

KNOWLEDGE MANAGEMENT IN THE IRAQI TOURISM SECTOR: FROM THE POINT OF VIEW OF THE SIX KNOWS KNOWLEDGE MODEL

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ABSTRACT-- Organizations today are in an endless struggle to differentiate themselves from their competitors. Globalization, technological development, increasingly rapid diffusion of new technology and many other factors have forced organization to compete in very tough, complex and challenging environment. At the same time, the transition to a knowledge society and a global knowledge economy, which is recognized as the most important social and economic change to happen in the Twenty- First century, has led to the growing importance of knowledge work and increased the demand for innovative and knowledge-intensive product, and services as the primary key to growth (1). In this context data consists of raw facts and information is a collection of facts organized in such a way that they have an additional value beyond the value of the facts themselves.

Keywords-- Knowledge Management in the Iraqi Tourism Sector from the Point of View of the Six Knows Knowledge Model

I. INTRODUCTION

Knowledge is the body of rules, guidelines and procedures used to select, organize and manipulate data to make it suitable for a specific task(2). Developments of the ability to store and retrieve large amounts of information are stimulated an interest in new ways to exploit this information for advancing human knowledge. Knowledge is a construct formed by interlinking a spectrum of intellectual component, the simplest being information (3) this article aims to:

- 1- Discuss the idea of knowledge from the point of view of the concept and definition of knowledge.
- 2- Diagnose the knowledge organization.
- 3- Throw a shadow on the compilation of various knowledge management models in practice.
- 4-Using the Six knows knowledge model

II. THE ELUSIVE DEFINITION OF KNOWLEDGE

Knowledge is an abstract concept without any reference to the tangible world. It is very powerful concept, yet it has no clear definition so far. From the Greek philosophers up to the present experts in knowledge

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management, people tried to define knowledge but the results are still very fuzzy. We are going to discuss about the knowledge nature and the attempts made in epistemology to define knowledge. The well-known definition that knowledge is justified true beliefs shown to have the limitations given by the justification condition and the truth nature. On the other hand, we consider the metaphorical approach to knowledge in explanation and we present the main metaphors used for knowledge in the managerial literature: knowledge as objects, knowledge nuggets, knowledge as an iceberg, and knowledge as stocks and flow. We adopted definition of knowledge is that of justified true belief (4) that definition incorporates three basic conditions, fact for which some authors call it the tripartite account of knowledge. These conditions are the following:

1- The truth condition. it requires that if one knows a proposition then that proposition must be true if the proposition is not true then that person does not know what he claims to know. The truth condition makes the difference between opinion and knowledge.

2- The belief condition that condition demands that if one knows a proposition then he believes that proposition.

3- The justification condition. That condition requires a practical way of justifying that the belief one has is true.

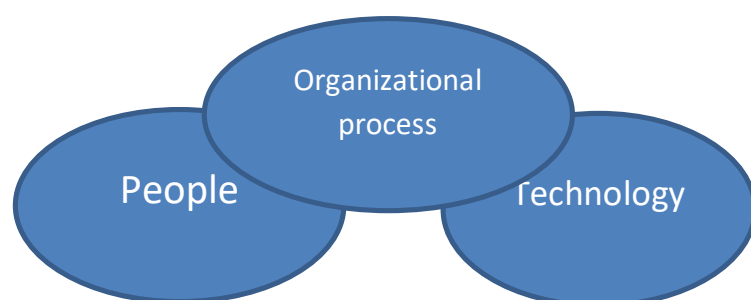
III. KNOWLEDGE MANAGEMENT SYSTEM

They are social and structural mechanisms for: mentoring retreats and for promoting knowledge sharing. They are a leading-edge information technology to support knowledge management mechanisms. They are classified as:

- Knowledge discovery systems
- Knowledge capture systems
- Knowledge sharing systems
- Knowledge application systems

The effective knowledge management occurs into Four types:

- 1- : 80% in organizational processes and human factors while 20% on technology factor



2- Knowledge is first created in the people's minds and knowledge management practices must first identify ways to encourage and stimulate the ability of employees to develop new knowledge.

3- Knowledge management methodologies and technologies must enable effective ways to elicit, represent, organize , re-use and renew this knowledge .

4- Knowledge management should not distance itself from the knowledge owners, but instead celebrate and recognize their position as experts in the organization.

