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Knowledge Management and Its Relationship with Outstanding Performance in the Sports Institution (A Field Study at the Directorate of Youth and Sports in M'sila)

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Abstract:

The study aimed to identify the relationship between knowledge management and outstanding performance within a sports institution (the Directorate of Youth and Sports in M'sila). To achieve these goals, we relied on the descriptive method and designed two questionnaires: one for knowledge management and the other for outstanding performance, in order to determine the relationship between the research variables. The questionnaires were distributed to a sample of 40 employees. After statistical processing of the data, the study concluded the following results: there is a correlation between the dimensions of knowledge management (knowledge acquisition, knowledge storage, knowledge distribution, knowledge application) and outstanding performance in the sports institution.

Keywords: Outstanding performance, Knowledge management, Sports institution.

Introduction and Research Problem:

An organization, in its simplest form, is a purposeful human gathering, and management is the process of achieving organizational goals with a high degree of efficiency and effectiveness. From this perspective, the fundamental structure of any organization is the human element. Throughout the ages, the main concern of researchers and practitioners in the field of management has been to find ways to maximize the utilization of human resources to achieve human welfare. There is no doubt that sports management has been and remains one of the most affected phenomena by global changes, the onset of globalization, and scientific and technological revolutions. Therefore, it is logical that sports management aims to enhance the organizational capabilities of the individual and the excellence of organizational performance.

Currently, management is the fundamental base upon which the success of any contemporary institution relies, in any field, including sports. Management has become a principal component in all institutional activities and a cornerstone of their success. The activities of institutions, including sports institutions, in achieving their goals largely depend on their ability to ensure the smooth running of administrative operations within the institution and to empower employees to facilitate work. The success of a sports institution, regardless of its nature, is contingent on its ability to ensure smooth operations and effective management of the aforementioned elements. This makes focusing on the principle of administrative empowerment of employees a key element for the success of these institutions. (Bin Rajm Idris: 2022, p. 286)

Management is found in all types of organizations, institutions, and bodies at all levels. It is the primary driver for advancing development in all areas of life to achieve specific goals and objectives. It is responsible for the success of plans, projects, programs, and policies, ensuring the optimal utilization of all types of energies and the effective investment in the available human and material resources to the maximum extent possible with high efficiency and effectiveness (Boukhars Ramadan, 2012, p. 01).

The concept of knowledge management refers to the various processes and activities related to discovering new knowledge, acquiring current knowledge, sharing knowledge with others, and applying the acquired knowledge. These processes require systems, mechanisms, technology, and infrastructure. Many studies confirm that implementing knowledge management in an organization provides several benefits, including the development and growth of organizations, improved decision-making processes, enhanced creativity, increased productivity, reduced costs, and improved performance within sports institutions (Essam Nour El-Din, 2010, pp. 13-16).

Despite the increasing interest in the concept of knowledge management, there is no specific definition for it. It is described as the processes that help institutions generate, select, organize, use, disseminate, and ultimately transform important information and experiences that the organization possesses, which are essential for various administrative activities such as decision-making, problem-solving, learning, and strategic planning. Knowledge management is the process through which institutions create value from their intellectual assets based on knowledge to achieve best practices. The concept of knowledge management involves providing information and making it accessible to all employees within the institution and external beneficiaries. It focuses on maximizing the use of available information

within the institution and the individual expertise residing in the minds of its employees. Therefore, one of the main advantages of applying this concept is the optimal investment in intellectual capital, transforming it into a productive force that contributes to individual performance improvement and enhances the institution's efficiency.

Ivancevich sees performance efficiency as every action or activity of each person that enhances and strengthens achievement within the organization. It includes many forces that form its structure and is described as the highest level of performance that workers can achieve within it (Ivancevich, 1997, p. 462). This means that the organization prefers high, distinguished performance to enhance its competitive capabilities. Consequently, distinguished performance is a means to enhance competitive capabilities to gain a competitive advantage.

