

The Impact of the Concept (Ba) on Knowledge Management

An Applied study in Cairo Amman Bank in Jordan

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Abstract

There are many concepts of modern management models, which constitute a great revolution in the management and excellence organizations, including the concept of (Ba) and its relationship to knowledge management, But this issue did not get the subsequent studies and research, especially in the Arab region that is still practiced Industry economy has yet to turn to the knowledge economy, which dealt with the concept of (Ba).

The aim of this study is coming from this issue did not get the subsequent studies and research, especially in the Arab region that is still practiced Industry economy has yet to turn to the knowledge economy, which dealt with the concept of (Ba).

The importance of this study lies in the importance of the subject matter dealt with, they are dealing with one of the most modern management concepts put forward at the present time, as the rapid changes in the form of global economy And shift the global economy from industry to the knowledge economy based on knowledge and experience and Human capital. And from management of things to the management of knowledge.

The researcher choose the Cairo Amman Bank to represent the population of the study, Cairo Amman Bank consists of 90 branch identified study sample from 30 Executive Managers in all branch of bank.

The study come to a set of conclusions was the most important of which is :There is impact of the independent variables (Socialization, Externalization, Combination, and Internalization) *on the (KM)*, the findings revealed focused response (study sample) in strongly agreeing and agreeing to most of the elements and variables of concept (Ba), in the Cairo Amman Bank Where most managers stressed the importance of these elements and their belief in turn help in Knowledge Management.

Keywords: Model (Ba) , Knowledge Management , SECI (Socialization ,Externalization, Combination, Internalization)

1. Introduction

Seeking contemporary organizations in the highly competitive environment to gain a competitive advantage, where the production of the knowledge is the basic resource of contemporary organizations in the light of the knowledge economy.

There have been some modern theories and concepts that deal with a knowledge-based management, including the concept of (Ba), which dealt with how to move from tacit knowledge to explicit knowledge.

The concept of (Ba) was developed by Nonaka as "a shared space for emerging relationships. This space can be physical, virtual, and mental or any combination of them.

We will study in this paper the concept of (Ba) that demonstrates how to produce knowledge, by converting the tacit knowledge of the underlying in the public perception of the human mind to explicit knowledge that can be expressed in an official language and stored in databases and share and transfer to others.

The cognitive process one of contemporary intellectual developments, Where growing role in achieving competitive advantage in the field of business organizations. This was reflected in the emergence of new jobs in the organizational structures of some of these organizations,

especially the larger ones. Featuring a knowledge society- a society beyond capitalism - that the main resource is knowledge, not capital or raw materials and other production elements. According to Concept of (Ba) “knowledge creation is a continuous, self-transcending process through which one transcends the boundary of the old self into a new self by acquiring a new context, a new view of the world, and new knowledge”. Knowledge is created through interaction between individuals, or between individuals and their environment.

2.Theoretical Background

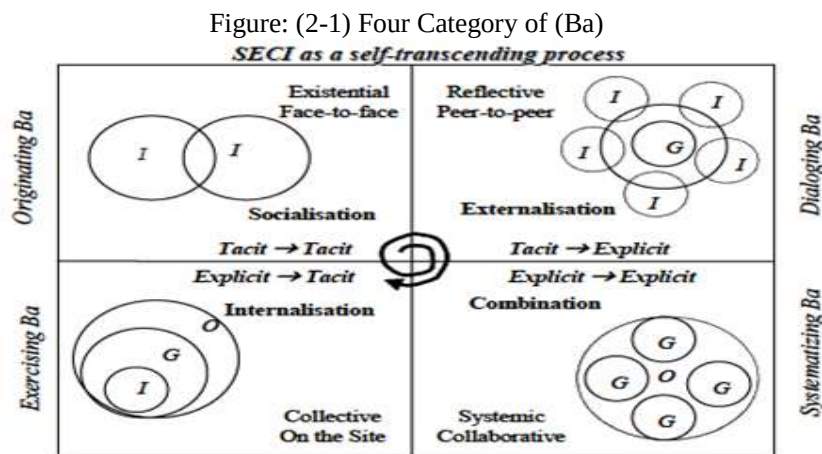
2.1. The Concept of (Ba).

The concept of (Ba) was originally proposed by Japanese philosopher and further developed by Shimizu. (Basho) is a concept that characterizes Ki taro’s thought in his middle period and logically completes the system of his subsequent philosophy. His 1926 essay surveys the idea (which may be translated as “place” or “locus”), and establishes as his own original logic. It is the logic of (Basho) that set the foundation of Nishida’s philosophy as it opens up from a theory of knowledge to encompass the aspect of the “historical world. (Mayuko, 2007: p.152).

Intersection of Eastern and Western thought, and the Zen approach to reality underlies the logic of (Basho). Nishida compares the characteristic features of Eastern culture, in particular Japanese culture, to (seeing the form without form , voice without voice).

Nonaka adapts this concept for the purpose of elaborating SECI model of knowledge creation. According to the theory of existentialism; (Ba) concept is a context, which meaning. Thus, (Ba) can be considered as a shared space that serves as a foundation for knowledge creation. Thought of as a shared space for emerging relationships. This space can be physical, mental or any combination of them. (Ba) concept provides a platform for advancing individual and/or collective knowledge .(Nonaka and konno,1998: p.40).

There are four types of (Ba) that correspond to the four stages of the SECI model see(Figure (2-1)



Source: Nonaka, I, Toyama, R & Konno, N (2000), SECI, Ba and leadership. A unified model of dynamic knowledge creation', *Long Range Planning*. Vol.9 No.1, P.19.

Each category describes a (Ba) especially suited to each of the four knowledge conversion modes. These (Ba) offer platforms for specific steps in the knowledge spiral process. Each (Ba) supports a particular conversion process and thereby each (Ba) speeds up the process of knowledge creation.

The four (Ba's) proposed are as below. (Stevens, 2010: p.3).

2.1.1. Originating (Ba): captures the importance of presence in knowledge transfer. It emphasizes the need to communicate more than the specific and the technical, with a focus on establishing communicating norms and exchanging emotions and developing shared mental models and experiences. In the multi-organizational context, this will require the creation of strong personal relationships across organizational boundaries.

Emphasizes that the physical contact is important in originating (Ba) to facilitate knowledge creation through Socialization. It is the beginning of the knowledge creation process in SECI model.

2.1.2. Dialoguing (Ba): is the creative development of systems to facilitate the transfer of this newly categorized knowledge into a form that will be of use to groups beyond the creators of the knowledge and, through these groups, the organizations involved in the multi-organizational projects or endeavors. (John L. Rice 2000: pp.674 -77).

This is the place where tacit knowledge is made explicit, thus it represents the externalization process. Dialogue is key for such conversions; and the extensive use of metaphors is one of the conversion skills required. The importance of sensitivity for meaning and the will to make tacit knowledge explicit is recognised. Here, interacting (Ba) for collective reflection is institutionalised in the company culture. Initiators (conceptual leaders) are challenged to pursue their ideas. Interacting (Ba) provide a place for dialogue where people engage jointly in the creation of meaning and value. (Nonaka, et. al., 2000: p.19).