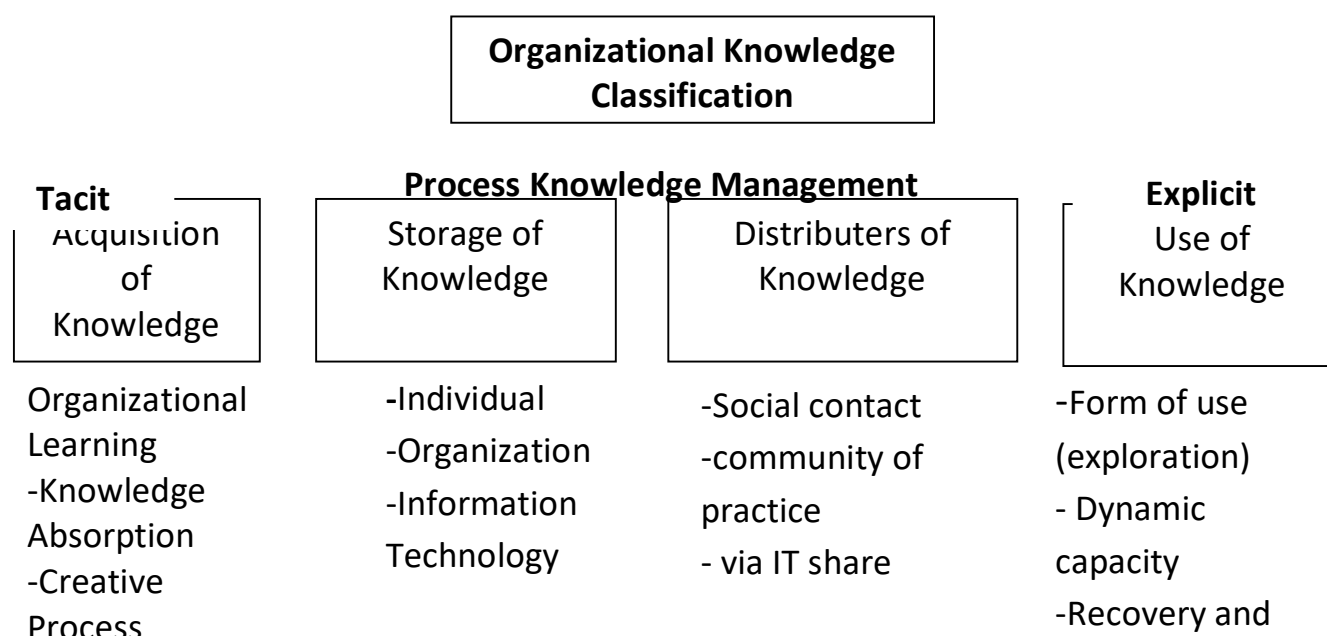
From these Four types we can conclude that the new view of knowledge management illustrated in:

1-Technology 2- Users 3- Organization

Tacit and Explicit Knowledge (6)

In the height of globalization and modern business, the organizations are exposed to the challenges posted by unpredictable and complex competitive environment. The globalized business environment is characterized by changed business conditions, market liberalization, high production, information and communication technology, flexible organizational structure of organization and partnership development. In such an environment, the competition among organizations is sharpened in the market (5).

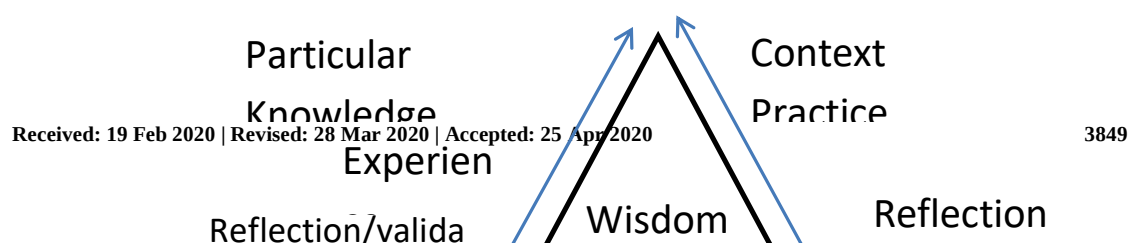
From this point of view comes up the role of tacit and explicit knowledge in the workplace which can be illustrated in the following: (7)



Source: Kakabades etal (2003)

Knowledge in the organizational Context (8)

Knowledge is developed through and evolutionary cycle, stages and evolution of the knowledge dimension which are represented in the following figure as illustrated by Magnier-Watanside and Senoo (2008).



