level, after (knowledge generation) came in first place with a high degree of practice (4.500), higher than the mean value of (3) and a standard deviation of 0.358, Activation of knowledge management processes in the company in question. As for the dimensions, it has obtained a good calculation between 4.422 and 4.466, with standard deviations ranging between (0.314 - 0.442), which are equally important in activating knowledge management processes.

The above results indicate the high level of knowledge management processes in the company from the point of view of the surveyed sample, which is a positive and influential indicator at the strategic level of the company. These processes emphasize the availability of adequate support for the process of

generating knowledge by encouraging individuals to present new ideas. And to invest these ideas by turning them into the services they provide to the community. It also provides adequate support for the distribution of knowledge at all levels in the company, as well as adopting modern mechanisms for storing knowledge, because the company is working to implement all these processes to achieve excellence in its field.

B. What is the reality of organizational learning capabilities in the Iraqi Airways General Company?

To answer this question, the arithmetical averages and standard deviations of the responses of the sample members were calculated on the degree of availability of organizational learning abilities at the University Degla College as shown in the following table:

Table (5): Organizational Learning Capabilities:

sequence	Search variables	mean	standard deviation	The general trend of dimension
1	Adaptive learning abilities	4.333	0.347	Agreed
2	Tolerance learning ability	4.422	0.314	Agreed
3	Organizational learning capabilities	4.377	0.295	Agreed

Source: Preparing the researcher based on the output of the calculator.
 From the previous table:

The results indicate that the level of organizational learning abilities from the point of view of the sample in the company was generally high, with the general arithmetic mean (4.377), which is higher than the accepted mean of (3) and by a standard deviation (0.295). At the sub-dimension level, after (learning abilities), he came first with a high degree of practice (4.422), higher than the mean value of (3) and a standard deviation of (0.314) in building the organizational learning capabilities of the company in question. The other dimension achieved a good level with a mean of (4.333) and a standard deviation of (0.347), which is no less important in building organizational learning abilities.

The above results indicate the high level of organizational learning abilities from the point of view of the surveyed sample, which is a positive and influential indicator at the level of the company being investigated. These results confirm that the management of the company pays attention to the learning capabilities necessary to adapt to reality, develop the current situation, mechanisms and methods, generate new knowledge and use creative methods to deal with problems, opportunities and challenges in order to look for a better future for the company.

2. Testing the hypothesis of research:

A. The correlation coefficient (Pearson) was calculated between the degree of knowledge management processes and the degree of availability of organizational learning abilities according to the responses of the respondents in the general company of Iraqi Airways as shown in the following table:

Table (6) The Role of Knowledge Management Processes in Organizational Learning Capabilities

sequence	Explanatory variable	Response variable: Organizational learning capabilities		
		Coefficient of correlation	'Sig'	Level of significance
1	knowledge Creation	0.208	0.270	Not a function
2	knowledge distribution	0.542**	0.002	Function
3	knowledge interpretation	0.507**	0.004	Function
4	knowledge implementation	0.019	0.921	Not a function
5	Knowledge management processes	0.528**	0.003	Function

Source: Preparing the researcher based on the output of the calculator.

The above table indicates that there is a positive and statistically significant correlation at the level of significance (0.05) between knowledge management processes and organizational learning abilities (adaptive learning abilities and learning abilities). The correlation coefficient is 0.528. With the level of organizational learning capabilities at the General Company of Iraqi Airways. This relationship also confirms the answer to the third question (is there a positive role for knowledge management processes in developing organizational learning capabilities in the company?).

B. There is a significant impact of knowledge management processes in the development of organizational learning abilities: A simple linear regression analysis was used to measure the impact of knowledge management processes in the development of organizational learning reading according to the responses of the research sample members as in the following table:

Table (7) The impact of knowledge management processes on organizational learning capabilities

sequence	Explanatory variable	Response variable			
		Organizational learning capabilities			
		R ()Beta)	(f)	"Sig"
1	Knowledge management processes	0.28	0.53	10.821	0.003

Source: Preparing the researcher based on the output of the calculator. Tabulated value = 4.18, "Sig" level = 0.05

The above table indicates that there is a statistically significant impact of knowledge management processes in the development of organizational learning abilities at a significant level (0.05). The calculated value of (F) is (10.821), which is significantly higher than the scale value of (4.18) To describe the relationship between knowledge management processes and organizational learning abilities because the curve was interpreted (0.28) which is the limiting factor that indicates that the change in knowledge management processes is explained by organizational learning abilities, or (B) which was (0.53) Organizational change in this figure as a result of the change of one unit in knowledge management processes . Knowledge management processes make an active contribution to the development of organizational learning capabilities. These results are in line with the philosophy of knowledge management that provides better opportunities for developing organizational learning capabilities.

Axis IV / Conclusions and Recommendations

Firstly: Conclusions:

1. The members of the research sample stressed that knowledge management plays a prominent role in implementing the various works carried out by their company. The results of the analysis showed that the research company provides adequate support for the process of generating knowledge by encouraging its members to present new ideas. And to invest these ideas by turning them into the services they provide to society. It also provides support for the distribution of knowledge at all levels in the company, as well as the adoption of modern mechanisms to store knowledge.
2. The results of the research confirmed that the research company gives attention to the development of organizational learning abilities (adaptive learning

ability and the ability of learning construct) that contribute to responding to the change in the external environment through an internal gradual change to adapt to what is happening in the vicinity of the company and solve the problems, To stay and stay. Change and build new capacity to modify behavior and create new knowledge to build a competitive advantage for the company.

3. Among the respondents, in their answers, knowledge management processes are one of the building blocks for supporting the company's operations. They also play an important role in the development of organizational learning capabilities. This is confirmed by the results of the correlation between the explanatory variable (knowledge management processes)), All of which were positive and functionally significant.

4. The results of the regression analysis show that the explanatory variable (knowledge management processes) has a significant effect on the response variable (organizational learning abilities).

Second: Recommendations:

1. The management of the company adopts the concept of organizational learning by working to balance the adaptive learning ability and creative learning ability based on creativity and innovation in order to expand the company's ability to invest opportunities as a necessary ability to become an educated company.

2. The company's attention to knowledge management processes because of its impact on the development of organizational learning capabilities, by looking at the future of the company and working to bring about change and provide an environment conducive to human resources to use the different knowledge and capabilities to achieve the future vision of the company.

3. The interest of the company leaders to develop the organizational learning through benefiting from previous experiences in solving problems, improving working methods, developing performance results and drawing the future of the company in light of the sharp competitive environment for the purpose of investing the development in the external environment to reach the desired goals.

4. Adopting the proposed model presented by the research, which shows the relationship and impact of knowledge management processes in organizational learning capabilities at all levels of the company.

5. Work on the development of systems and regulations that stimulate and encourage human resources to practice knowledge processes and assimilate the experiences experienced by the company through experimentation, observation and analysis, and then creativity and innovation for the purpose of developing organizational learning capabilities in the company.

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