2.1.3. Systematizing (Ba) : emphasizes collaborative efforts to develop and share the newly aggregated learning across an organizational setting. This phase often employs information technology to facilitate asynchronous learning and the contribution. Here, the combining of new explicit knowledge with existing information and knowledge generates and systematises explicit knowledge throughout the organisation. The combination of explicit knowledge is most efficiently supported in collaborative environments utilising information technology. The use of online networks, group-ware, documentation and database has been growing rapidly over the last decade, enhancing this conversion process. (John L. Rice 2000: pp.677-78).

Ayas and Grabher, have both emphasized the importance of knowledge capture at the point of knowledge creation. This paper would extend this, and suggests that the capture and compilation of knowledge must be a vertically and horizontally open and integrated process. The combined knowledge should be a reflection of the best and most creative knowledge within the alliance, and should be a reflection of the best available knowledge and practice known to the participant group. (Aghababaei, 2011: p.12).

2.1.4. Exercising (Ba): focuses on the transfer and internalization of the shared organizational knowledge back to individual workers knowledge and routines. Mentoring by colleagues and managers and the use of team building to create a level of personal commitment to shared aims is valuable in this phase. In the multi-organizational context, the use of shared teams and the development of new shared routines and systems are valuable steps to take.

2.2. Concept of (Ba) Variables:

The following variables will be adopted as independent variables in this research:

2.2.1. Socialization

Is the process of converting new tacit knowledge through shared experiences? Since tacit knowledge is difficult to formalize and often time- and space-specific, tacit knowledge can be acquired only through shared experience, such as spending time together or living in the same environment. Socialization typically occurs in a traditional apprenticeship, where apprentices

learn the tacit knowledge needed in their craft through hands-on experience, rather than from written manuals or textbooks. .(Nonaka, et.al 2000: p. 9)

Socialization may also occur in informal social meetings outside of the workplace, where tacit knowledge such as world views, mental models and mutual trust can be created and shared. Socialization also occurs beyond organizational boundaries. Firms often acquire and take advantage of the tacit knowledge embedded in customers or suppliers by interacting with them. (Yoshimichi,2011;p.630).

Socialization is the first knowledge transfer process considered, which reflects the tacit knowledge-tacit knowledge exchange. It is the process of bringing together tacit knowledge through shared experiences. However, since tacit knowledge is context-specific, it is important to note that people can share same experience through joint activities. However, tacit knowledge transfer meets several individual and organizational barriers, among them stickiness being the most important. The effectiveness of the socialization process depends also on the organizational culture and the balance between individual competition and group cooperation. (Stacey, 2000: p.28) .

2.2.2. Externalization

Is the process of articulating tacit knowledge into explicit knowledge? When tacit knowledge is made explicit, knowledge is crystallized, thus allowing it to be shared by others, and it becomes the basis of new knowledge. Concept creation in new product development is an example of this conversion process.

Another example is a quality control circle, which allows employees to make improvements on the manufacturing process by articulating the tacit knowledge accumulated on the shop or over years on the job. The successful conversion of tacit knowledge into explicit knowledge depends on the sequential use of metaphor, analogy and model. (Tiwana, 2000:p.630).

Externalization The process for making tacit knowledge explicit is externalization. One case is the articulation of one's own tacit knowledge - ideas or images in words, metaphors, analogies. A second case is eliciting and translating the tacit knowledge of others - customer, experts. Dialogue is an important means for both. During such face to face communication people share beliefs and learn how to better articulate their thinking, though instantaneous feedback and the simultaneous exchange of ideas. Externalization is a process among individuals within a group.(Bashar and et all.,2012:p.46).

2.2.3. Combination

Is the process of converting explicit knowledge into more complex and systematic sets of explicit knowledge? Explicit knowledge is collected from inside or outside the organization and then combined, edited or processed to form new knowledge. The new explicit knowledge is then disseminated among the members of the organization. Creative use of computerized communication networks and large-scale databases can facilitate this mode of knowledge conversion.

When the comptroller of a company collects information from throughout the organization and puts it together in a context to make a financial report, that report is new knowledge in the sense that it synthesizes knowledge from many different sources in one context. The combination mode of knowledge conversion can also include the 'breakdown' of concepts. Breaking down a concept such as a corporate vision into operationalized business or product concepts also creates systemic, explicit knowledge.(Aubert,and Jean .2003 :p. 56).

Once knowledge is explicit.

This is the area where information technology is most helpful, because explicit knowledge can be conveyed in documents, email, data bases, as well as through meetings and briefings. The key steps collecting relevant internal and external knowledge, dissemination, and editing processing to make it more usable. Combination allows knowledge transfer among groups across organizations. .(Bashar, et all., 2012: p.47).

Combination mode of knowledge conversion is (a process of assembling new and existing explicit knowledge held by individuals into a knowledge system). It is also a process of

exchanging, sorting, adding, disseminating, sharing and therefore reconfiguring different bodies of explicit knowledge among the organizational members through documents, meetings, telephone conversations, computerized communication methods and the like. Nonaka terms the knowledge created through a combination process systemic knowledge. (Adachi, 2011:26).

Adler, suggested claim that an MBA involves “exchange” of explicit knowledge might be a “playful” remark, pointing out that the case study method was designed to help transmit managers’ tacit knowledge.

2.2.4. Internalization

Is the process of embodying explicit knowledge into tacit knowledge. Through internalization, explicit knowledge created is shared throughout an organization and converted into tacit knowledge by individuals. Internalization is closely related to ‘learning by doing’. Explicit knowledge, such as the product concepts or the manufacturing procedures, has to be actualized through action and practice. (Packendroff, 1995, P. 309).

Training programs can help trainees to understand an organization and themselves. By reading documents or manuals about their jobs and the organization, and by reflecting upon them, trainees can internalize the explicit knowledge written in such documents to enrich their tacit knowledge base. Explicit knowledge can be also embodied through simulations or experiments that trigger learning by doing. (Barlow 2000 :630).

Internalization the final step in the cycle, is also exemplified by a variety of activities: (1) it involves “embodying” explicit knowledge to become tacit knowledge; (2) it is “closely related” to the “traditional notion of learning” and “learning by doing”; and (3) it is also “triggered” by learning-by-doing (Nonaka, et al., 1996,:208).

Furthermore, documentation (which can mean reading or writing) “helps individuals internalize what they experienced [and to] experience the experiences of others indirectly”.

3. Knowledge Management (KM).

As our society becomes increasingly knowledge based, enterprises and Individuals must find ways to organize ideas and information so that they can be shared. The ultimate goal of sharing through knowledge management (KM) is to spark innovations that will allow people to think more creatively and work more productively. KM is supported by continuing advances in communication technologies, but is not limited to the high-tech digital world. (Young, Ron, et al,2013:5).

