

# BUSINESS ORGANIZATIONS AND CHALLENGES OF THE AGE

**Dr.Ali Mohammed Salloom**

*Golden al-Fakher Companies Group*

## ABSTRACT

The phenomenon of leadership has been continues to be one of the most important variables in the field of management, especially in organizational and strategic studies. This topic has received great attention from researchers and specialists in an attempt to explain it and to present it with different theories and scientific approaches. It has started to focus on the concept of strategic leadership because of its great importance in the leadership of organizations and determine their fate, especially in light of the adoption of the strategic approach by most of the business organizations, if not all at the moment, and this interest also led to the search for the best method This was also the result of many opinions on the relationship between the members of this team and what factors affect its ability to achieve its objectives. , And as a result, achieve the objectives of the Organization as a whole.

## INTRODUCTION

There is no doubt that the environment of increasing change and constant turbulence is a feature of contemporary life. On this basis, business organizations need some important foundations and foundations to be able to withstand the great challenges posed by today's economy and overcome them safely. On its competitive advantage. Perhaps the most important of these pillars is the availability of efficient administrative leadership equipped with knowledge and wisdom and the ability to predict and anticipate the future and then be able to design strategic plans to ensure effective organizational performance effective, the administrative leader is the most important link in the direction and management of the organization and put on the right track with excitement. The sense of their human resources and the explosion of their potential for more giving and making, and they are good at investing all the resources available to them, distinguished from others with the insight and visibility and the production of innovative ideas and creative that ensure the well advanced levels of success and address the expected and calculated crises.

This is the monitoring of strategic challenges and the identification of their sources and the characterization of their analysis mechanisms, and then thinking about management techniques and their response, and finally contain one of the most important tasks of future administrative leaders required to manage organizations, because the monitoring and dealing with these challenges depends primarily on the intuitive ability, In monitoring and building decisions to meet the challenges, and on the structural capacity of these minds, and the possibility of relying on information technology in analyzing challenges, diagnosing their sources, and their impact, and transforming their paths from negative to positive. The future management leaders must be careful to create the necessary capacity of their organizations as they are the decisive factor in enabling the organization to achieve its mission as planned. The ability of the organization to achieve its objectives and implement its strategies in its success is to possess the capabilities that make it superior to its competitors and that is one of the most important roles. The future administrative leader entrusted with the responsibility of the management of the organization and through which

it can meet the competitive advantage desired in the business world today.

Based on the above, in order to emphasize the importance of good management leadership and its basic role in managing business organizations safely in light of the unbridled changes taking place in the world of economy today, this chapter came to cover the following topics:

**Chapter One: Administrative Leadership.**

**Yesterday and Today.**

**Chapter Two: Contemporary Challenges**

**Chapter Three: Knowledge Management**

## **CHAPTER ONE: ADMINISTRATIVE LEADERSHIP. YESTERDAY AND TODAY**

There is no doubt that the administrative leader is an essential element in all stages of the economic development process with all its dimensions, but the main problem facing the organizations in our time, full of surprises, is the lack of a leader of the dominant creative visionary insight and vision of the future deep and help him on To lead the organization efficiently amidst all those extraordinary circumstances and unexpected advances that have become the dominant feature of the business world today.

The administrative process is essentially the process of directing, organizing and coordinating the efforts of individuals or groups in order to achieve specific goals and objectives, individual or collective, and it can be said that the administrative leadership is rooted in the time when the social interaction and the distribution of work between individuals and groups in Multiple social organizations and systems.

Since then, the administrative leader has been a major concern for scholars and thinkers who, through their studies and research, have tried to analyze the leader's behavior and direction in all its aspects, with emphasis on its justifications and the importance of the roles and responsibilities of its leadership. Field studies that influenced the direction and evaluation of the behavior of the administrative leader, and identified the foundations and contexts of effective work that must be adopted in the exercise of its functions at the present time full of surprises and crises, to achieve the ultimate goals of the Organization and ensure its competitiveness.

## **First: Management and Leadership**

### **1. Management:**

Management can be defined as (the process of planning and decision making, organization, leadership, motivation and control, which are exercised in the organization's access to human resources, material and informatics, and to merge and unify, and to convert them to outputs, efficiently, for the purpose of achieving its objectives and adapt to its environment Actors). The purpose for which the Organization was found was to deliver goods and services to different segments of society. The Organization is a purposeful social unit. Therefore, the manager is the individual whose main activities consist of planning, decision making, organization, leadership, motivation, and supervision in relation to the efficient and efficient handling of the human, material, financial and informational resources in the organization. Towards achieving their goals efficiently and adapting to their environment. (Al-Shamma, 2007, p. 13)

In a simple sense, management is an organized method that calls for the execution of tasks and duties in a precise and precise manner to achieve the best achievements at specific time frames, by making use of available resources and activating them to achieve the desired objectives. Life experiences have proven that the manager is the primary source that depends on his/ her performance and ability to achieve good results based on the correct application of the rules, principles and concepts of management. (Naimi-2008, p. 21).

In addition, management has learned that it is a portfolio of tools and techniques and a set of special skills that provide its employees with what they need. These skills include planning, finance, human resources, marketing and contracting.

- The goal is necessary and necessary for management.
- The management is not the implementation of the work, but the work carried out by others (even the managing director cannot work without the support of others to him).
- The administration is socially responsible for the benefit of the society in general and by achieving a complete balance between the interests of all individuals.
- The administrative process is a mental activity directed to all collective efforts and a plan for

all directions of the project to reach the safety and achieve its objectives marked based on the foundations and principles of the steadfast instead of improvisation and randomization based on trial attempts and error (Hassoun, 2008, p. 11).

**2. Leadership:**

The phenomenon of leadership has been and continues to be one of the most important variables in the field of management, especially in organizational and strategic studies. This topic has received great attention from researchers and specialists in an attempt to explain it and to present it with different theories and scientific approaches. It has started to focus on the concept of strategic leadership because of its great importance in the leadership of organizations and determine their fate, especially in light of the adoption of the strategic

approach by most of the business organizations, if not all at the moment, and this interest also led to the search for the best method This was also the result of many opinions on the relationship between the members of this team and what factors affect its ability to achieve its objectives. , And as a result achieve the objectives of the Organization as a whole.