The study by Mariam Shaibani (2016) titled "The Contribution of Knowledge Management to Developing Administrative Creativity" aimed to understand some scientific insights and data from employees regarding their awareness of the contribution of knowledge management to achieving administrative creativity. The study concluded that knowledge is acquired through generating intellectual capital, which continuously contributes to finding creative solutions to problems and developing the cognitive skills and abilities of human resources through supportive and advanced training programs for intellectual creativity.

Among the studies addressing distinguished performance, there is the study by Mahdid Fatima Zahra (2010) titled "Organizational Culture as an Approach to Achieving Distinguished Performance in Economic Institutions." This study aimed to investigate the extent to which the prevailing organizational culture contributes to achieving distinguished performance. To achieve this, the study was conducted on a sample that included all workers at the Condor unit, totaling 439 employees. The research sample was determined at 30%, including 131 randomly selected workers, using the descriptive analytical method through questionnaires, interviews, observations, and administrative records. The researcher concluded that a strong organizational culture represents an effective tool in achieving excellence and distinguished organizational performance in economic institutions. The study showed that its contribution was high and significant.

Additionally, the study by Laayadi Issam et al. (2020) titled "The Relationship Between Knowledge Management Requirements and Improving Employee

Performance at the Multi-Sport Complex in the Wilaya of Bordj Bou Arreridj" found a correlation between (organizational culture, organizational structure, administrative leadership) and improving employee performance. The researcher recommended creating an encouraging environment and appropriate technology that keeps up with the latest developments.

The study by Mazouz Chouaib (2020) titled "The Contribution of Human Resources Management in Achieving Distinguished Performance for Employees in Sports Institutions" aimed to identify the contribution of human resources management to achieving distinguished performance for employees in sports institutions.

Is there a correlational relationship between the dimensions of knowledge management and distinguished performance among employees of the Directorates of Youth and Sports?

Sub-questions:

- Is there a correlational relationship between knowledge acquisition and distinguished performance among employees of the Directorates of Youth and Sports?
- Is there a correlational relationship between knowledge storage and distinguished performance among employees of the Directorates of Youth and Sports?
- Is there a correlational relationship between knowledge distribution and distinguished performance among employees of the Directorates of Youth and Sports?
- Is there a correlational relationship between knowledge application and distinguished performance among employees of the Directorates of Youth and Sports?

1-Study Hypotheses:

- **General Hypothesis:** There is a correlational relationship between the dimensions of knowledge management and distinguished performance among employees of the Directorates of Youth and Sports.

- **Specific Hypotheses:**

- There is a correlational relationship between knowledge acquisition and distinguished performance among employees of the Directorates of Youth and Sports.
- There is a correlational relationship between knowledge storage and distinguished performance among employees of the Directorates of Youth and Sports.
- There is a correlational relationship between knowledge distribution and distinguished performance among employees of the Directorates of Youth and Sports.
- There is a correlational relationship between knowledge application and distinguished performance among employees of the Directorates of Youth and Sports.

2-Study Objectives:

- To determine the nature of the relationship between knowledge acquisition and distinguished performance among employees of the Directorates of Youth and Sports.
- To determine the nature of the relationship between knowledge storage and distinguished performance among employees of the Directorates of Youth and Sports.
- To determine the nature of the relationship between knowledge distribution and distinguished performance among employees of the Directorates of Youth and Sports.
- To determine the nature of the relationship between knowledge application and distinguished performance among employees of the Directorates of Youth and Sports.

3-Study Importance:

This study acquires significance by intending to follow a scientific methodology that enriches knowledge. It aims to understand the correlational relationship between key indicators such as "dimensions of knowledge management, knowledge innovation, organization of knowledge, knowledge distribution, and knowledge utilization" and distinguished performance among employees of the Directorates of Youth and Sports. Additionally, this study is expected to practically assist researchers in this academic field to identify critical indicators of knowledge management that could contribute to enhancing distinguished performance. This enhancement can subsequently lead to increased efficiency, participation, and interaction within these directorates.

4-Knowledge Management: It is the art of acquiring the necessary knowledge, transforming it, applying it, managing it, and storing it for organizational prosperity.