KM is the process of enabling individuals, teams and entire organization to collectively and systematically create, share, disseminate and utilize knowledge and expertise for important decision making and to better achieve their objectives. (National Informatics Centre, 2012:2).

The ability to manage knowledge is becoming increasingly more crucial in today’s knowledge economy. The creation and diffusion of knowledge have become ever more important factors in competitiveness. More and more, knowledge is being regarded as a valuable commodity that is embedded in products and in the tacit knowledge of highly mobile employees. Although knowledge is increasingly being viewed as a commodity or an intellectual asset, it possesses some paradoxical characteristics that are radically different from those of other valuable commodities.

One of the major attributes of KM relates to the fact that it deals with knowledge as well as information. Knowledge is a more subjective way of knowing and is typically based on experiential or individual values, perceptions, and experience. Popular examples to distinguish data from information and from knowledge include the following: (Dalkir, 2005:p.7).

3.1 .Types of Knowledge: Tacit and explicit knowledge interact in these types: (Tiwana, 2009: p.77).

3.1.1. Externalized knowledge. Knowledge is complex and initially tacit; however, it can be externalized and embedded in a company’s products and processes. One of the aspects of tacit knowledge is the cognitive dimension that comprises beliefs, ideals, values, schemata, and mental models that are deeply ingrained in participants, often taken for granted by the possessors. While this cognitive component, like any other aspect of tacit knowledge, is

difficult to articulate, it shapes the perception of the participants. This cognitive component should be extracted to retain context and fullness of the captured explicit knowledge.

3.1. 2.Multi-location knowledge. Knowledge might be resident both within the organization and outside it. Knowledge management encompasses activities surrounding the integration of this knowledge from different sources in different forms and maintaining it. Knowledge management creates value by actively leveraging the know-how, experience, and judgment resident within and outside an organization. The initial key to knowledge creation thus lies in mobilization and conversion of this tacit knowledge into a form of explicit knowledge.

3.1.3. Migratory knowledge. Migratory knowledge is knowledge that is independent of its owner or creator. As knowledge becomes more and more extensively codified, its capacity to move increases. Codification implies some kind of capture-in documents, databases, pictures, illustrations, spreadsheets on a disk, e-mails, video tapes, or on a Web page on the corporate intranet. Codification however does not imply that capture has to be electronic. It could be on paper, on tape, or on film. Converting these to an electronic format that is more amenable to easy transfer is rarely a challenge these days. When we talk about the movement of knowledge, we are talking about our ability to transfer knowledge from one person or organization to another without losing its context and meaning.

3.2. Knowledge Management Variables

The following variables will be adoption as dependent variables in this research:

3.2.1.Creativity

The speed and innovation of companies rely more and more on knowledge and creativity. But most change approaches confound knowledge and innovation with information. Knowledge management is then seen as a centralized database with as main goal to collect the information within companies. Nothing is as fast outdated as information. The stress should be on innovative capacity. Knowledge management should support the improvement of this innovative capacity. This means that knowledge management should help workers to generate new ideas and solutions, should help to transform these ideas into working products or services and should insure that these capabilities are shared among as much as possible workers in the company. (Dhondt, 2003: p.8).

For a successful knowledge management, it is of central importance that management must have a 'risk taking attitude' and sufficient belief in the capabilities of its workers and teams. Only then, the changeover to the 'smart company' will be a successful one.

3.2.2. Human capital

Human element one of the most important elements of knowledge management, because it includes the foundation which organization transmitted from individual knowledge into organizational knowledge. In practice, the individuals are the main ingredients in knowledge management programs, cannot work without them. And knowledge-makers are those individuals who are creating knowledge as part of their work. (Stacey, 2000 : p.7).

Consider knowledge and intellectual capital as a company's primary source of production and value. Human capital, recognized by organizations as the strategic value of the human assets, is the collective value of the workforce. Human capital is not the worker in a company- it is what that person brings and contributes to the success of the organization. Human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of the workforce. Also called intellectual capital to reflect the thinking, knowledge, creativity, and decision making that people in organizations contribute, human capital includes these organizational contributions. (Stevens, 2010: p.77).

3.2.3. Organization processes

Part of the task of managing information understands the processing which it is created, used, stored, and eventually disposed of and how to accomplish that when the cost of maintaining it is greater than its likely future value.

Organizational process assets enable consistent resilience management process performance across the organization and provide a basis for cumulative, long-term benefits to the organization. The organization's set of standard processes is tailored by organizational units to create their defined processes. The other organizational process assets are used to support

tailoring and the implementation of the defined processes. The work environment standards are used to guide creation of organizational unit work environments.(Caralli et al,2010:p.1).

3.2.4. *Technology*

A technological approach to Knowledge Management has a much higher initial cost, is inherently more scalable, and can handle a much greater transaction volume than an unassisted knowledge worker. Information technology is used pervasively in organizations, and thus qualifies as a natural medium for the flow of knowledge. A recent study from the American Productivity and Quality Center shows that organizations embarking in knowledge management efforts generally rely, for accomplishing their goals, on the setting up of a suitable IT infrastructure. Leading knowledge management theorists have warned about the attitude that drives management towards strong investments in IT, possibly at the expense of investments in human capital.

4. The Relationship Between Concept of (Ba) & KM.

Knowledge as being “justified true belief”, and consider knowledge as “A dynamic human process of justifying personal beliefs as part of an aspiration for the truth”

Thus, knowledge becomes a relative concept as personal belief, a view which limits very much its status of objectivity and its role in science. Nonaka considers knowledge composed of tacit knowledge and explicit knowledge. In his view, “Tacit knowledge is highly personal and hard to formalize, making it difficult to communicate or to share with others. Subjective insights, intuitions, and hunches fall into this category of knowledge. Furthermore, tacit knowledge is deeply rooted in an individual's action and experience, as well as in the ideals, values, or emotions he or she embraces” (Boist , H.,1995:p.30).

Understanding the different forms that knowledge can exist in, and thereby being able to distinguish between various types of knowledge, is an essential step for knowledge management (KM).

Over the centuries many attempts have been made to classify knowledge, and different fields have focused on different dimensions.

Business and KM, two types of knowledge are usually defined, namely explicit and tacit knowledge. The former refers to codified knowledge, such as that found in documents, while the latter refers to non-codified and often personal/experience-based knowledge. KM and organizational learning theory almost always take root in the interaction and relationship between these two types of knowledge.

This concept has been introduced and developed by Nonaka in the 90's and remains a theoretical cornerstone of this discipline. (Nonaka 1994: p.16.)

point out that tacit and explicit knowledge should be seen as a spectrum rather than as definitive points. (Botha, et al 2008:p.23.) .

Therefore in practice, all knowledge is a mixture of tacit and explicit elements rather than being one or the other. However, in order to understand knowledge, it is important to define these theoretical opposites.

Some researchers make a further distinction and talk of embedded knowledge. This way, one differentiates between knowledge embodied in people and that embedded in processes, organizational culture, routines.