The diversity of concepts of leadership keeps the difference between researchers and writers about their agreement on a specific definition. This is due to the diversity of leadership patterns or approaches that they have adopted and which have played an important role in the multiplicity of concepts. They know leadership in a way that suits their style or approach. Which is confirmed by one of the researchers, considering that the number of definitions of leadership may be equal to the number of researchers and writers who tried to define. Table (1) clarifies some definitions related to this term:

Table (1) Definition of leadership			
No.	Definition	Year	
1	Is the appropriate means by which the Director can instill the spirit of optimism and fruitful cooperation of the staff of the Organization in order to achieve .legitimate objectives	1977:35	Lafferty
2	Is the process of the leader's influence through his personality in the characteristics of the subordinate, individuals and groups towards achieving desirable .goals	1993:227	Adaily
3	Is the process of influencing the activities of an individual or group for the purpose of achieving a .specific goal in a particular situation	1994:264	Dara and others
4	Is the process of influencing the activities of the individual or group in efforts towards the goal of that .site	1995:239	Chandan
5	A process that involves finding and applying the .leader's vision for the future	1997:266	Heresyl& Johnson
6	The influence of the leader on subordinates by believing in the strategic vision of the organization and the way in which they act according to them regardless of the circumstances and situations facing .them	1998;232	Wright et al

8	Influencing others through their behavior, and making effective decisions about individuals and other .resources	2001:324	Hellrieglet al
9	Is an attempt to use the influence to motivate .individuals to accomplish some goals	2003:299	Gibson et al
10	Dynamic action and strength aimed at cohesion of the group and achieve the common goal effectively and .efficiently	2007:231	Ashmawi

According to the British Arab Academy for Higher Education, the administrative leadership is the activity exercised by the administrative leader in the field of taking and issuing the decision to issue orders and administrative supervision of others using the official authority and through influence and persuasion in order to achieve a certain goal. Administrative leadership combines in this concept between the use and influence official authority to influence the employees and their co-operation to achieve goals, leadership is the process of inspiring individuals to do their best to achieve the desired results. (British Arab Academy, 2009, 4)

Leadership is the art of ability and skill to influence the feeling of subordinates to accomplish the tasks assigned to them with enthusiasm and sincerity. Leadership is also to motivate and motivate individuals to accomplish what the leadership wants to achieve, that is, to make individuals feel the goals of the institution as if they were their personal goals.

This does not come from a vacuum, but from the qualities, behaviors and abilities of the manager and thus the leader of the two aspects of the impact, the physical aspect of the work is the personality of the leader and his ability and knowledge and experience both in the work or in the assets of management or in the assets of leadership and behavioral side is the behavior of the manner and style And his approach to work on the one hand and with the workers and his vision and his view to the workers and sense of feelings and then his ability to influence. **Forums/ View Profile:**

From the previous definitions, the researcher argues that the scholars agree that leadership is "the art of influencing people, guiding them in a correct way, in order to gain their obedience, respect, loyalty and cooperation in order to achieve a common goal." It is

clear from this definition that the process of leadership can only be achieved if there is a leader, a leader, a common goal, and therefore the concept of administrative leadership is characterized by the following:

- ✓ Effective and successful leadership is produced through the harmony of the characteristics of the personality of the leader and the characteristics of subordinates' personality and the requirements of the role he plays.
- ✓ Leadership exists with individuals and subordinates.
- ✓ Leadership means achieving the objectives of the organization in conjunction with the goals of the individual together through the use of tools of motivation and guidance and guidance to follow and faith in seeing the message through the implementation of the strategy of the Organization).
- ✓ Leadership is an art, rules and principles that the leader must work and adhere to. Each leader has more than one power to influence in subordinates.

**3. Strategic Leadership**

A number of researchers have developed some definitions that attempt to explain the concept of strategic leadership style. Hambrick, Miller and Friesen (1984) have referred to it as "a set of characteristics possessed by a person who assumes the position of the highest command in an organization and influences the nature of fateful decisions (Sharivastava & Nachman: 1989: 51) as "the combination of features and characteristics that characterize a strategic leader from another" (Neumann & Neumann: 1999: 75) defined it as

"a set of features that Owned by the administrative leader, and skills that determine his style in the leadership of the organization, and the manner of dealing with subordinates, and it is mainly related The main functions of the administrative duty of the commander's strategic do.

By looking at the above-mentioned acquaintance, we draw on a number of key points, including:

- ✓ The concept of strategic leadership style focuses on the differences between one leader and another, which characterize the style he possesses.
- ✓ Strategic leadership style results from the interaction of a set of personal characteristics of the manager and the skills he possesses.

- ✓ Since the skills acquired by the leader influence his strategic leadership style, this indicates that there is a possibility to develop that pattern through training and qualification.

Finally, the style of strategic leadership can be defined as "a set of self-attributes and acquired skills possessed by an individual that determines his or her style of effective leadership and the consequent tasks and decisions, which vary from individual to individual"

Second: Leadership styles

Three basic models of strategic driving patterns can be identified, as shown in Table (2):

Table (2) Models of strategic leadership styles.

ت	Styles	Year	Classifications
1	1. Political style. 2. Professional style 3. The style of the bureaucracy 4. Leadership style	1984 1989	Hambrick et al Shrivastava and Nachman
2	1. The style of reciprocal leadership 2. Transformational leadership style	1998	Wright et al
3	1. Integrated mode 2 - the pattern is polarized 3 - Center on vision 4. Center for implementation 5. Personalized priorities Dreamer 7. The port 8. Governor	1999	Neumann and Neumann

**1. Shrivastava and Nachman (Strategic Leadership Patterns) classification:**

This classification is the first classification of strategic leadership styles in 1989. This classification was based primarily on the content and style of strategic decision-making by strategic leaders, based on the conceptual classification of strategic leadership styles presented by Hambrick, Miller and Friesen (1984) , Based mainly on the characteristics of the strategic decision as this classification is based on the role and style of strategic leader in decision-making, and adopted this

classification mainly on a number of basic principles that are the main determinant of the style of strategic leadership, these principles are:

- ✓ **Embodiment of leadership:** This principle indicates that leadership is a function of the personal characteristics of individuals, the nature of the relationship between a group of individuals representing the senior management, and the impersonal role of the strategic leader within the organization's work system.

- ✓ **Source of Influence:** This principle refers to the source of the leader's influence in the organization, through his or her personality or charisma, and direct influence across the office and role.
- ✓ **Leader-Members Relationship:** The third principle refers to the nature of the relationship between the leader and subordinates, and their impact on the type of control adopted by the organization, whether this control is official and hierarchical, or self-censorship.
- ✓ **Leadership-role orientation:** Principle 4 deals with the extent to which the leader participates in the execution of tasks or in the assignment of tasks to others.
- ✓ **Unit of Analysis:** This principle focuses on determining the location of strategic leadership, whether at the level of the organization as a whole or at the level of units and sections in the organization. Or that leadership takes an informal dimension among individuals and small groups.
- ✓ **Leadership system orientation:** This principle relates to the determination of the system adopted by the leadership, whether it is a closed system that focuses only on the internal environment of the organization or whether it adopts an open system that focuses on attention to the external environment and its fundamental variables.
- ✓ **Rating:** The fact that this classification is one of the first classifications that dealt with the patterns of strategic leadership, the adoption of many of its principles on the characteristics and characteristics of leadership in its general sense, as it moved away from the characteristics and characteristics and the basic functions of strategic leaders as discussed in the previous article, Classification Patterns are patterns of leadership rather than strategic leadership, so this classification will not be adopted in this study.

