

Critical Success Factors with its Effective Role in Knowledge Management Initiatives in Public and Private Organizations in Saudi Arabia: Experts Perspectives

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Abstract: This article aims to develop a standard reference to the critical success factors of knowledge management initiatives in the public and private institutions in Saudi Arabia, leading to maximize the use of knowledge management applications, and contribute to the reduction of the failure of these initiatives by providing the necessary scientific background for decision makers to develop appropriate plans to hold investments for this area. To achieve this overall objective, the researcher contribute with this work to achieve the following goals: (1) Identify the critical success factors in knowledge management applications through a literature review published in this area. (2) Identify the most important critical success factors in knowledge management applications in Government and private institutions in Saudi Arabia, from the point of view of experts (academics, and professionals). (3) Build a methodological framework (manual, list) where the most important critical success factors in knowledge management applications based on their impact on the success of knowledge management initiatives in the public and private institutions in Saudi Arabia from the perspective of experts. The results of this research work shows that the key element of leadership support initiatives "knowledge management" as the most important element of 98.3%, followed by the key management and motivation of workers "by 96.4%, while the main element" performance measurement "at the bottom of the list for its importance among other items by 91.7 percent, the other main elements ranging from rate of 93.3%-95%. Also, the results of the work showed that there is a difference in order of importance for the key elements between the experts involved in the study, researchers' previous studies", which confirms the importance of this study and the importance of taking into account the environmental and cultural differences between communities in the application of new methods and approaches.

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1. Introduction

The importance of knowledge management of modern disciplines comes from its considerable impact in enhancing the value of organizations and institutions and the economy generally, as it adds to the competitive advantage of these bodies and contribute to decision-making, balanced with the least amount of mistakes, and knowledge management to create an atmosphere that encourages creativity and innovation through knowledge sharing and networking with experts and deepen the understanding and cognition (**Subramaniam et al. 2011**).

Despite the many knowledge management projects in various institutions all over the world; there is a significant disparity in the success of such projects, where, according to that between% 40 of knowledge management initiatives in faces, but those studies did not justify a% 04 clear evidence of building a such high percentage of failures (**Yen-Ching et al., 2010**). Many students have gone to basic factors necessary for successful knowledge management and those factors are what is called the

critical success factors of knowledge management (**Khalid 2006**.) Confirmed (**Rockart 1979**) on it while the critical success factors to ensure success and competitiveness. In our presented work, we have taken the concept of critical success factors established by Rockart popular in studying the success of projects in institutions, where the concept that if the range of achievement of critical success factors Enterprise satisfactorily, to ensure the success of these projects are large, so that the identification of the critical success factors help to focus on control of vital areas in your organization, you can identify key performance indicators and comparative work, and evaluation (**Rockart 1979**).

A recent study by **Yen-Ching et al., (2010)** points to clear and noticeable differences in intellectual production to determine the critical success factors in knowledge management applications. As stressed in the (**Wong, 2005**) where, despite the existence of an agreement between the lists of critical success factors of knowledge at certain points, but there are variations according to the circumstances and activities of the institution and that

previous studies focused on enterprise internal factors as external factors cannot be controlled; and this comes at a time when many countries are moving worldwide including Saudi Arabia pumping huge investments in information technology and knowledge management, which leads to many researchers who have recommended the inevitability of further research in the area of critical success factors in different work environments and diverse activities according to specific criteria (**Yen-Ching et al., 2010**)

Although there are many studies by academics and professionals around the world on critical success factors and its application in knowledge management, studies on critical success factors and its applications in government institutions or private sector institutions in Saudi Arabia are scarce in numbers or rare. The foreign studies whose results cannot be applied as they are on State enterprises or private enterprises in Saudi Arabia to different environment and organizational culture in addition to other factors.

Although there are many studies by academics and professionals around the world on critical success factors and its application in knowledge management, however, studies of the factors highlights the importance of the study as follows: .