Horvath Gamble, use a scale consisting of represented-embodied-embedded knowledge, where the first two closely match the explicit-tacit. (Gamble and Blackwell,2001:p.13).

the most important distinction within KM is between explicit and tacit knowledge. However, I find that the embedded dimension is a valuable addition, since the managerial requirements for this type of knowledge are quite different. For this reason, the discussions on this site will, when relevant, use all three categorizations of knowledge but the focus will always be primarily on the explicit-tacit dimension.

Considering that knowledge is created through interaction developed a knowledge conversion model for tacit knowledge and explicit knowledge.

Knowledge creation is a continuous, self-transcending process through which one transcends the boundary of the old self into a new self by acquiring a new context, a new view of the world, and new knowledge. Knowledge is created through interaction between individuals or

individuals and their environment. They proposed a model of knowledge creation, combining two important elements: (1) The SECI (Socialization, Externalization, Combination, Internalization) process. (2)The emergence of (Ba) a context to share knowledge.

Probably it was through searching for the right context for the SECI process that the Japanese concept (Ba) was found, to stimulate the development of the conditions necessary for knowledge creation. According to the authors “(Ba) can be thought of as a shared space for emerging relationships. This space can be physical, virtual, mental ,or any combination of them”. (Ba) should be regarded as a special base where we can use conditions allowing for the emergence of new knowledge.(Accorsi & Costa,.2008:p.25).

4. 1. Relationship between SECI concept and organization process

Nonaka seems to provide a useful way to think about the organization and facilitation of teams within organizations, as well as some critical lessons for people trying to structure organizations while ignoring the realities of tacit knowledge critical to organizational success.

4.2. Relationship between SECI concept and creativity

KM seems to be a critical factor in the success of any organization.

Successful organizations have the capacity to absorb creativity into the organization and management processes. The basic elements of KM (socialization, internalization, combination, & externalization) influence creativity in an organization. As knowledge organizations, institutions of higher education focus their major activities on learning, creating, and publishing knowledge. Universities as educational institutes are devoted to major knowledge activities. Therefore, it is necessary to highlight the place of KM in the higher education system and then use the theory of KM to find a trend to coordinate activities related to the processes of conversion and production of knowledge and thereby demonstrate the value of mental capitals for active and continuous existence in society.

That knowledge is a key component of all forms of creativity and is a widely accepted principle of modern innovation management.

Knowledge is more and more regarded as a vital asset and the main source of the competitive advantage of a university. There is no simple, generally accepted definition of knowledge. The epistemology has also changed from a monist view to the pluralist one. Knowledge is different from data and information, but related to both of them. Unlike data and information, knowledge emerges from human interpretations and their complex interactions (Stacey, 2000:39).

Organizational knowledge creation can be viewed as an upward spiral process from the individual level to the collective group level, and then to the organizational level, sometimes to the inter organizational level. Creativity is at the base of problem solving.

4.3. Relationship between SECI concept and technology

The systematic evolution and conceptual widening of Knowledge Management (KM) in the last ten years has been quite clear. Likewise, the sophistication of tools and technology has provided support for KM needs, acting as facilitators or enablers. One of the most used technological constructions specifically designed for KM proposes is the centralized Knowledge Management System (KMS).

Toyama and Konno presented four types of (Ba): originating (Ba), dialoguing (Ba), systemizing (Ba), and exercising (Ba), defined by two dimensions. The first dimension is the interaction type .The second refers to the media used in such interactions, interactions through personal contact or virtual media.(Accorsi.and Costa,2008:p.4).

4. 4. Relationship between SECI concept and human capital

Substantial knowledge has since accumulated on how people work in different physical settings and how they interact with workspace, the environment has a powerful effect on human performance at work, and can positively or negatively affect human output, including creativity and ideas generation, communication and knowledge sharing, and individual and group problem solving. The concept of (Ba) or *place* is gaining currency in part because it combines physical, virtual, and mental space to signify “a shared space for emerging relationships”. A recent analysis of space use in organizations concluded that accommodation

must provide not only space, but also the time, attention from leaders, and opportunities for relationship building to facilitate the creation of new knowledge.

5. Literature Review: The paucity of studies in this field goes back to the recent launch such a relationship between concept Ba and its impact on knowledge management. Therefore, the researcher tried hard to research and know-how for the purpose of correcting some of the studies related to the direct or indirect that found three studies which follows:

5.1. (Wei Choo Study, 2011): Entitled Expanding the concept Ba: managing enabling contexts in knowledge Organizations, this study focus on effect Concept Ba (Socialization, externalization ,Internalization , combination) on knowledge organization .

The researcher investigate and analyze the concept Ba in the fields of information science, management/business and information systems literature in order to understand its conceptual evolution, discussions, applications and expansion since its introduction in 1998 .

5.2. (Henry Pribadi1 Study, 2010): Entitled *Ba* Japanese-Style Knowledge Creation Concept: A Building Brick of Innovation Process inside Organization, this study focus on effect of Concept Ba on knowledge creation and Innovation Process in Japanese firm.

The researcher concluded that the survival of a firm in industry will be primarily determined by how efficient it can harness competitive advantage from innovation process. Innovation process itself has strong correlation with knowledge creation, and to understand about innovation, people must understand about knowledge creation process. By successfully harnessing knowledge, people can use those resources to create some innovation product or service that in the end will provide competitive edge into the company.

This paper explores about interesting concept of knowledge creation in Japanese term, which is called as Ba.

Concept Ba can be used to describe how tacit knowledge and casual knowledge can be harnessed into a useful knowledge which in turn will be transformed into innovation process.

A brief study of one multinational company will be used to describe how concept Ba is applied in understanding the success story of innovation from knowledge creation.

The findings of this study to the following result:

concept Ba offer a good explanation of how Japanese firms view the creation of knowledge inside their organization by providing a common place for people from inside the organization to gather, bring their own knowledge, and dialoging with other person in order to deepen own knowledge and creating new knowledge.

5.3. (Mita Marra Study, 2004) (The Case of the World Bank): Entitled The Contribution of Evaluation to Socialization and Externalization of Tacit Knowledge, this study focus on effect of Socialization and externalization on organizational learning by evaluation In World bank .

The researcher concluded that the experience accumulated by development agencies throughout the world has become a source of organizational knowledge, which, according to Nonaka, is transferred through processes of socialization and externalization. Based upon three case studies and in-depth interviewing of World Bank managers and evaluators over two years, this article explores the contribution of evaluation to organizational learning. The study analyses the use patterns of evaluation as a source of knowledge within the World Bank.

After reviewing previous studies above, we can say that what distinguishes our study from the studies mentioned that : the researcher identified a set of independent variables and the dependent variables of great significance in regards to the subject of research. Researcher select four independent variables found that these variables are the most important variables and linked to the research.