Knowledge: Linguistically derived from the word 'arafa'in Arabic , stemming from the verb 'arafa', it refers to the sensory and intellectual perception of things (Abu Bakr Mohammad Al-Hawsh, 2016, p. 22).

In terminology, Al-Ali defines it as a blend of experiences, skills, capabilities, and cumulative information possessed by employees within an organization (Al-Ali et al., 2006, p. 5).

Operationally, it is the process through which individuals within an organization exploit information and ideas to achieve the set objectives within the Youth and Sports Directorates of Wilaya of Msila.

Knowledge Management: It is the process of defining, acquiring, storing, retrieving, disseminating, and applying intellectual and implicit capital for the optimal benefit of individuals, markets, and society (Abu Bakr Mohammad Al-Hawsh, 2016, p. 50).

Knowledge Management is also known as the practices and technologies that facilitate efficient generation and exchange of knowledge at the organizational level (Mohammed Awad, 2008, p. 56).

Operationally, Knowledge Management is the process of collecting specific knowledge and expertise to solve problems and make sound decisions aimed at achieving outstanding performance within sports institutions.

Additionally, it is the process through which organizations utilize their collective intelligence to achieve strategic goals (Ali Al-Salmi, 1998, p. 179). Al-Salmi (1998) Knowledge Management, Dar Quba'a for Printing and Publishing, Cairo, Egypt.

Definition of Outstanding Performance:

- **Linguistically:** It refers to the act of fulfilling a debt, making a payment, performing a prayer at its prescribed time, or providing testimony (Amal Abdul Aziz Mahmoud, 1997, p. 511).
- **Terminologically:** Generally refers to anything an individual does openly and explicitly, whether using language or not (Rida Fajah, 2002, p. 51).
- **Operationally:** It is the individual's ability to execute assigned tasks and the degree of responsibility they assume.

Outstanding Performance:

- **Terminologically:** Refers to excellence in performance as a state of uniqueness in the performance of various elements of the institution as a system, surpassing the performance of other similar institutions in the field of work, and appearing with qualities that distinguish and highlight the institution and enhance its status compared to other institutions (Zakaria Al-Douri, 2010, p. 323).
- **Operationally:** Refers to individuals who consistently achieve outstanding and superior results in various positions, including the workplace, which qualifies them to be recognized for their outstanding performance based on results and capabilities.

Operational Definition of Employees of Youth and Sports Directorates:

They include all employees working in the Youth and Sports Directorates at the levels of senior, middle, and supervisory management within the administrative organization. They possess educational, cultural, and administrative qualifications that enable them to hold managerial positions within the Youth and Sports Directorates.

- **Youth and Sports Directorates:** An executive body affiliated with the Ministry of Youth and Sports, overseen by an executive director appointed by the governor. The directorate ensures effective management of both external and internal affairs, promotes youth and sports associations, structures, and organizations, develops meaningful programs, disseminates physical education and sports, especially within educational environments, provides training and coaching, and prepares sports development plans for the province in coordination with all relevant bodies and authorities (Trish L'Hassan, 2019, p. 354).

It seems like you've provided an excerpt about the methodological approach used in your study, particularly the survey method. Here's the translation into English:

5- Methodological Approaches Used:

5-1- Survey Study: I conducted a survey study over a period of three weeks, starting from the beginning of September 2023 until October 26, 2023. During this time, I visited the Youth and Sports Directorate in M'Sila. The survey aimed to collect specific data related to the study topic, understand the sample type and size, gather as much information about it as possible, and ensure alignment with the general research framework. Additionally, a questionnaire was distributed to a sample of 80 employees to assess the psychometric properties (validity and reliability) of the study instrument.

Among the most significant results obtained were:

- The correlation coefficients for all survey items were statistically significant, indicating that the questionnaire items are valid for measuring the variables of this study.
- The reliability coefficients were high and statistically significant, suggesting the potential stability of the results obtained using the questionnaire.

5-2- Study Areas:

Spatial and Temporal Scope: The study was conducted at the headquarters of the Youth and Sports Directorate in M'Sila Province from March 2023 to December 2023.