## 2. Wright et al (Strategic Leadership Styles) classification

According to this classification, strategic leadership has two basic types:

**Transactional Leadership:** In this mode, managers use their formal powers to influence subordinates (Wright et al., 1998: 232). The main principle of procedural leadership is the exchange of benefits between the president and the subordinate. They affect each other so that each of them gets something of value. In other words, the president gives the subordinates something they want to get, for example, an increase in bonuses and in return the president gets things he wants, such as increased productivity (Al-Otaibi: 2006: 6).

### A. Transformational Leadership:

The term transformational and procedural (Burns, 1978, Bass, 1990) became the basis for the study of leadership and was often used to distinguish between management and leadership. Burns (1978), the term transformational leadership, appeared in the book Leadership to distinguish between those leaders who build a relationship with motivational goals with their subordinates, those leaders who rely heavily on the process of sharing benefits for results. Burns (1978,20) defined transformational leadership as "a process in which the leader and followers seek to advance through synergies and help each other reach the highest levels of motivation and ethics." Transformational leadership seeks to promote the sense of subordination by embracing ethical ideas and values such as freedom, justice, equality, peace and humanity (Bass, 1985). The behavior of transformational leadership starts with the values and beliefs of the leader rather than the exchange of interests with subordinates (Bass, 1985). The transformational leader moves in a currency through established value systems such as justice and integrity, and these are called internal values. Internal values are values that cannot be negotiated or exchanged among individuals. By expressing these personal standards, the transformational leader unites his followers and can change their beliefs and goals.

### B. Transformational leadership includes four basic dimensions:

- ✓ **Gravity (ideal effect):** It describes the behavior of a leader who is admired and respected by subordinates and their appreciation. This requires participation in risk by the leader, providing the needs of the subordinates' heart of the personal needs of the leader, and carrying out behaviors of a moral nature.

- ✓ **Inspirational motivation:** This dimension focuses on the behavior of the leader and his behaviors that raise the followers of love challenge. These behaviors work to elucidate the expectations of subordinates, describe the method of adhering to organizational goals, and stimulate team spirit through enthusiasm and idealism.
- ✓ **Intellectual stimulation:** in which the leader works to search for new ideas and encourage the solution of problems in a creative way by the followers, and support new models and creative work to perform.
- ✓ **Individual consideration:** This feature appears through the style of the leader who listens gently, pays particular attention to the needs of the dependents as well as their achievement through the adoption of appreciation strategies.

### 3. Classification (1999, Neumann & Neumann)

Neumann & Neumann has formulated this classification after five years of studies to determine the basic patterns of strategic leadership. Neumann & Neumann believes that the idea of strategic leadership styles has diverged from the work of Bass (1985) on the concept of leadership. He believes that procedural leadership is a traditional process of management, and that organizations, if they wish to reach high levels, must shift from procedural leadership to transformational leadership with a focus on strategic functions and dimensions. From this perspective, Neumann & Neumann argues that strategic leaders should focus on three core functions, which are the main skills of strategic leaders. These skills are:

- A. Visioning:** defined as the ability of the strategic leader to see the future of the organization in a clear and integrated manner. This skill or ability is the desire to change the status quo, the desire to adopt new goals and the ability to identify opportunities in the environment in which it operates. And the ability to draw up long-term strategies to exploit those opportunities.
- B. Focusing:** It is defined as the ability of the leader to move the organization from its present state to adopting new visions. This ability includes the ability of the leader to convince the

members of the organization to see him, the ability to develop the necessary guidance to achieve them, the ability to define new priorities, Teams able to implement, motivate employees.

- C. Implementation:** The ability of the leader to set strategic goals and plans in place, including the ability to encourage the organization's members to actively participate in the implementation of plans, the ability to inspire and motivate members to achieve high performance, the ability to facilitate the process of recognizing new goals within a time. Through the removal of barriers to implementation, as well as the ability to provide timely feedback to individuals, teams and units to work in line with the vision set, and to establish the basis for effective control over the implementation of strategic plans and achievement of objectives, This classification is a combination of three skills and personal abilities, the three skills listed above.

## CHAPTER TWO: BUSINESS ORGANIZATIONS AND CONTEMPORARY CHALLENGES

The challenges faced by institutions and the logic of their management today are often a feature of the continuity, vitality, survival, adaptation and transition of these institutions from the center of the challenger to the leader, and that the business sectors are mutually supportive in temporary or permanent organizations to address those Challenges. The strategic challenges take on a variety of colors, such as ambiguity, mobility, hostility and complexity, which dictates to the management of organizations the need to think about the sense of understanding the strategic approach, in order to achieve the strategic objectives, especially maximize their financial returns and improve their social and ethical responsibilities.

### First: the current strategic challenges

In the first five years of the nineties of the twentieth century, there have been many changes in economic activities, population and population, such as in communications and information systems, has cast a shadow on the countries of the world within the global

society and have become challenges of a contemporary feature because it carries a renewal of the magnitude of the impact, and a change in the type of impact, and ambiguity in the nature of interpretation, and the need for innovation and innovation in the mechanism of thinking and awareness, and in the adoption of information technology in large areas in the areas of analysis and diagnosis, and can be said that these challenges are:

- ✓ It is "an inappropriate circumstance or circumstance that exists in the organization's environment to make it unable to reach its desired goals that it intends to reach, unless it is well dealt with."
- ✓ It is "the ability of the organization to diagnose the data of its environment with high realism and deal with it with logical caution leads to the optimization of performance and then to achieve competitive advantage and move towards sustainable advantage."
- ✓ "Difficulties and problems that hinder organizational performance and impede the achievement of its objectives, but it does not mean that it is impossible to detect and deal with them."
- ✓ They represent "the set of factors and determinants that surround the organization's environment, are complex and uncertain, diffuse its impact on the organization's performance, limit its effectiveness, and require an advanced level of logical and realistic rationality that leads to practical diagnosis of causes and procedural characterization of treatments." (Al-Athari, 2008, 109)

Based on the above, the researcher finds that the main features of contemporary challenges are:

- ✓ Addressing the complexity and complexity of the data presented by the challenges.
- ✓ Their association with a high degree of ambiguity.
- ✓ Their relationship to the inevitability of access to optimization in the strategic solutions described.
- ✓ Their association with social responsibilities and commitment to ethical values and governance.