Importance of this study, because the researcher studied the effect of each of the four variables on knowledge management , While the others researchers did not choose these variables combined, That's where this study illustrated the importance of each of the Socialization , Externalization, Combination, Internalization on knowledge management , We find that some studies have identified only one of these variables, some two, but we did

not find any of the researchers identified four variables to be linked with Knowledge Management.

This study clarified the relationship and impact between each variable of the independent variables on knowledge management represented by four variables (Human capital, Organization processes, Technology, Creativity). There is no previous studies have addressed the relationship between Socialization , Externalization, Combination ,Internalization and Human capital, Organization processes, Technology, Creativity combined. Some studies have focused on the creativity as single variable to knowledge management, and others determined two variables, but in this study researcher take four variables that important to study the impact of (Ba) concept on KM.

This study is the first study of its kind in dealing with these elements and their importance in the bank.

The conceptual evolution of Knowledge Management (KM) has been supported by the use of flexible processes and several computational tools. The sophistication of these tools, incorporating the KM concepts, has been growing with time, creating functions better suited to knowledge creation processes. However, centralized Knowledge Management Systems (KMS) present some inconveniences, such as inflexible knowledge codification structures and centralized control. These may diminish the flexibility and the availability of knowledge through processes that standardize knowledge and information and remove them from the context.

6. Research Methodology

6.1. Research Problem

This paper focuses on the study of the modern approach to the science of management towards knowledge management, including the concept of (Ba).

Hence, we can ask the essential question "What is the impact of the concept of (Ba) in knowledge management"

Therefore, the research will attempt to answer the following questions:

- What is the basic idea of the concept of (Ba)?
- How Knowledge Management is affected by the concept of (Ba)?
- What is the relationship between the concept of (Ba) and the theory of knowledge production?
- How could affect the concept of (Ba) in knowledge management?

6.2. The importance of research

There have been some theories and models and modern concepts addressed by this new form of knowledge-based management Including the concept of (Ba), which dealt with the transition from tacit knowledge to explicit knowledge which is difficult in the selection and interpretation.

And here lies the importance of this study, where we will be linking (Ba) with the concept of knowledge management and all of the subjects are considered new and important to characterize the evolution of companies, organizations and even countries, This is what the world has done Nonaka of the development of the concept of (Ba) and applied to various community organizations.

The importance of this study lies in the importance of the subject matter dealt with, they are dealing with one of the most modern management concepts put forward at the present time, as the rapid changes in the form of global economy And shift the global economy from industry to the knowledge economy, have made the process of knowledge management a necessity for all civil society organizations.

Adding to the importance of this study demonstrate that the problems plaguing today's institutions do not return to the inefficiency of its staff, but due to administrative methods used , and problems are not due to the nature of the tasks carried out by the institutions, but due to the nature of the operations.

That knowledge is renewed balance of value, multiply the value of the extent of its spread, its uses are varied according to need him, including of Rights requires that improves management and improves utilization.

6.3. The aim of the research

There are many concepts of modern management models, which constitute a great revolution in the management and excellence organizations, including the concept of (Ba) and its relationship to knowledge management, But this issue did not get the subsequent studies and research, especially in the Arab region that is still practiced Industry economy has yet to turn to the knowledge economy, which dealt with the concept of (Ba).

According to model (Ba): The explicit knowledge is closer to the past to remember, formulation and use, while tacit knowledge is the closest in the upbringing and future innovation and the formation of new competencies.

The Arab organizations and companies cannot operate outside the main stream of evolution that takes place in all sectors in light of the shift from an industrial economy to an economy based on knowledge and experience and Human capital. And from management of things to the management of knowledge and their knowledge , It must be said that this transformation is the driving force today to increase efficiency , and Productivity and improve performance, create value and wealth and achieving excellence.

The value of knowledge management in the organization's ability to deal with the circumstances and the perception of the future, Without knowledge management addressing the issues in the context of the background of individuals, in the case of availability of knowledge management addressing the issues in the context of the stock of knowledge of the organization, which contributes where everyone with his knowledge. (Sarayreh, 2012:47).

Knowledge management plays a vital role in building organizations, where they affect heavily on Organizational Performance in different dimensions, such as people, processes and outputs.

6.4.Research methodology and approach

Studying concept Ba trends and k knowledge management requests building a model that reflects the possibility of clarifying the relationship value. A model framework and component that crystallize ideas to build knowledge management worth based not only on what concept Ba , but field of tutorial and concepts of perception that includes other items and related knowledge organizational dimensions may participate in the elaboration of the thought to achieve strategic goals. The model was drafted based on the following directions:

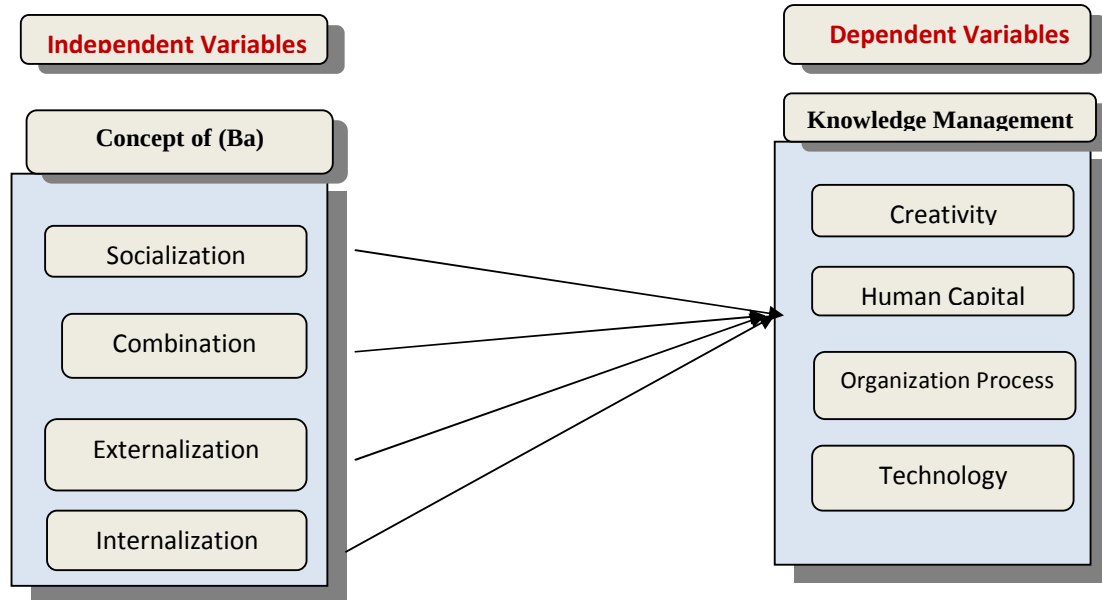
6.4.1. (Kirkeby) suggested two approaches to study knowledge management theory are: First the engineering approach, which focuses on non-functional dimensions to solve problems and to understand the interactions between systems without moving toward one part, which equals to the systematic approach, are set of items with combined structure representing the SECI , where the formation of these items or portions from a threaded chain better overall situation concept Ba . (Henrik, 2001:p. 58):

6.4.2. Scientific efforts gathered to study knowledge management (how), emerged ideas addressed this subject, (Boisot) conceived through, the concept of knowledge management in its a systematic approach is similar concept suited to previous approach t without minimizing practically the importance of the engineering approach (Boisot, 1995: 30).