- ✚ Inform Arabic library by filling the knowledge gap in the study of critical success factors in knowledge management and its applications in Arabic governmental institutions and the private sector in Saudi Arabia.
- ✚ Generate new knowledge in the field of critical success factors and its application in knowledge management supports knowledge management initiatives in government institutions and private sector organizations in Saudi Arabia.
- ✚ Development of a methodological framework in the form of a list or directory identifies the most important critical success factors in the application of knowledge management in government institutions and private sector organizations in Saudi Arabia from the perspective of experts.

In order to achieve the objectives of the work, the researcher seeks to answer the following main questions:

- ✚ What are the most important critical success factors in knowledge management applications that have been experienced in intellectual production in this area?
- ✚ What are the most critical success factors for knowledge management applications in Government and private institutions in Saudi Arabia, from the point of view of experts?
- ✚ What is applied to the critical success factors that can guide the knowledge management

initiatives in Government and private institutions in Arabic Saudi Arabia?

To achieve the objectives of the study and answer their questions, the researcher use the two terms are as follows:

- ✚ **First: a content analysis; where the** researcher use a content analysis by reviewing the most research studies that worked on critical success factors and its application in knowledge management and analysis of its content, in order to prepare the preliminary list of key elements and sub-elements to the critical success factors in knowledge management.
- ✚ **Second: Delphi method; where the** researcher use Delphi as a fundamental approach to this study is the most appropriate curriculum of Delphi method when the main source of the information that we obtained is informed opinion (**Ziglio 1996**). We are experts in the Delphi method of twelve expert a representing government, semi-government sector, the private sector and the academic sector. I have two rounds to assess the researcher used a list of critical success factors in knowledge management applications, while the third round to give assessment a sort of the importance of key elements and sub-elements 5 (where critical success factors in knowledge management applications based on the scale of your soundcard) and 1 are the more important and less important respectively.

2. Related Works

Through the literature review; we found that studies concerning knowledge management started decades ago, and the most important knowledge management in different fields and in different institutions, studies on critical success factors in knowledge management has appeared laterally. Also, there is limited studies on critical success factors in knowledge management and in information management (**Munro Wheeler 1980**) which was not at that time have been characterization and definition of knowledge management. Below, we summarize some of the important studies that cover the most recent studies in critical; success factors.

In (**Zayed and Jamaluddin 2013**), it was shown that studies concerning knowledge management started decades ago, and the most important knowledge management in different fields and in different institutions, studies on critical success factors in knowledge management has appeared later. Already considered a growing expansion and cognitive development in construction researchers have tried to extract a list of critical success factors and application field, knowledge

departments in construction. Following the literature review, the researchers suggested critical success factors includes ten factors, and those factors are: support of command; culture; training and learning; a culture of knowledge sharing; infrastructure for information technology; easy using the techniques of knowledge; Cognitive structure; assessing knowledge; knowledge team. The research distribute 250 questionnaire to construction companies in Libya country; based on the replies of these questionnaires and through analysis of the results of questionnaires by researchers, they found that only seven of those factors have had a significant impact on the success of the application of knowledge management to construction companies. Unlike studies departments of knowledge in other areas, the researchers notice that the culture of the Organization did not have statistically significant relationship to knowledge management. Also, the researchers have attributed this to the system in construction companies in Libya closer to bureaucratic system, so it is difficult to motivate staff to share knowledge.

The author (Akhavan et al. 2009) found out the most important critical factors of knowledge management and its factors analysis) factor analysis), and then apply them to one of the research centers, researchers have identified five critical success factors are (1) the Department of personnel and administrative flexibility that falls under it job security, climate risk management and flexible structure of the Organization and work as a team. (2) the structure and readiness of knowledge management: knowledge sharing and includes the readiness of the Organization to knowledge management and systematic approach and building structural knowledge.(3)the store of knowledge: Which include databases and techniques to search for knowledge, the researchers emphasize that the storage of knowledge may lead to lost, and then wasting the time and effort to reproduce such knowledge. (4) reference standard: referred to by researchers as performance measurement in accordance with the standard references for previous successes to increase the productivity of the organization. (5) knowledge management administrator: it is responsible for knowledge management objectives and strategies to achieve the plan take into account the follow-up to the implementation in the organization.