## **Second: links to strategic challenges in knowledge management/ leadership**

### **1. Link complexity and complexity**

Complexity is one of the defining features of the challenges facing contemporary organizations. It has been linked to the essence of understanding these challenges, their impact models, and the means to address them. In this content we find the starting points of the idea of knowledge in its traditional and epistemological frameworks are closely related to complexity (Stacey, 2001: 14). Knowledge has a complex nature that calls for the building of holistic models (Al-Ali et al., 2006: 322). Jayvee & Williamson (2002: 70) presents an analysis that focuses on the complex and unstable environment, showing us the logic of learning in this environment is the logic of informal learning, and that the complex environment and its instability cannot be dealt with in a certain way. But according to other rules must be learned in the light of experience. This requires a change in the organizational culture and management style at all levels (Jayvee & Williamson, 2002: 88, 96). The continuity of data to wisdom (cited by traditional models) seems to be associated with a very similar correlation to Csikszentmihalyi's and evolution (Bellinger, 2004: 4). The more the flow of knowledge flow to wisdom; the complexity of the complexity of the perception of the concepts and data, and the more complicated and complicated processes. Thus, at the height of a ladder that is progressing, wisdom becomes increasingly apparent through the increasing differentiation between components, and by the need for greater complementarity and understanding of the implications of those components, combined with the ever-increasing complexity of the complexity, which explains the need to wisely dismantle and understand that complexity and the ensuing complexity.

### **2. Link Mystery**

Knowledge is closely related to the concept of dealing with ambiguity to its various degrees, which has led to the management of ambiguity (a feature of contemporary strategic challenges) is also associated with the management of knowledge, and the multiple tools that the Department is taking in dealing with this challenge. Kekes (1983) points out that sages seem capable of not only verifying the limits of knowledge, but also being able to act effectively in circumstances that are known to

be very difficult conditions and to solve or overcome the most severe crises Bigelow, 1991: 9). Bigelow (1991: 12) believes that the management of knowledge is embodied in dealing with the lack of knowledge, when doubts are raised about what we are going to, and when uncertainty surrounds our prospects.

In his presentation of the issue of ambiguity as a feature of the strategic challenges entrenched in long-term goals, Statler (2003: 4) considers that the importance of strategic processes should be reconsidered as a basis for the development of operational wisdom required for appropriate conduct, where decision makers are surrounded by uncertainty and uncertainty. In this same vein, Statler (2003: 22) emphasizes the need to adopt the strategy as an organizational application that involves doing something even when the decision-making factors are vague and ambiguous.

### 3. Relevance of Ethical Character

#### A. Values and Wisdom

Wisdom research has pointed to the moral dimensions of wisdom and to the moral dimension of the management of wisdom in the various applications of wisdom in the fields of administration. These references have focused on the basis of different ethical dimensions on the basis of values and on the basis of these established foundations. In this context, Aziz (2004) points out that what Value Systems calls "systems" is at the heart of any system of wisdom management. (Statler, et.al. 2003: 3, 23) addresses the relationship of values to strategic intent; it is based on his conclusions that the precise and distinctive strategic action formulas can be relatively ethical, and in his view, careful action on any issue adds something immediate and immediate to moral value. To understand only that they represent "doing good to society".

#### B. Ethics and Wisdom

(1: Zeleny, 2007), in his early writings, asks about the immensely important moral issue:

"If we do not put wisdom at the heart of business, management, and entrepreneurial education, who will do it?"

If we do not do so now and on the threshold of the cosmic era, when will we do that, If we do not abide by the wisdom and ethics, is there anything else we deserve to call, or make it as a message to us, or assume responsibility?.

Rice is interested in "more desirable, desirable or desirable patterns of human behavior, indicating that this desirable part of human behavior can be called another: ethics, for wisdom (Curnow, 2000). Although the inclusion of ethical aspects of human behavior and the attitudes of organizations is widely conceptualized, there are many practical determinants of the application frameworks. In their book of the moment, Badaracco & Joseph (2002: 1) refers to what they called moral leadership in organizations, explaining that the most ironic thing in that leadership is when managers have to choose between right and right or between the right and the wrong. (7: 200) Zeleny points out in another view that teaching morality and talking about its characteristics does not necessarily lead to moral behavior in reality or to being good and wise. Curnow (2000) points out that it is too early to judge the extent to which In which wisdom contributed substantively to developments in ethical scientific aspects such as environmental ethics.

The talk is closer to the moral orientation of the study in the case of the previous perception of individuals and groups of what they encounter or produce events or statements governed by the beliefs of those individuals and groups and their perceptions in the organization. The basic beliefs and values are an essential part of the perimeter of any organization, and it represents an important starting point to guide their strategic choices (Johnson, 2006: 13). McKenna and Rooney (2005: 11) tend to accept overlapping sentiments of judgment; they argue that wisdom requires access to the moral judgments associated with a person's ability to position himself in an influential state of good feelings. Moment what about the right thing to do. This approach approaches the so-called self-knowledge; that is, the cognitive model based on active communication; which calls for individuals' awareness of personal values and attitudes (Jayvee & Williamson, 2002: 147).

#### 4. Relevance Need for wise Management

In his book entitled *The Fifth System - The Art and Practice of the Learning Organization* (Senge, 1990: 172), learning to access the Learning Organization is an organization that has the ability to learn to adapt itself to Developments, emergency conditions and imposed challenges require the availability of certain characteristics, most notably the following:

- ✓ Mental Models: emphasizes the need to replace human resources in the organization of the ways of thinking from the old to the creative.
- ✓ Personal Mastery: It refers to the importance that all employees enjoy self-awareness and openness to others.
- ✓ Systematic Thinking: It means that all employees recognize the mechanisms of the work of the organization is an integrated system.
- ✓ Shared Vision: refers to the agreement of vision between employees on activities, plans and operations.
- ✓ Team Learning: Emphasizes on collective learning and teamwork.

(Douglas & Craig, 1995: 372) suggests the logic of rationalization in the diagnosis and analysis of challenges, focusing on awareness of market forces, competition, and complexity. Harrison & John, 1998: 152 went further; they emphasized the need for distinguished leaders to have unique characteristics in dealing with contemporary challenges and the future business environment. The most prominent of these were the availability of wisdom, logic, and prior knowledge of current and future events.

Drury (2000: 943) argues that meeting strategic challenges requires an advanced ability of the strategic mind in monitoring, diagnosing, analyzing and balancing cost and return. Hitt, et al. (2001: 8) agrees with Drury's view that wisdom, reason, and the adoption of implicit and explicit knowledge are an effective way to meet contemporary challenges. Mr. Al-Hawari said that facing the contemporary challenges, especially the challenges of the third millennium, lies in the adoption of the governance/ transformational leadership approach, which adopts four frameworks:

- ✓ Visualize the future.
- ✓ Designing a strategy to face that future.
- ✓ Adapt to the new future.
- ✓ Apply the strategy.

Bluke (2004: 39) presents a vision of the characteristics of successful companies/ organizations centered on the availability of good leadership that has the following characteristics:

- ✓ Ability to seize opportunities.