On this basis, the researcher found in all of the contribution to the unification efforts under include cognitive representation activities regarding our study found that SECI : (Socialization, Externalization, Combination, and Internalization), would be the operational standards in concept Ba with objective and subjective determinants. Credibility of the study model will be proved theoretically.

6.5. *Research Model and Variables* : Figure (6-1) and table (6-1) shows a Model study in which the independent variables and the dependent variables and study take effect sequentially from left to right any impact on the variables of knowledge management

Figure : (6-1) shows a Model study



Table(6-1)The following table shows the source of variables:

Independent Variables	Source	Dependent Variables	Source
Socialization	packendroff,1994 Nonaka & konno,2000 Henrik, 1997	Creativity	Dhondt, 2003
Externalization	Nonaka & konno,2000 Stevens, 2012	Human Capital	Stevens,2010 Caralli, 2010)
Combination	Bashar, 2012 Caralli Richard,2010	Organization Process	Chapman,2012 Caralli et all,2010
Internalization	Yoshimichi, 2011 Nonaka , 1995	Technology	(Packenoff,1995

6.6. *Research Hypothesis:*

- First Hypothesis: “ Represent variables (Socialization, Externalization, Combination, and Internalization) the concept of (Ba)”.
- Second Hypothesis “Represent variables (Strategy, Human capital, Organization processes, and technology) the knowledge management”.
- Third Hypothesis :” There is a relationship between independent variables (Socialization, Externalization, Combination, and Internalization) and the (KM)”.
- Fourth Hypothesis:” There is impact of the independent variables (Socialization, Externalization, Combination, and Internalization) on the (KM)”.

From Fourth Hypothesis Branching the following hypotheses:

Socialization, externalization, combination and internalization significantly impact on KM respectively.

7. Practical Background

7.1 study sample

The researcher choose the Cairo Amman Bank to represent the population of the study, Cairo Amman Bank consists of 90 branch , in this bank about (2,000) employees in a variety of occupations , The researcher identified study sample from 30 Executive Managers in all branch of bank .

The researcher used the questionnaire to collect information, Results were analyzed by using the program of SPSS

7.2. Questionnaire Resources .(see Tables 7-1 and 7-2).

Table (7-1): Elements Sources – Concept of (Ba).

Independent Variable	Elements	Source
Externalization	X1-X5	<i>Rahimi et al, 2011</i>
Combination	X6-X16	<i>Rahimi et al, 2011</i>
Internalization	X17-X20	<i>Rahimi et al, 2011</i>
Socialization	X21-X26	<i>Rahimi et al, 2011</i>

Table (7-2): Elements Sources - Knowledge Management

Dependent Variable	Elements	Source
Creativity	X1-X12	<i>Rahimi et al,2011</i>
Organization Process	X13-X21	<i>Jelina et al,2012</i>
Human Capital	X22-X28	<i>Jelina et al,2012</i>
Technology	X29-X36	<i>Jelina et al,2012</i>

7.3 Statistical Analysis

7.3.1 First Hypothesis

Represent variables (Socialization, Externalization, Combination, and Internalization) the concept of (Ba).

7.3.1.1 Level one: Externalization

According to Table 7-3, the previous table refers to the level of **Externalization**, where the mean ranged between (4.16,4.40) compared with the arithmetic mean for the level (4.28). the paragraph that states " Staff is motivating to exchange thought and believes about their profession with each other " it got Ranked first with a mean and standard deviation (4.40, 1.19) compared with the arithmetic mean and the standard deviation, followed by paragraph which states " Staff often has trends to clarify for others by objective samples. " average (4.36) and standard deviation (0.668). I got in the paragraph that states " Staff often has trends to utilize example and simulation for subjective and unclear concept. " it got Ranked On the fifth and last reached a mean (4.16) and the standard deviation was (0.530) compared with the arithmetic mean and standard deviation of Public.

Table (7-3) means and standard deviations of the level Externalization.

Externalization				
No.	Statement	Mean	Std.Deviation	Order
1	1) Staff is motivating to exchange thought and believes about their profession with each other.	4,400	1,1919	1
2	2) Staff often has trends to clarify for others by objective samples.	4,366	,6686	2

3	3) Staff often has trends to utilize example and simulation for subjective and unclear concept.	4,166	,5306	5
4	4) Staff offers their perception through technical and expert framework with their staff for further understanding .	4,233	,7279	4
5	5) In this organization, staff is encouraging to use network and web for identifying tasks.	4,266	,6914	3
Total		4,286	,4191	

7.3.1.2 *Level Two : Combination:* see Table (7-4).

The previous table refers to the level of Combination, where the mean ranged between (3.93,4.63) compared with the arithmetic mean for the level (4.22). the paragraph that states " The information is organized clear and regular to support decision making. " it got Ranked first with a mean and standard deviation (4.63, 0.808) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " Staff has trends to share their individual information with others. " mean (4.53) and standard deviation (0.628). I got in the paragraph that states " Staff is encouraged to transfer their professional knowledge to less experienced and new employees " it got Ranked On the Eleventh and last reached a mean (3.93) and the standard deviation was (1.01) compared with the arithmetic mean and standard deviation of Public.

Table (7-4) means and standard deviations of the level of Combination

Combination				
No	Statement	Mean	Std.Deviation	Order
6	6) Creativity and new thought are valued in this organization.	4,333	,8023	4
7	7) The important and vital rules and standards are identified and stored well.	4,233	,8583	5
8	8) Staff use their individual experiences with new concept for more understanding.	4,066	,827	8
9	9) Staff usually compares new concepts with their experience to further understanding.	3,966	,889	10
10	10) Staff is encouraged to transfer their professional knowledge to less experienced and new employees	3,933	1,014	11
11	11) Staff collaborates with other interdisciplinary team through research team.	4,366	,764	3
12	12) It emphasizes on development and entrepreneurship in this organization	4,166	,791	7
13	13) Knowledge exchange with others helps to perform their work better.	4,033	1,033	9
14	14) The information is organized clear and regular to support decision making.	4,633	,808	1

15	15) Staff has trends to share their individual information with others.	4,533	,628	2
16	16) It emphasizes on morale, Collaboration and participation, improvement, in this organization.	4,200	,846	6
Total		4,224	,329	

7.3.1.3 Level three: internalization

The previous table refers to the level of **internalization**, where the mean ranged between (4.00,4.23) compared with the arithmetic mean for the level (4.11). the paragraph that states " In this organization, the information is clear completely as needed. " it got Ranked first with a mean and standard deviation (4.23, 0.727) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " The obtained results according table (7-5) are recorded and documented after formal evidences. " mean (4.16) and standard deviation (0.592). I got in the paragraph that states " Staff is communicating with their colleagues if they have a fortune to think about what discussed " it got Ranked On the fourth and last reached a mean (4.00) and the standard deviation was (0.742) compared with the arithmetic mean and standard deviation of Public.