The most important study that we focus on it was done by **Migdadi 2009**.The importance of such a study comes from the fact that it is conducted in Saudi Arabia and the objective of the study is to determine the initial list of critical success factors in knowledge management in small and medium-sized enterprises, as well as a formula for the relationship

between those factors and the results of the application of the study was implemented in two phases, the first phase was through literature review and processing of the initial list of critical success factors in knowledge management, and the second phase distribution identification on the 611 people involved in knowledge management in projects Small and medium-sized enterprises, and the number of completed questionnaires, feedback and 418 identification and verified the credibility and consistency of questionnaire and data analysis. The researchers found that the critical success factors are (1) the support of leadership: where the researcher points out the importance of the role of leadership in creating the appropriate environment for knowledge management and delivery model and example to follow in terms of voluntarism in sharing knowledge and desire to learn and the search for new knowledge. it is the responsibility of leadership to instruct employees of the importance of knowledge management as well as to maintain morale and creating a climate which encourages knowledge sharing (2) culture: The researcher said the culture of the Organization include a set of values, ideals and beliefs that govern the actions of staff within the Organization, and that these cultures determine the willingness of an individual to work in a team and willingness to share knowledge. So, the cooperation as culture is one of the most important influences in knowledge management. (3) information technologies: the technologies that enable the preservation of information and speed of search and retrieval and that facilitate communication between employees.(4) strategic researcher said that there were five points, taking into account the Organization's knowledge management strategy, the first being: that there be a full understanding of the knowledge resources of the Organization and which form part of the overall strategy of the Organization, a second point: must include knowledge management strategy the role played by the Department in order to add value to the Organization, III: Should contain a strategy for integrated projects, especially those that achieve rapid profits and long-term benefit, fourth: that strategy depends on identifying reservoirs in knowledge management and fifth, the strategy deals with the requirements and provide a general structure to deal with those needs. (5) measurement: the researcher pointed out that although there are some ways to measure knowledge management including the standard "content knowledge" or "balanced" cards are numbered but that area still need further studies academics.(6) infrastructure organization: researcher said that each organization must create work groups to specific tasks, and they have sufficient skills to apply knowledge management activities and those

groups represent knowledge management infrastructure. (7) procedures and activities: the researcher that there are four important steps to manage knowledge and innovation, conservation, transfer and application of knowledge, and such actions should lead to changes in attitudes and behavior of employees.

3. Problem Formulation

In the current time, the contemporary organizations face different kinds of transformations and rapid changes sweeping the world and particularly the information revolution, the revolution that depend on advanced scientific knowledge and optimizing the flow of information resulting from the tremendous progress in computer techniques and telecommunications global network Internet, as a result of these shifts have become strategic source of knowledge is most important in building a competitive advantage for organizations, but the most powerful working and most have control in the Organization's success or failure. The knowledge management and the critical success factors of vitally important topics that support success and competitiveness in business, especially businesses that rely on knowledge as one of the key outputs, although research indicates positive relationships between critical success factors and management knowledge but lack of research on the analysis of quantitative relations (**Mas-Machuca and Martinez Costa 2012**). The study conducted in Saudi Arabia on the critical success factors for knowledge management in small and medium-sized projects to a knowledge gap on critical success factors in knowledge management in the environment, so the researcher recommended that further research in this field and especially field studies that take account of the collection of the views of employees in knowledge management in different institutions and organizations to come up with a list of critical success factors for knowledge management takes into account the specificity of the environment (**Migdadi 2009**) especially many studies on critical success factors in knowledge management were mostly in the developed countries and the large organizations, but was not taken into account the difference in environments where those bodies engaged in activities that may result in differences in the lists of priorities of the critical success factors in knowledge management for those companies and organizations (Alavi and Leidner 2001) that can infer the lists of the critical success factors that distinguish the bodies in a particular environment may not be applicable to other

bodies engaged in different activities or operating in a different environment.