- ✓ "Speed" in making decisions.
- ✓ Find new opportunities.
- ✓ Focus on value first and then cost second.
- ✓ Approval of change management.
- ✓ Enable managers to seek opportunities and build risk.
- ✓ Adoption of future scenarios.

Recent studies confirm that successful organizations are those organizations capable of coping with challenges and adapting to their data and investing their positives. This is achieved because their leaders have the following characteristics:

- ✓ Comprehensive strategic thinkers: that is, they can understand the interrelationships, and they have the ability to properly synthesize and evaluate them in light of building the overall picture of facts and events.
- ✓ Proficiency in dealing with technology: sufficient ability to deal with information technology and technical prediction, and knowledge of trends in the development of this technology, and use in creating competitive advantages.
- ✓ Inspiration: Their ability to influence, attract experienced human resources, and motivate employees to perform their tasks.
- ✓ An example of their moral behavior: They act in a high moral framework always, and set themselves high ethical standards, while building an organizational culture supportive of moral commitment and social responsibility. (Al-Atari, 2008, 112)

Although the inclusion of ethical aspects in human behavior and in the attitudes of organizations is widely theoretical, there are many actual determinants of practical frameworks for these aspects. In their book "The Moment of Selection," Badaracco & Joseph (2002: 1) refers to what they call moral leadership in organizations, explaining that the most embarrassing thing about leadership is when managers have to choose between right and right or between the right and the wrong. (7: 200) Zeleny points out in another view that

teaching morality and talking about its characteristics does not necessarily lead to moral behavior in reality or to being good and wise. Curnow (2000) points out that it is too early to judge the extent to which in which wisdom contributed substantively to developments in ethical scientific aspects such as "environmental ethics". In the light of the previous conclusions, the researcher sets out his procedural definition of the contemporary strategic challenges related to the field of study:

This is the set of environmental determinants that surrounds the work of business associations and has immediate and/ or significant future implications for their performance. These organizations urgently need an advanced level of rational thinking (efficient future leaders) equipped with up-to-date technology to obtain the information to be traded, To deal with the blurry and ambiguities of immediate and expected crises in the future, and to determine the level of their complexity and then to cope, to turn them into successful opportunities for development and economic reform, achieved at the pace of outstanding performance of the leaders of management.

### **CHAPTER THREE: KNOWLEDGE MANAGEMENT: GENERAL CONCEPTS**

The role of knowledge management/ knowledge management has recently emerged to represent a radical shift in the nature of business organizations' activities in their quest to be learning organizations that create knowledge-share them-gain them and invest them in the right time and place by increasing the use of information technology connecting people with each other in electronic networks to help them share ideas, information and experiences faster and easier than before (Waldersee, 1997: 262); (Mahoney, 2000: 241).

Organizations are now living in a world called knowledge flooding, a world that is bursting with information and interacting with it. Knowledge of the future has been transformed into knowledge-makers in their organizations, the modern organizers are based on the acquisition of knowledge and are working to motivate their subordinates to acquire and activate them in the performance of their daily duties. Since the advent of the technological revolution in the middle of the last century and the subsequent information and

communication revolution, business organizations have faced the challenges and risks posed by the globalization movement and the tremendous technological developments that threaten their survival and continuity in both domestic and global spheres. As the world enters the third millennium of the 21st century, new pressures have been added to modern business organizations and their opportunities to achieve the necessary advantage to face competition from other organizations. These pressures have been a constant need to stimulate creativity and create ideas, and to share best management practices. This has led to increased interest in knowledge management and to the attention of experts and researchers in the economy and information technology to study how advanced societies are moved to achieve competitive progress through the creation of new technologies, In reducing costs and thus increasing profits, has created the so-called Knowledge Industry and the emergence of important terms such as Knowledge Economy, Knowledge Management and Knowledge Societies, Today is a purely topical business sector in developed and developing countries alike.

#### **First: the origin of the knowledge and its importance, characteristics and types**

##### **1. The origin and evolution of knowledge and its concept**

The beginning of knowledge comes back to the beginning of the creation of man, as God created him on instinct, then taught him and guided him the way, and it is clear from the verse: "Adam taught all the names" (Surat al-Baqarah, verse 31) Al-Bayan "(Surat Al-Rahman, verses 3 and 4).

It is easy to distinguish the cumulative nature of human knowledge, history has transmitted some of the prosperity in ancient civilizations such as Sumerian, Assyrian, Babylonian, Pharaonic, Chinese, Indian and Greek, where the accumulation of knowledge enabled the human to achieve great achievements, but the predominant knowledge of ancient times did not go Many of these civilizations have not tried to frame the accumulated knowledge of scientific theories. Much of this knowledge accumulation has been based on storytelling. And mythology, which allows the knowledge of these times to be called "mythological knowledge". The myth has returned a form of primitive thought when it was absent in mind (Abdul Mo'id Khan,

1981: 21). Arab Muslims had serious contributions to the generation of new knowledge after the emergence of Islam when they understood science as a theoretical knowledge aimed at applied scientific purposes, and their influence was clear in them.

In Europe, the so-called Renaissance began and the center of leadership became the source of knowledge. The so-called "scientific knowledge", which uses new intellectual and mental methods, differed from the methods of theoretical philosophy, which were subject to experience and proof. Such as the traditional school in its three sub-schools:

1. The Scientific Management of 1911 (Fredrik Taylor), which called for the use of specialized experts to develop the best methods for performing the work.
2. Administrative divisions (1916), Henry Fayol, which defined the functions of the Director.
3. The bureaucracy of Max Weber (1947), who called for the adoption of expertise and skill.

The School of Human Relations has emphasized the interest in individuals and the improvement of working conditions and then modern trends such as management information systems, which focused on the role of information in the process of administrative decision-making, and the theory of management position that assumed the absence of an optimal way of management suitable for all situations. Organizational knowledge has been integrated with the modern intellectual development of management, especially with the spread of Total Quality Management, whose tools such as Benchmarking and ISO have contributed to the development of knowledge. Reengineering has also contributed to the creation of knowledge accumulation. And the increasing role of knowledge with the growing phenomenon of globalization and entitlements and with the proliferation of modern communication systems and the expansion of the information network, which

facilitated the spread of knowledge and exchange. The definition of knowledge in the dictionary was defined as "a clear and certain understanding of things, facts and behavior" (Mckechine, 1978: 1007).

Based on the table, it is clear that there are many approaches and approaches that the researchers took from It is through the definitions that it is noted that there is no comprehensive definition of knowledge, and everyone knows it in the direction that it sees. It is noted that some researchers do not distinguish between knowledge and information, and see that there is no difference between information and knowledge. Kogul and Zander (1995: 383) assume that information is a form of knowledge. Stenmark (2001: 9) suggested that both knowledge and information overlap and affect each other. Knowledge of all kinds is implicit and information is the apparent knowledge that is disclosed and reflected in the minds of people in a manner that can be traded among them.