5-3- Study Methodology:

We utilized a descriptive approach, specifically employing the method of mutual correlational relationships.

5-4- Study Population and Sample:

The study population comprised all employees of the Youth and Sports Directorate, totaling 40 male and female employees. The study sample was chosen using a comprehensive survey method. Initially, 8 individuals from the original population, who participated in the pilot survey, were excluded. Subsequently, questionnaires were distributed to a group of 40 employees.

5-5- Data Collection Tools:

This study relied on two questionnaires: the first questionnaire pertained to the first variable of the study (Knowledge Management), while the second questionnaire focused on the second variable (Excellent Performance).

5-6- Questionnaire Validity:

Questionnaire validity ensures that it measures what it is intended to measure (Fatima Awad Saber, 2002, p. 167). The validity of the Knowledge Management and Excellent Performance questionnaires was estimated using the "internal consistency reliability" coefficient. The internal consistency of the Knowledge Management questionnaire items was calculated on a sample of 15 respondents. This was achieved by calculating the correlation coefficients between each item and the total score for the individual as follows:

Table No. 01 Shows Cronbach's Alpha Reliability for the Survey on the Actual Application of Knowledge Management in the Directorate of Youth and Sports in M'Sila Province

| D | Knowledge Dimension | Cronbach's Alpha Coefficient |
|---|------------------------|------------------------------|
| 1 | Knowledge Acquisition | 0.92 |
| 2 | Knowledge Storage | 0.93 |
| 3 | Knowledge Distribution | 0.95 |
| 4 | Knowledge Application | 0.92 |
| | Total Score | 0.97 |

The table (01) shows that the Cronbach's Alpha coefficients for the survey dimensions ranged between 0.92 and 0.95. Additionally, the Cronbach's Alpha coefficient for the total score of the survey was 0.97. These coefficients are statistically significant at the 0.05 level, indicating the reliability of the survey.

Table No. (02): Correlation coefficients between dimensions of knowledge management and the total score of the questionnaire.

| No | Dimension | Content of Statements | Correlation | Significance |
|----|-----------|-----------------------|-------------|--------------|
|----|-----------|-----------------------|-------------|--------------|

| | | | | |
|-----------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------|
| 01 | Knowledge Acquisition | Multiple technological communication means available (fax, internet, internal network). | .820 | 0.042 |
| 02 | | Management includes individuals with significant expertise in various fields. | .605 | 0.016 |
| 03 | | Management motivates employees to attend training courses to enhance their skills. | .670 | 0.040 |
| 04 | | Management utilizes charts, forms, tables, and documents as sources for data collection. | .690 | 0.001 |
| 05 | | Management provides a comprehensive database of all available human and material resources | .860 | 0.002 |
| 06 | Knowledge Storage | Employees exchange opinions and experiences to find solutions to work-related problems. | .730 | 0.003 |
| 07 | | Knowledge Storage Employees strive to store knowledge in the form of brief reports or decisions that are continuously updated and easily accessible when needed. | .670 | 0.040 |
| 08 | | Analysis of acquired knowledge related to work, refinement, tabulation, and electronic storage. | .820 | 0.004 |
| 09 | | Senior management cares about retaining experienced employees with high knowledge and preventing | .833 | 0.002 |

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|----|-----------------------|------------------------------------------------------------------------------------------------------------|------|-------|
| | | their departure to other entities. | | |
| 10 | | Management ensures regular meetings with employees. | .610 | 0.050 |
| 11 | | A system ensures the protection of stored information from damage, misappropriation, or inappropriate use. | .670 | 0.020 |
| 12 | | Employees have social relationships with each other | .690 | 0.010 |
| 13 | | Exchange of information and expertise among all employees at managerial levels. | .730 | 0.001 |
| 14 | | Management organizes scientific seminars and conferences to contribute to knowledge development. | .810 | 0.020 |
| 15 | | Employees have social relationships with each other | .820 | 0.009 |
| 16 | Knowledge Application | Knowledge Application Employees apply their knowledge and information to achieve desired objectives | .830 | 0.008 |
| 17 | | Employees utilize their information and knowledge to solve problems they encounter. | .820 | 0.007 |
| 18 | | have a clear vision of methods and | .810 | 0.012 |