The author (**Chong et al. 2006**) confirms that the failure in identifying the critical success factors and the lack of reference to measure the impact of knowledge management and taking advantage of existing knowledge in development leads to failure of those institutions to maintain competitive advantage and inability to catch up with their peers, considered a freeze or eat their knowledge and which may lead to damage to either the short term or long term. So, the main and major problem that we solve it in this work can be formulated and mentioned as follows: What are the most important critical success factors in knowledge management applications in Government and private institutions in Saudi Arabia?.

4. The Suggested Methodology of Solution

The researcher has using **Delphi** as a basic approach in this research work, where **Delphi** method organize the collective continues systematically to consider in depth a problem

(**Mitroff & Turoff 2002; Sackman, 1974**) also **Delphi** method helps in explore the problem in a systematic way, in order to reach the results relevant to the problem through the questioning of experts in the field the **Delphi** tool is used to build knowledge through the exchange of experts to information generated through their experiences and practices in the area (**Linstone & Turoff 1975**). The **Delphi** method is considered as an iterative process, usually from two to four rounds, involves a series of questionnaires, each building on the previous one. Through successive iterations can participants reassess their answers in the light of the completion of all replies participants to reach a consensus (**Somerville, 2007**). Content analysis steps used in this study sponsored by **Neuendorf (2002)** is shown in Fig.1.

Fig.2 shows the number of steps to design the method of **Delphi**, where the researcher prepared a list of key elements and of the critical success factors of knowledge management through the use of a content analysis of the intellectual production in the area, then the researcher review a list of arbitrators from specialists in the field to ensure the safety and the broad language used in the menu, and the menu has been reformulated on the basis of observations by the arbitrators. was chosen twelve expert from different sectors as mentioned SAP integration, on the basis of scientific expertise and operation of the domain.