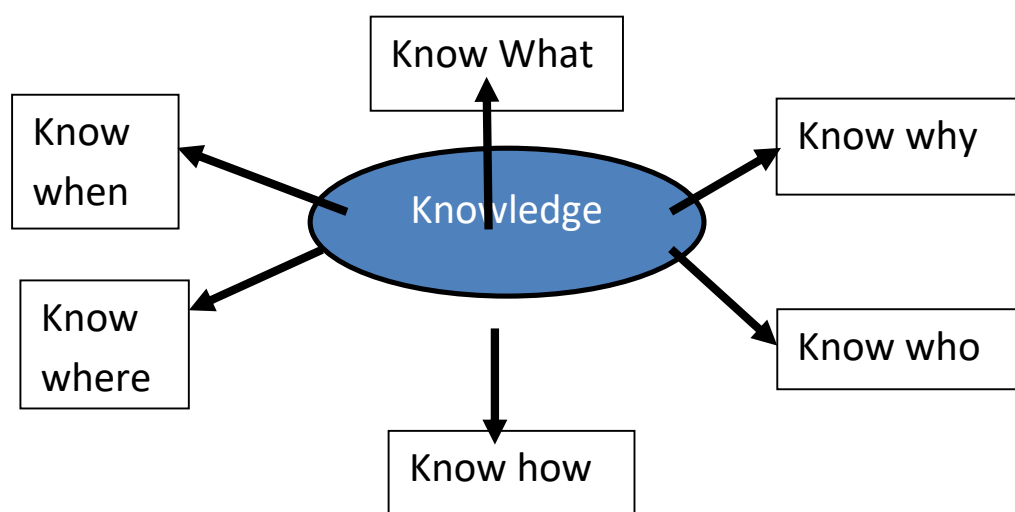
To understand the management of knowledge process an organization needs to mobilize their knowledge to promote and support their strategies and KM indicates the system of organization and mobilization of knowledge acquired by the organization from the point of view of literature review . It is possible to list different models (8) there are many of these models which we are going to list them in the following table :

Management and decision control systems (9)

SECI model	The capacity maturity model	Business intelligence model	Johari window	Bridging epistemology
Ikujiro Nonaka and Hirotaka Takeuchi A model of a knowledge creating process to understand the dynamic nature of knowledge creation and to manage such a process efficiently.	An organizational model that describes 5 evolutionary stages (levels) in which processes in an organization are managed .	Aims at making better business decisions through the use of a broad category of management information systems to manage data. Knowledge life cycle model	Joseph Luft and Harry Ingham help us understand how we are giving and receiving information.	S.D.N Cook and J.S. Brown This model shows that most of the organizational knowledge is based on the understanding of the nature of the knowledge . Six knows knowledge model

Three worlds of knowledge , Karl Popper introduced a concept called objective knowledge and in it he defined the ideas of Three ontological worlds or domains.	Pyramid to wisdom Russel structural and functional relationships between data, information, knowledge and wisdom.	Firestone and Mcelory knowledge is managed in a continuous cycle of production and integration with a focus on innovation.	The knowledge management method Chris Collison and Geoff Parcell A framework that can be used for learning , capturing, sharing and exploiting knowledge and experience .	Fundvall and Johnson The What , how , why , who , when and where of knowledge .
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We are going to adopt the Six knows knowledge model in our work because it is the simplest knowledge management model. It is illustrated in the following figure:



- Know what:

Know what knowledge is the knowledge about how to find data that is relevant enough to produce information. This is very crucial to a knowledge manager as the wealth of information available today makes it hard to find the right information that can be beneficial to the company, hence this dimension represents a real challenge because discovering where new knowledge resides, internal to and external to the enterprise is very crucial to success.

- Know How

The " know how" knowledge is more tacit in nature. by tacit it means that know how generally depends on the skills of an individuals and is more personal to an individual. Know how knowledge provides an insight and allows an individual to interpret and give meaning to emerging complexity and predict certain outcomes. Know how knowledge is present in the social interaction of members of a team and without it teams can't operate efficiently. The very nature of know how knowledge being tacit and not codified presents a challenge to the knowledge manager for its discovery.