Knowledge must be distinguished from information. Data is objective facts presented without any judgment or context, and information becomes information, when it is categorized, analyzed, summarized and placed in a meaningful context. Information is therefore relevant and purposeful. Information then develops into knowledge when it is used to make comparisons, provide results, establish connections and engage in dialogue. Knowledge can therefore be viewed as information that comes with experience, judgment, intuition and values (Bahra, 2001: 67).

Knowledge in its general framework is based on implicit and visible learning and an integrated thinking based on information derived from data from multiple sources, so knowledge can be viewed as an integrated and interrelated series of stages beginning with data and ending with wisdom. As illustrated in Figure 2.

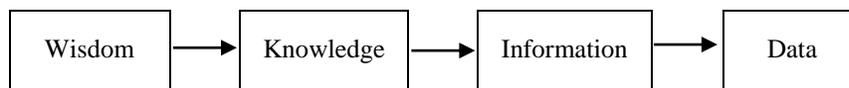


Figure (2) Knowledge series

It is noted that knowledge is embodied in each stage, but a different level of maturation in the data represents a

simple initial knowledge, then knowledge of an organization represented by information, then an in-

depth knowledge embodied by verification and reflection, and finally reaching the integrated stage of wisdom.

In light of the above, knowledge can be divided into three types:

**A. Person knowledge:** It can be defined as "personal interpretation based on experiences, values, self-abilities, skills, general information, intuition and vision that a person stores in his mind in the form of cognitive maps and uses them to translate attitudes and behavior and give solutions."

**B. Knowledge of the Community:** The experiences and practices of persons working in the Organization which, together with the knowledge of the person, constitute the knowledge base of the Organization.

**C. Knowledge of the organization:** Acquiring people in the organization is about customers, products, processes, problems and successful solutions, which are in the databases or through sharing experience and practice that over time enables the organization to reach deep levels of understanding and understanding and thereby achieve a sustainable competitive advantage for the organization. Knowledge is not one of the organization's resources, but it is the most important of all. It is an intellectual capital representing an elite of employees with personal and organizational knowledge to produce new ideas and develop old ideas. They learn continuously how they work. To change their organizations to achieve and maximize competitive advantage, and finally we can say that individuals are the creators of knowledge but also of knowledge. Knowledge on this basis is a real function of the process of obtaining, sharing, interpreting and transforming information into stable scientific facts that constitute the visible and implicit intellectual repository of the administrative leader, team or organization.

## 2. The importance of knowledge

The importance of knowledge for business organizations is highlighted by their value addition first and the role they play when the organization provides highly adaptive capabilities that enable it to keep up with the so-called knowledge economy, which is confirmed by intellectual capital, Identify the importance of knowledge in the following:

A. Knowledge is the basis for creating and sustaining competitive advantage. Business

organizations have realized that the most important and strategic source is knowledge to stay competitive.

- B. (Klugs, Thomas, Jurgen, Wolfram, 2001). Knowledge has the ability to move through space, tasks and people and their hidden nature as being generated in the minds of human beings, so it does not diminish by use or participation as it grows.
- C. Which enabled the organization to focus on the more creative sections and to stimulate the creativity and continuous innovation of its members and groups (Kubaisi, 2005: 13). Dr. (Loudon & Loudon, 2002: 434) that the importance of knowledge stems from increased investment in knowledge and its diverse fields. For example, investment in Britain is equivalent to 4.5% of GNP, while the knowledge and ICT sector contributes 60% of the US gross domestic product, and the volume of investment in knowledge fields is estimated at (70%) of the total investment in America in 2001.
- D. The importance of knowledge is a democratic component of power. Through its ability to transcend distances and boundaries and can be acquired by any person (Arab Human Development Report, 2004: 28). Their contribution to the transformation of organizations into knowledge societies that radically change the organization, to adapt to the rapid change in the business environment, and to cope with the growing complexity of it.
- E. Knowledge of people is the source of value. Bahra (2002) explained that the importance of knowledge is as follows:
  1. Make money (Make Money) There is another proof that it is the total money (Sums of Money).
  2. Technology is created in accordance with its proper relationship and allows individuals and organizations to develop relevant systems and processes.
  3. Establishes itself as the management branch of this contract because it concerns people as they contribute more, learn, understand more, and enjoy their work more.

It is a strategic tool that encourages the creation of a knowledge-based organizational culture by identifying the organization's resources, capabilities and future needs (Probst et al., 1998: 20). J. Knowledge plays a crucial role in survival and development and plays an important role in determining the standard of living and entry of people and their lives. It means wealth, the path of well-being and progress (World Bank, 1998: 1). Investment in knowledge was also found to be a productive factor leading to economic growth without the need for additional human resources (Beijers, 1999: 95).

## **Second: the concept of knowledge management and its importance and objectives at the level of the organization**

### **1. The emergence and evolution of knowledge management/ leadership and concept**

Knowledge management (wise leadership) has undergone many intellectual developments. It has been discussed in theoretical terms by many researchers since the 1930s when they talked about cognitive processes, mental activities and problem solving. They have not been addressed in the practical aspect except in recent years, some metrics. Knowledge management has evolved significantly, making it progressively to complete its systematic base of basic laws and guiding principles. Denning (2000: 55) proposed six knowledge management laws:

- A. Knowledge is the rule of business survival: this requires that knowledge sharing is the strategic choice because it is the basis for economic survival in business.
- B. Shared groups are the heart and soul of shared knowledge: Shared groups are voluntary professional groups composed of people with common interests and interests, and these groups are the most efficient framework for sharing knowledge.
- C. Virtual joint groups need physical interaction: because the use of business networks to form virtual groups and teams must be enhanced and integrated with the existence of continuous direct relationships.
- D. Self-motivation is the engine of a community of common practices: this group thrives only when

its people adhere to the common goal of self-interest and motivation.

- E. Knowledge sharing is both internal (external) and external (internal): sharing is two-way, ensuring access to knowledge from everywhere within and outside the organization.

Stories narrate knowledge: stories are the most capable of conveying the work environment, through which organizations can effectively reconcile the connections of storytelling (which is appropriate to convey the most complex situations) on the one hand, and the abstract character (such as information technology) on the other. Making it the most powerful tool in sharing knowledge. The first use of the term knowledge management was Don Marchand in the early 1980s, describing it as the stage in the development of information systems, but not referred to as Koenig (1999: 27). At the same time, Drucker predicted that model work would be knowledge-based and that organizations would be made up of knowledge workers (Turban et al., 2001: 341). Some researchers attributed the beginnings of knowledge management to the first applications of knowledge management by Hewlett Packard in 1985 (Davenport & Hansen, 1997: 5). Stromquist & Samoff (2000: 326) considered that the strategic impact of knowledge management began in 1997, with the World Bank allocating (4%) of the annual administrative budget in 1999 to develop its systems. It is worth mentioning here that knowledge management was born within industry, not within academies, and not within knowledge organizations.