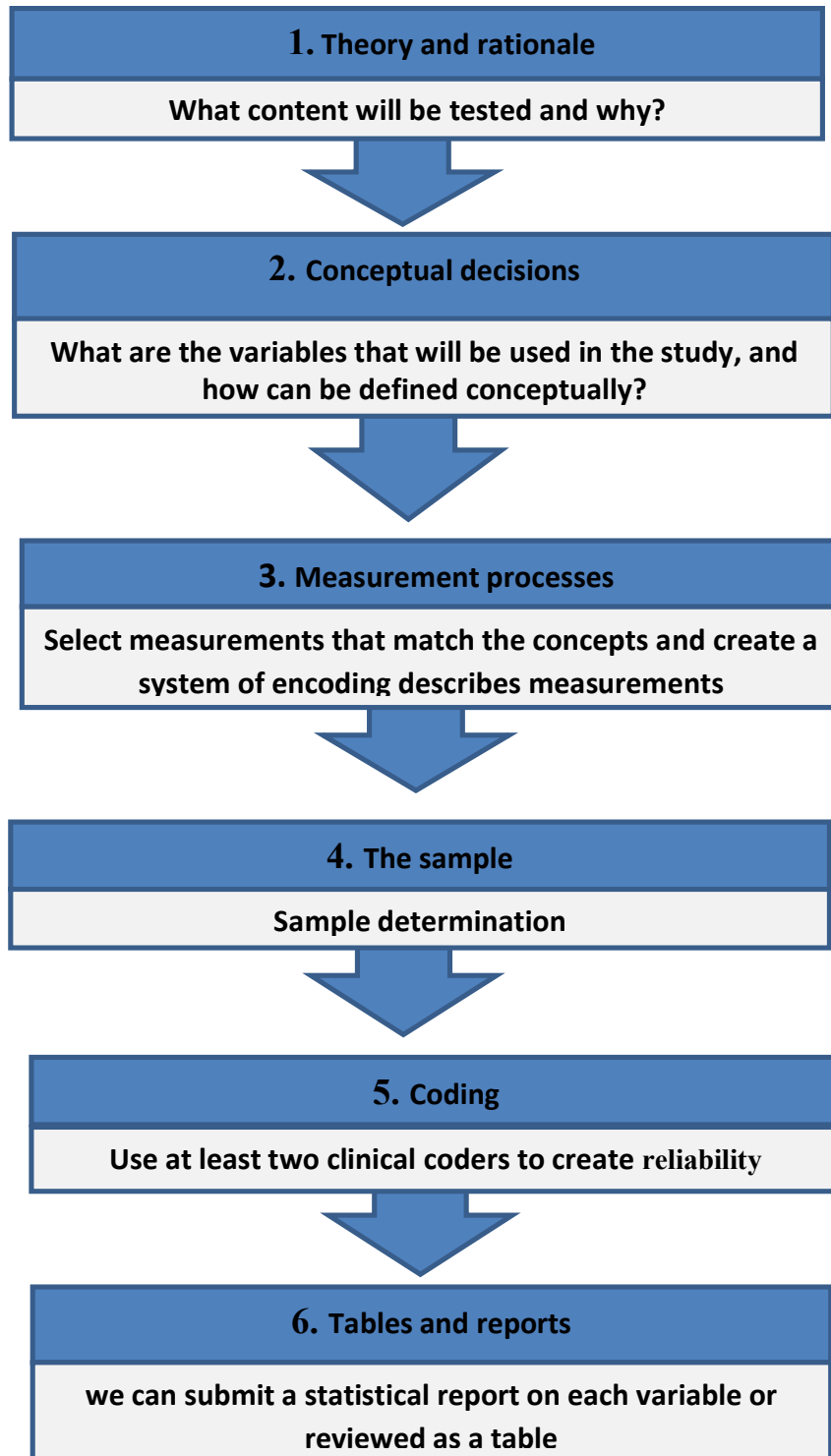


Fig.1 Content analysis steps based on Delphi method

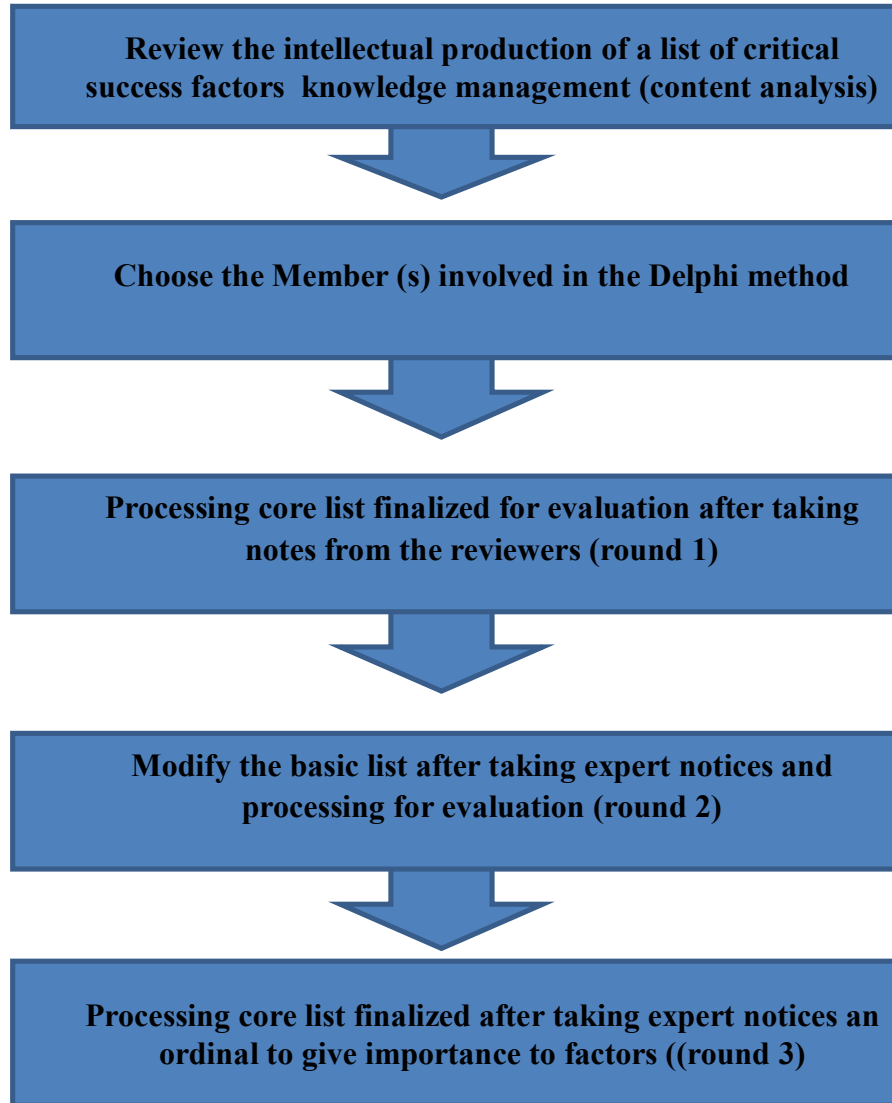


Fig.2 Study stages of design method of Delphi steps

The three rounds that the researcher proceed in his analysis based on Fig.2 are as follows:-

- ✚ **First round:** basic list was distributed to the participants in the Delphi method and asked them how their approval or disapproval of all critical success factors either the Chairperson or, in the absence of comment approval.
- ✚ **Second round:** based on the analysis of the results of the first round and the responses of the participants were taking notes all the experts, and the list is set up for the second round at the following points:
 - 1- was retained for all paragraphs that got a unanimous or near-unanimous agreement by 111% 91%. .
 - 2- deleted paragraphs that got less than 51%. .

- 3- modified the paragraphs got more than 51% and less than 91% based on the proposals of the experts
 - 4- Some of the axes is integrated and submenu items and modify certain formulations on the basis of proposals of the experts.
 - 5- adds new paragraphs based on the proposals of the experts
- ✚ **Third round:** Based on the analysis of the results of the second round and the responses of the participants were taking notes all the experts consider, there was unanimity and consensus of all the factors covered in the second round, except for one paragraph received less than 51% were deleted. Accordingly, a menu has been prepared in its final form for the third round and the participants are requested to give number

from 1 to 5 according to *likert* standards where 1 is the max. important while 5 refers to the less importance.

5. Experimental and Numerical Results

After entering the data by expert assessment of the critical success factors and elements in the program of statistical analysis SPSS, which were monitored by scale *likert* (1) reflecting the paramount until no. 3 which represents the minimum importance, a reverse numbering of ratings in the form to obtain a final grade reflects the importance of each and every element, so that the upgrade reflects

more important. for example, the class 1 has been replaced by class (3) and (9) are replaced by the number (4) and so on. The importance of each factor and element is 3 degrees, and then calculate the arithmetic mean of the degrees of each factor and element, in order to facilitate) the interpretation of the importance of each and every component has been calculated by dividing the average percentage of the final grade. Table 1 illustrates the results of the order of the elements and sub-elements of the critical success factors in knowledge management from the point of view of experts participating in the Delphi method (third round).

Table 1: The results of the order of the elements and sub-elements of the critical success factors in knowledge management based on the scale of Likert 1-5