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|----|--|---------------------------------------------------------------------------------------------------------------------|------|-------|
| | | means to apply knowledge in the workplace. | | |
| 19 | | When evaluating employees' performance, their application of knowledge and information in their work is considered. | .740 | 0.040 |

Table No. (03): Correlation coefficients between statements of excellent performance and the total score of the questionnaire.

| No | Dimensi on | Content of Statements | Correlati on | Significa nce |
|----|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| 01 | Human Resource Development | The institution seeks to attract the best employees with high expertise and skills in administrative performance | 0.529 | 0.042 |
| 02 | | The institution provides training opportunities for employees to develop, empower, and acquire better skills | 0.610 | 0.016 |
| 03 | | The institution's environment is characterized by supporting employees and their noticeable loyalty to senior management | 0.687 | 0.040 |
| 04 | | Employees widely participate in decision-making in the institution | 0.664 | 0.001 |
| 05 | | The institution works to discover and correct errors by utilizing acquired information and knowledge for continuous development at all levels | 0.733 | 0.003 |
| 06 | Integrated Information System | The institution scientifically transforms data and information to benefit from it in acquiring | 0.838 | 0.004 |

| | | | | |
|----|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------|-------|
| | | knowledge | | |
| 07 | | The institution has the ability to solve problems related to its operations | 0.796 | 0.002 |
| 08 | | The institution has sufficient knowledge of internal and external communications to coordinate tasks related to its operations | 0.687 | 0.050 |
| 09 | | The institution uses advanced information systems to find knowledge solutions | 0.521 | 0.020 |
| 10 | | The institution has more than one database for classifying knowledge | 0.546 | 0.010 |
| 11 | Flexible Organizational Structure | The organizational structure can easily accommodate changes | 0.769 | 0.001 |
| 12 | | The institution's organizational structure is continuously developed according to occurring changes | 0.547 | 0.020 |
| 13 | | The change in the organizational structure aligns with the long-term plans of the institution | 0.646 | 0.009 |
| 14 | | The organizational structure helps in improving the institution's performance | 0.501 | 0.042 |

Based on the previous **Table Number (03)**, it is evident that the correlation coefficients between each statement of the sub-dimensions (Human Resource Development, Information System, Flexible Organizational Structure) and the total score of the questionnaire ranged between (0.838-0.501). These correlations are statistically significant at the (0.01-0.05) level, indicating that the statements of the Excellent Performance questionnaire are valid for their intended measurement.

Reliability of the Knowledge Management and Excellent Performance

Questionnaire: The researcher measured the reliability of the tool using **Cronbach's Alpha coefficient**. It's worth noting that Cronbach's Alpha coefficient ranges between (0-1), where values closer to 1 indicate high reliability, while values closer to 0 indicate low reliability.

Table Number (04): Shows the Cronbach's Alpha coefficient values for the reliability of the Knowledge Management and Excellent Performance.

| No | Questionnaire | Number of Statements | Cronbach's Alpha coefficient |
|----|-------------------------|----------------------|------------------------------|
| 01 | Knowledge Management | 20 | 0.736 |
| 02 | Outstanding Performance | 14 | 0.844 |

Based on the previous **table number (04)**, it is evident that the Cronbach's Alpha coefficient for the Knowledge Management questionnaire was 0.736, and for the Outstanding Performance questionnaire it was 0.844. This indicates high reliability, suggesting that the study instruments are highly stable. This gives us full confidence in the validity of the "Knowledge Management" and "Outstanding Performance" questionnaires for analyzing and interpreting the study results and testing its hypotheses.

6. Statistical Methods: The researcher used the statistical software package called SPSS (Statistical Package for the Social Sciences) and relied on the following statistical techniques:

- Cronbach's Alpha coefficient to assess the reliability of questionnaire items.
- Pearson correlation coefficient to measure the validity of statements with the total score.
- Pearson correlation coefficient to determine the relationship between Knowledge Management variables and Outstanding Performance.