Table (7-5) means and standard deviations of the level internalization.

Internalization				
No.	Statement	Mean	Std.Deviation	Order
17	17- The obtained results are recorded and documented after formal evidences.	4,166	,592	2
18	18) Staff is communicating with their colleagues if they have a fortune to think about what discussed	4,000	,742	4
19	19) In this organization, discussed ideas and results organize during formal meeting.	4,066	,827	3
20	20) In this organization, the information is clear completely as needed.	4,233	,727	1
Total		4,116	,403	

7.3.1.4 Level Four: Socialization

The previous table(7-6) refers to the level of **Socialization**, where the mean ranged between (3.83,4.46) compared with the arithmetic mean for the level (4.16). the paragraph that states " In organization, staff exchanges their knowledge through independent research teams. " it got Ranked first with a mean and standard deviation (4.46, 0.73) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " Sharing of individual knowledge related to work, is a component of personnel duties. " mean (4.36) and standard deviation (0.85). I got in the paragraph that states " Inter-organizational networks were used for information sharing and exchanging appropriately. " it got Ranked On the Sixth and last reached a mean (3.83) and the standard deviation was (0.874) compared with the arithmetic mean and standard deviation of Public.

Table (7-6) means and standard deviations of the level Socialization.

Socialization				
No.	Statement	Mean	Std.Deviation	Order
21	21) Staff try to be familiar with other experienced on base believes,	4,033	,718	5

	Information and thought.			
22	22) Staff have trend to clarify their intents through objective samples.	4,100	,803	4
23	23) Sharing of individual knowledge related to work, is a component of personnel duties.	4,366	,850	2
24	24) In organization, staff exchanges their knowledge through independent research teams.	4,466	,730	1
25	25) Inter-organizational networks were used for information sharing and exchanging appropriately.	3,833	,874	6
26	26) Summary of experience and learned subjects are suggested to related managers in written and integrated method	4,200	,961	3
Total		4,166	,347	

7.3.2 Second Hypothesis

Represent variables (Creativity, Human capital, Organization processes, and technology) the knowledge management.

7.3.2.1 Level one: Creativity

Table (7-7) means and standard deviations of the level of Creativity.

The previous table refers to the level of Creativity, where the mean ranged between (4.00,4.60) compared with the arithmetic mean for the level (4.22). the paragraph that states " I often find I get totally immersed in a creative idea. " it got Ranked first with a mean and standard deviation (4.60, 0.85) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " I am resourceful and can find the materials I need. " Mean (4.40) and standard deviation (0.723). I got in the paragraph that states " I don't reject ideas with initial faults but find ways to make them work. " it got Ranked On the Eleventh and last reached a mean (4.00) and the standard deviation was (0.909) compared with the arithmetic mean and standard deviation of Public.

Table (7-7) means and standard deviations of the level of Creativity

Creativity				
No	Statement	Mean	Std.Deviation	Order
1	1- I often find I get totally immersed in a creative idea.	4,600	,855	1
2	2- I am resourceful and can find the materials I need.	4,400	,723	2
3	3-I enjoy problem solving.	4,166	,530	8
4	4-The meaning of a piece of work often evolves as I work on it.	4,066	,520	10
5	5-I don't reject ideas with initial faults but find ways to make them work.	4,000	,909	11
6	6-I enjoy discovering new things.	3,966	,764	12
7	7-I have a sense of humor about my work.	4,066	,907	9
8	8-I can adapt my previous skills to suit an unfamiliar task.	4,166	,833	7
9	9-I don't reject ideas with initial faults but find ways to make them work.	4,333	,802	5

10	10-I can reflect back on my own work.	4,366	,668	4
11	11-I am happy to take a risk on an idea.	4,366	,718	3
12	12-I enjoy working as part of a creative team.	4,233	,727	6
Total		4,227	,251	

7.3.2.2 Level Two : Organization Process

The table (7-8), refers to the level of Organization Process, where the mean ranged between (3.83,4.73) compared with the arithmetic mean for the level (4.17). the paragraph that states " In our organization we support the exchange of data, information and knowledge among organizational units." it got Ranked first with a mean and standard deviation (4.73, 0.583) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " In our organization good work is rewarded accordingly." Mean (4.33) and standard deviation (0.802). I got in the paragraph that states " Our employees generally trust each other; in their work they can easily rely on knowledge and skills of their co-workers." it got Ranked On the Ninth and last reached a mean (4.73) and the standard deviation was (1.14) compared with the arithmetic mean and standard deviation of Public.

Table (7-8) means and standard deviations of the level of Organization Process

Organization Process				
No	Statement	Mean	Std.Deviation	Order
13	In our organization, there is a general inclination to cooperation and exchange of experience among employees	3,866	1,074	8
14	The general management/leadership of our organization promotes cooperation and exchange of experience among employees.	4,033	,927	7
15	Our employees generally trust each other; in their work they can easily rely on knowledge and skills of their co-workers	3,833	1,147	9
16	In our organization good work is rewarded accordingly.	4,333	,802	2
17	In our organization innovative practices are rewarded accordingly.	4,266	,784	4
18	When that is required, our employees are prepared to take additional efforts and work.	4,300	,915	3
19	The general management/leadership motivates employees to engage in formal education systems to achieve a higher level of education	4,100	1,213	6
20	The general management/leadership motivates employees to engage in informal Education systems (e.g. seminars, courses).	4,100	1,028	5

21	In our organization we support the exchange of data, information and knowledge among organizational units.	4,733	,583	1
Total		4,174	,356	

7.3.2.3 Level Three: Technology

The table(7-9), refers to the level of Technology, where the mean ranged between (3.86,4.43) compared with the arithmetic mean for the level (4.13). the paragraph that states " n our organization, IT tools are used to store data on implemented projects, tasks and activities." it got Ranked first with a mean and standard deviation (4.43, 0.727) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " IT tools in our organization enable effective work" Mean (4.20) and standard deviation (0.964). I got in the paragraph that states " In our organization we see the advantage of using IT tools in the fact that it prevents the loss of knowledge. " it got Ranked On the Sixth and last reached a mean (3.86) and the standard deviation was(0.937) compared with the arithmetic mean and standard deviation of Public.

Table (7-9) means and standard deviations of the level Technology.