The researchers have agreed that it is difficult to define a holistic knowledge/ knowledge management umbrella for two reasons. First, the field of knowledge management is very broad, and the second is rapid changes in the areas covered by knowledge itself (Maier, 2001: 35). Vetscheva & Koszegi (2000: 5) agree that "there is still uncertainty in defining knowledge management because of its breadth". Researchers and scientists have dealt with knowledge management with different definitions. Many of the definitions presented by scientists have come from different perspectives. Oxbrow and Abell (1998: 8) defined it as "a process of investing and developing knowledge assets in the organization through a vision of achieving beyond the objectives of the organization or expanding existing objectives." Beijerse (1999: 105) defined it as a "set of

processes that includes defining the knowledge gap, acquiring and developing knowledge, activating participation and evaluating it, in order to create an open culture and build an educated organization. (Pan & Scarbrough, 1999: 360) defined it as "the capacity or processes within an organization to maintain and / or improve organizational performance based on experience and knowledge" and note that they have defined it in terms of the integration of internal processes of knowledge formation. (Maier & Remus, 2001: 2) agrees that it is an internal activity that places great emphasis on the internal knowledge base of the organization. Duffy (2000: 64) defined it as "the process that directs creativity by acquiring organizational thought and organizational experience." He saw knowledge management not only to follow existing knowledge but to generate new knowledge and contribute to creativity. In the same direction, Konig (1998: 35) (Hildreth, 1999: 210); (Tierauf, 2000: 7) as "processes of organization, transformation and use of expertise within the organization" or "processes through knowledge management systems processes designed to improve the efficiency of the organization with specific frameworks, tools and techniques." (Kamble, 2000: 200) Knowledge is "processes that try to pool the knowledge, skills and experiences of workers and make them available to all through certain mechanisms. (Dearing, 2002: 23) Knowledge management is defined as "processes for the generation, transmission, dissemination and coding of knowledge". Others are dealt with as a financial aspect, ie, after knowledge management is present, but intangible. One of his pioneers (Seviby, 1997: 4); (Hermans, 1997: 161) (Stewart, 1997: 16); (Roos, 1998: 10). Koeing (1999: 17) noted that the concept of knowledge management derived from and expanded on intellectual capital, focusing on acquisition and sharing knowledge. (Daft, 2001: 257) expressed the "efforts made by the administrative leaders to obtain the organization's capital, organization and construction of information and knowledge resources, and we can call it the intellectual capital owned by the organization." Salman (2005: 43) expressed the term comprehensive knowledge management, which includes a focus on the final and future results of the organization. Taking into account the Organization's strategies and mission. Wick (2000: 514) emphasized that in a knowledge

organization, knowledge generation and raising are the main source of added value, a kind of competitive advantage, a major market, an important activity that permeates each side, and that most of its leaders are highly qualified and well educated. Spek & Spijkervet (2005: 25) explained that knowledge management in organizations focuses on:

1. Formulation of the strategic policy for the development and application of knowledge
2. Implement the knowledge policy with the support of all persons in the organization
3. Improve the organization. Knowledge is not someone who uses optimization or is not a person adapting to changing circumstances
4. Monitor and evaluate knowledge assets achieved and manage activities in the term knowledge.

Through the definitions of knowledge management, the present study confirms that knowledge management/rational leadership is a comprehensive concept encompassing all the aspects addressed by the definitions mentioned above, a term that reflects the ability to manage and generate knowledge. In this view, knowledge management is an intellectual assimilation of the information age that defines the true essence and the practical basis of the knowledge age by moving from technology to the components of the human mind. Thus, the missing figure was created in the equation and philosophy of contemporary organizations that emphasized hybrid concepts in determining the components of knowledge) before being administered. It also identified the post-knowledge and all complementary frameworks to create an appropriate knowledge environment in which these components interact under the concept of "managing knowledge components".

We do not agree with any viability that claims responsibility for implicit knowledge management, and therefore we agree with Drucker (1999) that there is no such thing as knowledge management as much as there is something called the management / leadership of people with knowledge.

## 2. The importance of knowledge management

Knowledge management is of great importance to all organizations. (Zack, 1999: 5) highlights this importance through the role of knowledge management in the

formulation and implementation of the organization's strategy, as well as:

- A. Evaluates the competitive position of the organization in terms of its resources and intellectual potential.
- B. Contribute to increased returns as a growing resource whenever used more, self-renewing and achieving greater value.
- C. Knowledge management is a competitive advantage for the organization that is scalable and broadens the potential for organizational learning.
- D. Dr. Is an important strategic resource in dealing with opportunities and threats, so its programs must be adopted to control, renew and distribute stored knowledge.
- E. Managed creative knowledge is at the forefront of the economic sector concerned and competitors and changing the provisions of the game of competition.

And. Continuous knowledge acquisition and learning contribute to the defense of the competitive position.

The importance of knowledge management is highlighted by the fact that it is a highly influential environmental force that refines the world of managerial leaders in the 21st century. This force leads to a fundamental change in the organization's operations and to the creation of the required strategy at the right time. Batt et al. (2005: 1) shows that knowledge management has broad public impacts in competing organizations, whether local or international, so it is important for the organization to develop its viability and competitiveness. These capabilities often require a set of competencies that enable the organization to compete in the market Global.

Knowledge management is also important because it contributes to improved transparency, documentation, knowledge sharing and flow of communication (Turban et al., 1999: 430) (Maier, 2001: 1-2). Pollock (2001: 73) argues that the main reason that global organizations increase their spending on knowledge management is that they are a key component of their success, ensuring their survival and growth through their ability to contribute to maintaining and developing a long-term vision through which they want to reach.

### 3. Knowledge management objectives

The power of states is measured by having the cornerstone of science and knowledge and the number of scientists and thinkers, and the degree of cognitive accumulation. It has become the key to the success of organizations in the current century, in which knowledge leaders have become skilled and knowledgeable workers (Al-Anzi, 2001: 133).

(Spek & Spijkervet, 2005: 26-27) The goals of knowledge management through the organization of the two dimensions of knowledge, processes and structure, defined objectives in terms of knowledge management processes as follows:

- A. Ensuring the effectiveness and efficiency of developing new knowledge and improving existing knowledge stored in the strategic mind of the organization and the individual goals of the employees.
- B. Ensure that new knowledge is distributed to other sections of the organization, and that this knowledge is transferred to new employees through knowledge transfer and relocation of knowledge holders.
- C. Ensure that knowledge is effectively preserved, helping the organization to reuse it easily.
- D. To ensure the efficiency and effectiveness of the Union better knowledge of the company or corporate networks.