7. Presentation, Interpretation, and Discussion of Results for Hypothesis One, which states the existence of a correlation between Knowledge Acquisition and Outstanding Performance among employees of the Youth and Sports Directorates.

Table number (05): Pearson correlation coefficient between Knowledge Acquisition and Outstanding Performance.

| Variable | Sample Size | Pearson Correlation | Significance Level | Decision |
|-------------------------|-------------|---------------------|--------------------|-------------|
| Knowledge Acquisition | 40 | 0.556 | 0.004 | Significant |
| Outstanding Performance | | | | |

Based on the previous table (05), it is evident that the Pearson correlation coefficient between the variables "Knowledge Acquisition" and "Outstanding Performance" reached 0.556, indicating a moderate positive relationship between them. The significance level for this coefficient is 0.004, which is less than the significance level adopted by us (0.05). This indicates that the correlation coefficient is statistically significant, thus confirming the validity of the first research hypothesis, which states that "there is a correlation between knowledge acquisition and outstanding performance among the employees of the Youth and Sports Directorates." The confidence level for this result is 95%, with a 5% chance of error.

Interpretation and Discussion of Results:

The correlation coefficient value of 0.556 is moderate and indicates a statistically significant relationship between the two variables. This suggests that there is a strong relationship between knowledge acquisition and outstanding performance in sports organizations. Continuous learning and professional development are crucial; administrators in successful sports organizations commit to continuous learning and updating their skills and knowledge. This professional development allows them to improve their strategies, tactics, and resource management. In leading sports organizations that encourage a culture of innovation and adaptation to changes in the sports field, acquiring new knowledge enables employees to find advanced ways to improve performance and enhance organizational capabilities. The more knowledge is acquired, the better the outstanding performance among the employees of the Youth and Sports Directorates.

Among the modern administrative trends that have focused on outstanding performance is the Theory of Outstanding Performance. The topic of performance excellence at the organizational level, in particular, has gained significant attention from writer and management consultant Thomas Peters. The study conducted by him

and his colleague Robert Waterman is one of the most famous studies in the field of effectiveness and outstanding performance. The study included over 40 highly successful and high-performing organizations. They observed many common characteristics among these organizations, which they identified as the reasons for their excellence and success. Among these characteristics, they found that the organizations were close to and in constant contact with consumers to understand their needs and desires and respond to them. Additionally, employees in these organizations were aware of their organization's mission and objectives. Managers at all levels participated with employees through effective communication in problem-solving (Hareem, 2010, pp. 74-75).

In the same context, Ahmed Al-Kilani believes that acquiring modern knowledge that meets the requirements of any new phase in a participatory work environment concerning the information specific to each department separately, enhances positive competition among employees, increases their self-confidence, and strengthens their performance. This ultimately leads to high-quality outputs and outstanding performance that reflects positively on the services provided to all partner parties (Al-Kilani, 2018, p. 22).

Khassawneh emphasized that knowledge acquisition and the communication process within the sports organization are crucial for any organization. Without communication, it is difficult for employees to understand their management's directions and the organizational objectives that the organization aspires to achieve. It is also challenging for management to understand employees' orientations and contain them. Effective communication raises employees' performance levels, increases their job satisfaction, and fosters a sense of belonging to the organization. Employees can better understand their work reality, feel more valued, and understand others' roles, encouraging cooperation and coordination between employees and management, ultimately leading to more outstanding performance (Khassawneh, 2011, p. 92).

8-Presentation and Interpretation of the Results of the Second Hypothesis:

The second hypothesis states that there is a correlation between knowledge storage and outstanding performance among the employees of the Youth and Sports Directorates.