Percentage of top class	Arithmetic mean	Critical success factors
98.3%	4.92	Senior leadership support for knowledge management initiatives
95.00%	4.75	Support knowledge management team
95.00%	4.75	Allocate financial, technical and human resources necessary to start and support knowledge management initiatives continued
93.30%	4.67	Link knowledge management within the Organization's overall strategic objectives
91.70%	4.58	Provide the ideal of voluntary workers sharing knowledge and providing an atmosphere of confidence that encourages employees to share with whatever knowledge.
86.70%	4.33	Support change policies towards the use of knowledge and to persuade workers to be important
80.00%	4	Broadcast messages to the effect that the knowledge management of the vital points and important to achieve the goals of the Organization
78.30%	3.92	Provide sufficient time for workers to acquire new knowledge and participation
76.70%	3.83	Identify opportunities to leverage knowledge management applications to add positive organization
96.4%	4.82	Managing and motivating employees
95.00%	4.75	Attract and recruit workforce that have a tendency to create knowledge and willingness to share with others
93.30%	4.67	Developing the capacity to use knowledge resources available
91.70%	4.58	Taking employment into account fill the knowledge gap in the Organization
91.70%	4.58	Existence of a system of incentive regulation that ensures the maximizing the role of creators and users to Exchange and share your enthusiast
91.70%	4.58	Existence A system which rewarded employees benefit from knowledge in improving performance
90.00%	4.5	Develop standards for competition between the dictator to expand knowledge and use
83.30%	4.17	Existence of a mechanism for the development of employees and how to keep them from leaking
95.0%	4.75	Organization Culture
93.30%	4.67	The existence of a climate of trust and openness among workers and stressed that their participation with their knowledge with others in their organization and benefit
91.70%	4.58	Promoting a spirit of team work
88.30%	4.42	Much of the value of knowledge culture encourages innovation and sharing and application
85.00%	4.25	The participation of their knowledge to others in simple language understandable
81.70%	4.08	Workers have voluntarily share their knowledge
81.70%	4.08	A culture that encourages learning through open communication between members of the Organization both internally and externally.
80.00%	4	Discussion on vision and strategy and policies of the organization with transparency.
95.0%	4.75	Structural construction of knowledge
95.00%	4.75	Existence of a team responsible for knowledge management to determine the responsibilities of team members
90.00%	4.5	Existence of knowledge structure supporting the creation of new knowledge
88.30%	4.42	Existence of Knowledge partners include the structure of the Organization and the users of their services
86.70%	4.33	Existence of A structure of knowledge capture and make available to the users and beneficiaries of specific and clear
83.30%	4.17	Building a knowledge structure has sufficient flexibility to accommodate constantly changing knowledge within and outside the Organization
81.70%	4.08	Building knowledge allows searching information in different forms and sign all the alternatives in the vocabulary search

81.70%	4.08	Knowledge building is saved and shared a language and vocabulary understood by the majority of workers
95.0%	4.75	Training and learning
90.00%	4.5	Training of members of the Organization to use the techniques of knowledge that ensures maximum use of the possibilities
88.30%	4.42	Learn from successful experiences and learning from mistakes
86.70%	4.33	Encourage employees to participate in internal and external training activities
85.00%	4.25	A training that allows the absorption of the latest knowledge and training of personnel by allowing them to develop and offers them more opportunities in innovation
83.30%	4.17	Training of employees creates a common language for dealing with knowledge
81.70%	4.08	Promoting learning through asking questions and learning teams can exchange experiences and knowledge with each other.
81.70%	4.08	Training of members of the Organization on how to translate the knowledge gained in the performance
76.70%	3.83	Tools and appropriate training methods and provide professional trainers or training section
95.0%	4.75	Knowledge strategy
95.00%	4.75	Having clear goals and aspirations of knowledge management so that they are in the same part of the Organization's objectives
93.30%	4.67	Existence of a strategy encourages innovation with space to take risks
91.70%	4.58	The strategy supports measuring the performance of knowledge management
90.00%	4.5	The strategy establishes a definition of knowledge innovation and tabulation procedures and conservation and distribution
90.00%	4.5	Strategy for dealing with the needs of the Organization and provide a general structure to deal with those needs
90.00%	4.5	A clear strategy for the Organization make optimal use of the possibilities and available resources for the success of knowledge management.
86.70%	4.33	The strategy defines the tasks and responsibilities in the area of knowledge management
86.70%	4.33	The strategy takes into account the knowledge resources of the Organization and which form part of the overall strategy of the Organization
85.00%	4.25	A clear strategy that will reduce the chances of loss of stock of knowledge spill experienced workers from the Organization
83.30%	4.17	A strategy to benefit from the knowledge of others outside the Organization
78.30%	3.92	The strategy sets out the training programs for staff development in knowledge management
93.3%	4.67	Communications between employees in the Organization
93.30%	4.67	Online access to access to General solutions to the problems
91.70%	4.58	Providing high quality connection techniques
91.70%	4.58	Meetings between employees face-to-face to exchange knowledge
93.3%	4.67	Infrastructure for information systems
95.00%	4.75	Provides techniques for knowledge storage and easy retrieval and sharing both at the level of individuals or groups.
88.30%	4.42	Existence of Advanced Infrastructure contribute to knowledge sharing between employees
85.00%	4.25	Existence of Databases be accessed easily
83.30%	4.17	Interest in recording the data descriptor for information
91.7%	4.58	Performance measurement
88.30%	4.42	Assess all knowledge management resources including assessing the leadership, coordination and control
86.70%	4.33	Developing norms and standards for knowledge sharing and the quality control system in this regard
85.00%	4.25	Simulation benchmark performance in other organizations
85.00%	4.25	A measure highlights the importance of the role of knowledge management and its advantages for the organization which facilitates persuading financiers
81.70%	4.08	A measurement to determine cognitive activities that bring added value to the Organization and have a substantial impact on the productivity of the Organization
78.30%	3.92	Provides instructions for creating a standard reference in the field of knowledge management