The set of objectives in terms of knowledge management structure is as follows:

- A. Keep knowledge and satisfaction satisfied for the longest and most accurate time in light of changing situations. And to make better use of existing knowledge.
- B. An ideal location for knowledge holders in the context of business processes, and work to use knowledge in the best location.
- C. Improve the form of knowledge holders in their relationship with users and use of expectations, and work on the use of knowledge in the best form.
- D. Apply the benefits of knowledge in the times we need.

### Third: the concept of knowledge makers and their characteristics

In his book Management Challenges for the 21st Century, Peter Drucker argues that "the emergence of knowledge makers and their productivity as key issues

will, within a few decades, fundamentally alter the structure and nature of the economic system." A challenge that will confront the administrative leaders of both developed and developing countries is a fundamental issue: the issue of productive work in the field of knowledge and services. It is believed that such a challenge will dominate the work of these countries and for decades to come in the twenty-first century. Will determine the structure of societies and the quality of life in them (Anz 2006: 1). Much has been written about knowledge management in the organization, but what about collective knowledge and collective collaboration among workers? How do you manage and enable the role of the new Knowledge Working Group? Therefore, because of the ever-changing world of uncertainty, market volatility and aggressive competition, this age of knowledge economy and knowledge management has created a new generation of workers in organizations whose intellectual capital is the accumulated experience, commitment, development potential and preservation of the knowledge organization.

### 1. Concept of knowledge makers

The term knowledge work is relatively new and has for some time been known as the White Collar Worker. Drucker (1959) took advantage of the term by referring to knowledge makers as "people who work with hidden resources" (Ramirez & Nembhard, 2004: 604). Since then, they have been described as "high-level individuals who apply the theoretical and analytical knowledge gained through formal education to develop new products or services" (Drucker, 1994, 100). However, some researchers have not emphasized the importance of formal education (Dore, 1998); (Nickols, 2000). For example, part of the knowledge comes from informal education sources such as experience in a field, prior use of personal knowledge, organizational knowledge, and external knowledge (Nickols, 2000: 210). Davenport (2000: 5) cited knowledge makers as "highly educated or experienced people whose work primarily involves the creation, distribution or application of knowledge."

Knowledge makers (Kappes & Thomas, 1993: 1) defined knowledge makers as "people who follow the process of requesting knowledge from both internal and external sources in order to produce a product that is distinguished by its own content", as defined by "persons who collect data and/ Any source and add value to the information, and distribute value-added products to

others." Known as "people who use information technology to manage day-to-day work and have a direct impact on the efficiency, productivity, and workflow" (Awad, 1996: 471). Some researchers have suggested that knowledge makers can best be described as investors; (Stewart, 1998) (Davenport, 1999); (Barling & Kelloway, 2000), because they make choices about when and how much they invest their knowledge and energy to invest in an organization that does not have much direct control over these investments.

### 2. Characteristics of knowledge makers

Knowledge makers are not only the new way of working but the powerful competitive weapon or the threat to organizations of different sizes (Goupil, 2004: 1) for their personal and professional characteristics: Awad & Ghaziri (2004: 415)

- A. They have unique values and understanding and understand and embrace the culture of the organization.
- B. Adopting a position of harmony and participation.
- C. Develop personal and professional development with a cooperative outlook and achieve strategic objectives.
- D. They have creative viability and a creative mind.
- E. They are ready to learn, learn and re-learn, and adopt new methods that lead to better ways of doing the work. Have a clear understanding of the work to which he is a part.
- F. They are compatible with self-control and self-learning.
- G. Are able to withstand fluctuations and achieve growth of the company.

### 3. Obstacles to the productivity of knowledge makers

In managing the knowledge industry, the administrative leader must take into consideration several factors limiting or hindering their productivity (Awad & Ghaziri, 2004: 420):

- A. Time: Time is the enemy of a successful worker, there is always work to be done. As a result, quality is affected or gets delayed at work time. This pressure may be against the motivation or motivation of the person to create and contribute.
- B. Work more brilliantly, find larger and accomplish less: occur due to time constraints,

physical constraints, or limited staff support. The knowledge maker works brilliantly, creatively and very seriously, but what he accomplishes is limited and limited by these constraints, which the administration can mitigate.

- C. Knowledge makers perform work that the company does not cost them: This important problem must be eliminated. Knowledge makers employ because they know something the company does not know because of the implicit knowledge they have.
- D. Scheduling: Work pressure and requirements affect the intensity, motivation and patience of the knowledge maker, regardless of the rewards and incentives offered. Therefore, the manager must be careful when planning work schedules and workflow to ensure cooperation and successful completion of work in accordance with schedules.
- E. Motivation against the productivity of cognitive work: The knowledge makers are not all programmers to follow the objectives set by management. The complexity of the task that leads to problems in the productivity of the company and affects the productivity of other knowledge makers must be avoided. The stimulus is also influenced by situations in which speed advances on motivation, and when productivity declines, the knowledge maker will blame the lack of time or poor inputs and others.

#### 4. System of knowledge makers

"Over the past few years, the growth of the knowledge industry has reached an average rate of (7.5%) per year sufficient to form (73%) yearly," said Stephen Roach, economist at Morgan Stanley of growth of white collars (now called gold collar) as a whole over this period "(Copyright, 2003: 2) and the shift from manufacturing and natural resources to mental capacity as a competitive supplier. (Drucker, 1999: 80) "The productivity of the knowledge maker is the greatest challenge of the 21st century. It is the only real competitive advantage in the global economy. "He said. There is a growing demand among knowledge makers for tools that increase speed, flexibility and interaction. They are looking for

workplace situations backed by software and material tools that allow them to manage, organize and synchronize their daily tasks. What the knowledge maker needs is not only the way to access data but also the filtering of data so that the information they receive exactly is the same information they need when they request it (Copyright, 2003: 3).

The knowledge-maker system integrates methods and technologies from information management, workflow, and work scheduling, software and work measurement into the performance support environment. It enriches productivity by delivering specific information.

Developed by the US Army Corps of Engineers and the R & D Center, the system is designed for use by collaborative action groups. It improves the coordination of the work group by allowing knowledge makers to remember, renew, and complete the task.

The knowledge-maker system achieves several benefits (R & D Center, 2005: 2):

- A. Improvements in efficiency: it allows the same work to be completed in less time.
- B. Improved efficiency: Helps increase intellectual specialization within the organization.
- C. Improved focus: allowing greater time for the organization's initial message / function.
- D. Remove Action: Eliminates the need for some tasks or is done automatically.
- E. Less rework: Reduces the amount of work that needs to be reworked and repaired.

Therefore, the power of the knowledge maker's productivity software lies in their ability to streamline business processes to improve the final output.