Table No. (06): Pearson Correlation Coefficient between Knowledge Storage and Outstanding Performance.

| Variable | Sample Size | Pearson | Significance Level | Decision |
|-------------------------|-------------|---------|--------------------|---------------------|
| Knowledge Storage | 40 | 0,645 | 0.035 | Significant at 0.05 |
| Outstanding Performance | | | | |

From the previous Table No. (06), it is clear that the Pearson correlation coefficient between the variables "knowledge storage" and "outstanding performance" is 0.645. This indicates a moderate positive correlation between them. The significance level for this coefficient is 0.035, which is less than the adopted significance level of 0.05. This means that the correlation coefficient is statistically significant. Therefore, we confirm the validity of the second research hypothesis, which states "there is a correlation between knowledge storage and outstanding performance among the employees of the Youth and Sports Directorates." The confidence level for this result is 95%, with a 5% probability of error.

- **Interpretation and Discussion of Results:** The value of the correlation coefficient is 0.645, indicating a positive correlation between the two variables with statistical significance. This suggests that proper storage and utilization of knowledge among employees positively impact the organizational performance of sports institutions. Stored reports allow for easy access when needed, facilitating the exchange of information and opinions, and the analysis of findings through an electronic data storage system. With experienced employees, the performance will be positive. This aligns with the results of the study conducted by Shaabani (2012) titled "The Contribution of Knowledge Management to Administrative Creativity," which aimed to understand employees' insights into how knowledge management contributes to achieving administrative creativity. The study concluded that knowledge acquired through the generation of intellectual capital helps in finding creative solutions to problems continuously and enhances the cognitive skills and abilities of human resources by providing supportive and development training programs for administrative creativity and outstanding performance.

9. Presentation, Interpretation, and Discussion of Results for the Third Hypothesis:

The third hypothesis states that there is a correlation between incentives and outstanding performance among employees of the Youth and Sports Directorates.

Table No. (07): Pearson Correlation Coefficient between Knowledge Distribution and Outstanding Performance.

| Variable | Sample | Pearson | Significance | Decision |
|----------|--------|---------|--------------|----------|
|----------|--------|---------|--------------|----------|

| | Size | Correlation Coefficient | Level | |
|-------------------------|------|-------------------------|-------|---------------------|
| Knowledge Distribution | 40 | 0,663 | 0.045 | Significant at 0.05 |
| Outstanding Performance | | | | |

- Looking at the previous **Table No. (07)**, it is clear that: The Pearson correlation coefficient between the variables "knowledge distribution" and "outstanding performance" is 0.663, indicating a positive correlation between them. The significance level for this coefficient is 0.045, which is less than the adopted significance level of 0.05, indicating that the correlation coefficient is statistically significant. Therefore, we confirm the validity of the research hypothesis, which states "there is a correlation between knowledge distribution and outstanding performance among the employees of the Youth and Sports Directorates." The confidence level for this result is 95%, with a 5% probability of error.

- **Interpretation and Discussion of Results:** The value of the correlation coefficient is 0.663, indicating a moderate correlation between the two variables with statistical significance. This suggests that holding regular meetings and scientific seminars benefits the employees by informing them of the latest developments within the organization, exchanging information and expertise among employees at all administrative levels, and encouraging active participation in sharing expertise. This fosters social relationships among employees and a sense of belonging to the organization. The greater the sense of teamwork, the higher the employees' job satisfaction, which in turn drives them to perform their duties effectively in the Youth and Sports Directorates, thereby achieving outstanding performance. Moreover, it motivates them to find solutions to potential problems and propose ideas and solutions, fostering a sense of belonging among employees.

This aligns with the verse from the Quran, "And cooperate in righteousness and piety, but do not cooperate in sin and aggression. And fear Allah; indeed, Allah is severe in penalty" (**Al-Ma'idah 5:2**). It also aligns with Madi (1995, p.29), who noted through Edward Deming's model that outstanding performance is a shared responsibility where everyone involved in the service process contributes to fulfilling the expected tasks. Omar Wasfi Aqeeli (1996, p.21) emphasized the importance of cooperation among different administrative levels within the organization rather than competition, as this cooperation allows departments to understand each other's needs.