Although all the main elements of the critical factors of success by the experts participating in the evaluation method of Delphi has got more than 90%, as shown in table 1, which reflects the importance of these factors from the perspective of experts in knowledge management projects or initiatives in the public and private sector institutions in Saudi Arabia, the main component of "leadership support for knowledge management initiatives came as the most important element of 98.3%, followed by the key

management and motivation of workers" By 96.4 percent, while the main element "performance measurement" at the bottom of the list for its importance among other items by 91.7 percent, the other main elements ranging from rate of 93.3%-95%.

If we take into account how often the key element in previous studies on the importance of the element between researchers, you'll note that there is a difference in order of importance for the key

elements between the experts involved in the study, researchers, as shown in table 2. This is an important indicator reflects the importance of the environment,

society and culture in determining priorities and key elements of critical success factors in knowledge management.

Table 2 A Comparison of the importance of key elements of the critical success factors in the management of knowledge between experts and researchers

Previous studies		Experts	
Importance	The main factors	Importance	The main factors
22 (%81.5)	Infrastructure of IT	%98.3	Senior leadership support for knowledge management initiatives
21 (%77.8)	Organization culture	96.4%	Managing and motivating employees
18 (%66.7)	Senior leadership support and their commitment to the undertakings	95%	Organization culture
13 (%48.1)	Performance measurement	95%	Structural construction of knowledge
12 (%44.5)	Structural construction of knowledge	95%	Training and learning
12 (%44.5)	Incentives	5%	Knowledge strategy
11 (%40.7)	Training and learning	93.3%	Communications between employees in the Organization
11 (%40.7)	Knowledge strategy	933%	Infrastructure of IT
10 (%37)	Knowledge sharing	91,7%	Performance measurement
8 (%29.6)	Personnel management and support		
8 (%29.6)	Infrastructure of the Organization		
8 (%29.6)	Involvement of employees		

6. Conclusion, Recommendations and Future Works

This section will highlight the main research findings, and recommendations of, and finally the finished product of the work which a systematic framework for the list of critical success factors in knowledge management that must be taken into account by public sector institutions and the private sector in Saudi Arabia when the introduction of knowledge management, in order to increase the chances of success of these applications and minimize the risk of failure. The results of the study and through content analysis of previous studies that there are 15 key element of critical success factors identified by researchers in previous studies has been the subject of critical success factors in knowledge management.

The results of the study assure that the key element of leadership support initiatives "knowledge management" as the most important element in% 98.3%, followed by key management employees and motivate them to 96.4 while the main element "performance measurement" at the bottom of the list for important items-% 91.7% other, other key elements ranging from between 93.3 percent to 95%.

Also, the results of this study showed that there is a difference in order of importance for the key elements between the experts involved in the study, researchers ' previous studies ", which confirms the importance of this study and the importance of taking into account the environmental and cultural differences between communities in the application of new methods and approaches. The researcher proposes the following recommendations:-

- ✚ There should be returned benefits from the advantage and achieved results of the study and especially the methodological framework for the list of critical success factors in knowledge management in the application of knowledge management in the public and private sector in Saudi Arabia.
- ✚ It is required further studies in this area on the different sectors of public and private institutions to highlight any differences in the critical success factors in knowledge management.

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