- Know why

Know why knowledge can be both tacit and explicit. It defines knowledge that is used to explain natural and social phenomena. This form of knowledge is more explanatory and deals with principles.

- Know who

Know who knowledge is a form of individual and social knowledge that is largely tacit. It involves information about the gatekeepers to "know what" the owners of "know what ", the owners of " know how " knowledge, and the possessors of "know why" knowledge. "know who" knowledge also deals with the ability of cooperate effectively with different types of people and experts, and is fundamental precondition for the learning organization. It is learnt in both formal and informal social practice, in specialized environment, and with day-to-day dealing with colleague, customers and competitors. It follows therefore that for a knowledge management initiative to succeed it is essential that "know who" knowledge is tapped.

- Know when and know where

Know when and know where knowledge is more important from the economic perspective. they provide information about the market.

The search adopted the six know knowledge model to gather information about this model concentrated on the following table to get the outcome of the direct examination of KM in the tourism organization.

Table No: 1

Core Subject	Ranking	Mean	SD
<u>Know What</u>	1	5.76	1.18
how to find data			
produce information	2	5.45	1.27
the right information	3	5.10	1.41
discovering where new knowledge	4	5.05	1.53
internal and external knowledge	5	4.91	1.47
<u>Know how</u>			
Knowledge is more tacit in nature	6	4.89	1.50
Depends on the skills of an individual	7	4.69	1.61
Knowledge provides	8	4.63	1.58
Knowledge is present in the social interaction	9	4.59	1.44
Teams operations	10	4.57	1.54
<u>Know why</u>			
Why knowledge can be both tacit and explicit	11	4.53	1.37
If knowledge is used to explain natural and social phenomena	12	4.45	1.37
If knowledge deals with principles	13	4.40	1.47
<u>Know who</u>			
It involves information about the gatekeepers	14	4.31	1.63
Know who knowledge is a form of individual and social knowledge	15	4.23	1.47
The owners of know how knowledge works	16	4.15	1.62
To know the ability cooperate effectively with different types of people and experts	17	5.76	1.25
Day-to-day dealing with colleagues, customers and competitors	18	5.43	1.28
<u>Know when and know where</u>			
Know when knowledge is more important from the economic perspective	19	5.04	1.43
Know where knowledge is more important from the economic perspective	20	5.21	1.48

Know how knowledge provides information about the market	21	4.84	1.46
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IV. A BRIEF HISTORY OF THE IRAQI TOURISM BOARD

The tourism board was established in 1960 and attached to the ministry of education. The board mission is to have a full control on the tourism activities and arrange their works in Iraq. It has a staff member about (2377) all over the country. The board has (49) governmental companies and private companies (257). They work together under the shadow of the board of tourism.

V. RESEARCH METHODOLOGY

A carefully crafted research questionnaire addressing the key areas under study concentrated on the key figures in the organization. A total of 200 hard-copy questionnaire was distributed and using survey solutions SPSS software, which is located at ALMustansiriyah university –the Continuous Learning Center server. The data were collected using a Likert 7- points scale for the dependable and a nominal scale for the classification variable.

During the data analysis, the study considered the bias effect that could be introduced from responses provided a group of managers versus employees and responses corresponding to different levels of the organization when assessing the overall success factor score of the KMS. A factorial design allowed us to divide the sample population into Two groups with consideration, knowledge worker, comprised responses provided by managers and employees.

The second group, "organization level", consisted of answers given regarding the two organization levels under study – the organization and work unit.

VI. THE RESULT

The work findings revealed that KM is being widely accepted and implemented throughout the organization in both managers and employees. Most (76%) of the organizations that implemented KMS efforts had them supporting the organization and the work unit. Only 17% reported no KMS efforts in place within the organization in addition to that, the respondents were asked to evaluate the extent to which KM was critical to the success of the organization level and 79% at the work unit level reported scores between "great extent" and "very great extent " there is an indication that there is a significant awareness and understanding of the critical role that KM has within the organization. The study discovered notable similarities and differences between the organization and work unit values.

Table (1) present the mean, ranking, and standard deviation (SD) for each of them.

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