Additionally, the Dictionary of Excellence supports the hypothesis, stating that outstanding performance is linked to teamwork and knowledge distribution. One of the modern administrative theories that emphasize teamwork is the Japanese "Z"

theory by William Ouchi, which stresses the importance of teamwork, collective decision-making, and the comprehensive care of employees to enhance their sense of belonging and responsibility (Mokhamra, 2000, p.61). Furthermore, team members can have different perspectives on the problem at hand, how to solve it, and the best approach to reach an optimal decision. This diversity of viewpoints plays a crucial role in the duration and quality of work, leading to distinctive outcomes (Louafa, 2008, p.58).

Table No (08): Pearson correlation coefficient between knowledge application and outstanding performance.

| Variable | Sample Size | Pearson Correlation Coefficient | Significance Level | Decision |
|-----------------------|-------------|---------------------------------|--------------------|---------------------|
| Knowledge application | 40 | 0,644 | 0.044 | Significant at 0.05 |
| " | | | | |

-According to the previous Table (08), it is evident that the Pearson correlation coefficient between the variables "knowledge application" and "outstanding performance" was 0.644, indicating a positive relationship between them. The significance level of this coefficient was 0.044, which is less than our adopted significance level of 0.05, suggesting that the correlation coefficient is statistically significant. Thus, we confirm the research hypothesis stating "there is a significant relationship between knowledge application and outstanding performance among employees of the Youth and Sports Directorates," with a confidence level of 95% and a 5% probability of error.

10-Discussion of the results: The correlation coefficient value was 0.644, indicating a moderate correlation with statistical significance, demonstrating that knowledge management processes in sports institutions are effectively applied. The results indicate that these institutions transfer and share knowledge to a high degree, as perceived by the employees, by adopting new ideas and applying essential knowledge and information to solve their challenges. Employees are empowered to apply acquired experiences and knowledge for the benefit of the sports institution, with a clear vision on how to apply knowledge in their work. This is encouraged through

idea exchange, suggestions from experienced specialists, workshops, and participation in scientific conferences that enhance their skills. The institution also publishes scientific publications to disseminate knowledge related to its activities to interested parties.

The process of knowledge application represents the essence of knowledge management through classification, indexing, and optimal knowledge retrieval, facilitating easy and timely access to knowledge. This study aligns with Al-Azzam et al. (2014), who explored knowledge management and intellectual capital's role in achieving organizational excellence in the health sector in Irbid, Jordan. It also correlates with Drouza (2008), who investigated the relationship between knowledge management requirements, processes, and their impact on organizational performance excellence.

11-Conclusion:

Based on the theoretical and practical aspects of the study, and in light of the obtained results, the researcher concludes that the general hypothesis is confirmed. There is indeed a positive relationship between the dimensions of knowledge management (knowledge acquisition, storage, distribution, application) and outstanding performance among employees of Youth and Sports Directorates. In concluding this discussion on knowledge management and outstanding performance, we can infer a close relationship linking knowledge management to achieving outstanding performance in institutions and organizations. When knowledge elements, skills, and necessary resources are applied and individuals are empowered to successfully perform their tasks, outstanding performance naturally emerges. Knowledge management enhances leadership spirit and active participation of individuals in decision-making and achieving common goals. It fosters confidence, self-responsibility, innovation, and creativity in the work environment, contributing to building strong, enthusiastic teams capable of adapting to challenges and achieving sustainable success.

Outstanding performance is characterized by surpassing expectations and achieving superior results. It involves efficient and effective use of available resources to precisely and effectively achieve set goals. Outstanding performance also includes commitment to quality standards, innovation, and continuous improvement.

12-Recommendations and Suggestions:

- There is a need to adopt knowledge management elements as a means to develop and enhance outstanding individual performance in sports institutions.
- Work towards creating a supportive culture that encourages and facilitates knowledge production, establishing an organizational environment based on knowledge sharing and personal experiences.
- Organize seminars, workshops, and invite experts to participate and disseminate their knowledge across all sports institutions.
- Effectively invest in the knowledge possessed by employees and enhance its value by involving them in decision-making processes.

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