Technology				
No.	Statement	Mean	Std.Deviation	Order
22	In our organization, IT tools are used to store data on implemented projects, tasks and activities.	4,433	,727	1
23	In our organization, IT tools are used to store information on suppliers and customers.	4,166	,592	3
24	In our organization, IT tools are used to support collaborative work (e.g. calendars, video conferencing systems, communication tools).	4,166	,698	4
25	IT tools in our organization are simple to use and have a user friendly interface.	3,966	,964	5
26	IT tools in our organization enable effective work.	4,200	,664	2
27	In our organization we see the advantage of using IT tools in the fact that it prevents the loss of knowledge.	3,866	,937	6
Total		4,133	,374	

7.3.2.4 Level Four: Human capital

The table(7-10), refers to the level of Human capital, where the mean ranged between (4.13,4.46) compared with the arithmetic mean for the level (4.21). the paragraph that states " Employees in our organization consider their knowledge as an organizational asset and not their own source of strength" it got Ranked first with a mean and standard deviation (4.46, 0.628) compared with the arithmetic mean and the standard deviation , followed by paragraph which states " Our employees exchange knowledge with their co-workers." mean (4.30) and standard deviation (0.65). I got in the paragraph that states " Our employees obtain a good extent of new knowledge from business partners (e.g. suppliers, clients)." it got Ranked On

the eighth and last reached a mean (4.13) and the standard deviation was (0.860) compared with the arithmetic mean and standard deviation of Public.

Table (7-10) means and standard deviations of the level Human capital

Human capital				
No.	Statement	Mean	Std.Deviation	Order
28	Our employees obtain a good extent of new knowledge from external sources (e.g. through seminars, conferences, educational courses, subscription journals,expert networks).	4,166	,874	7
29	Our employees obtain a good extent of new knowledge from business partners (e.g. suppliers, clients).	4,133	,860	8
30	Our employees exchange knowledge with their co-workers.	4,300	,651	2
31	In their work, our employees rely on experience, skills and knowledge.	4,200	,886	6
32	In their work, our employees rely on written sources (e.g. previously implemented projects documentation, organizational procedures, instructions and other documented sources).	4,266	,784	3
33	Our employees share their knowledge orally at meetings or informal gatherings (e.g. during lunch, in the hallway).	4,233	,678	4
34	Our employees share their knowledge through formal procedures (e.g. project reports, organizational procedures and instructions, reports and company publications).	4,200	,714	5
35	Employees in our organization consider their knowledge as an organizational asset and not their own source of strength.	4,466	,628	1
Total		4,245	,389	

7.3.3 Third Hypothesis

There is a relationship between independent variables (Socialization, Externalization, Combination, and Internalization) and (KM).

The table (7-11) illustrates the effect of Ba concept on KM. Since the results of statistical analysis showed the presence of a statistically significant effect of Ba concept on the KM, as was the correlation coefficient R (0.351) at the level of significance ($\alpha \leq 0.05$). The coefficient of determination R^2 has reached (0.123), which means that the value of 0.123 of changes in KM resulting from the change in the achievement of Ba Concept, as the value of the degree of influence β (0.362), and this means that the increase of one degree in the Ba concept leads to increased KM value (0.362) and confirms the significance of this effect F value calculated, which amounted to (3.93), which function at the level of significance ($\alpha \leq 0.05$). as the value of significant of F = 0.05.

- Table (7-11) result of analysis for simple regression

Independent	r	R^2	F	Sig.F	B_1	T	Sig.t	B_0	Result of
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Variable									hype.
Ba Concept	,351	,123	3,934	,05	,362	1,984	,057	2,676	Accept hypothesis

7.3.4 Fourth Hypothesis:

There is impact of the independent variables (Socialization, Externalization, Combination, and Internalization) on the (KM).

Branching the following hypotheses:

Socialization, externalization, combination and internalization significantly impact on KM respectively.

H1: (Socialization) is significantly impact on the KM.

The table (7-12) illustrates the effect of Socialization on KM. Since the results of statistical analysis showed the presence of a statistically significant effect of Socialization on the KM, as was the correlation coefficient R (0.257) at the level of significance ($\alpha \leq 0.05$). The coefficient of determination R^2 has reached (0.066), which means that the value of 0.066 of changes in KM resulting from the change in the achievement of Socialization, as the value of the degree of influence β (0.161), and this means that the increase of one degree in the Socialization leads to increased KM value (0.161) and confirms the no significance of this effect F value calculated, which amounted to (1.98), which function at the level of significance ($\alpha \leq 0.05$). as the value of significant of F = 0.170.

H2: There is impact of the independent variable (Externalization) on the KM.

The table(7-13) illustrates the effect of Externalization on KM. Since the results of statistical analysis showed the presence of a statistically significant effect of Externalization on the KM, as was the correlation coefficient R (0.050) at the level of significance ($\alpha \leq 0.05$). The coefficient of determination R^2 has reached (0.003), which means that the value of 0.003 of changes in KM resulting from the change in the achievement of Externalization, as the value of the degree of influence β (0.026), and this means that the increase of one degree in the Externalization leads to increased KM value (0.026) and confirms the non-significance of this effect F value calculated, which amounted to (0.071), which function at the level of significance ($\alpha \leq 0.05$). as the value of significant of F = 0.071.

- Table (7-12) result of analysis for simple regression

Independent Variable	r	R^2	F	Sig.F	B_1	T	Sig.t	B_0	Result of hype.
Socialization	,257 ^a	,066	1,981	,170 ^a	,161	1,407	,170	3,524	Accept hypothesis

- Table (7-13) result of analysis for simple regression

Independent Variable	r	R^2	F	Sig.F	B_1	T	Sig.t	B_0	Result of hype.
Externalization	,050 ^a	,003	,071	,791 ^a	0.026	-,267	,791	4,307	Accept hypothesis

H3: (Combination) is significantly impact on the on the KM.

The table (7-14), illustrates the effect of Combination on KM. Since the results of statistical analysis showed the presence of a statistically significant effect of Combination on the KM, as was the correlation coefficient R (0.238) at the level of significance ($\alpha \leq 0.05$). The coefficient of determination R^2 has reached (0.057), which means that the value of 0.057 of changes in KM resulting from the change in the achievement of Combination, as the value of the degree of influence β (0.157), and this means that the increase of one degree in the Combination leads to increased KM value (0.157) and confirms the non significance of this effect F value calculated, which amounted to (1.68), which function at the level of significance ($\alpha \leq 0.05$). as the value of significant of F= 0.205.

- Table (7-14) result of analysis for simple regression

Independent Variable	r	R ²	F	Sig.F	B ₁	T	Sig.t	B ₀	Result of hype.
Combination	,238 ^a	,057	1,687	,205 ^a	,157	1,299	,205	3,530	Accept hypothesis

H4: (Internalization) is significantly impact on the on the KM.

The table(7-15), illustrates the effect of Internalization on KM. Since the results of statistical analysis showed the presence of a statistically significant effect of Internalization on the KM, as was the correlation coefficient R (0.371) at the level of significance ($\alpha \leq 0.05$). The coefficient of determination R² has reached (0.138), which means that the value of 0.138 of changes in KM resulting from the change in the achievement of Internalization, as the value of the degree of influence β (0.20), and this means that the increase of one degree in the Internalization leads to increased KM value (0.20) and confirms the significance of this effect F value calculated, which amounted to (4.47), which function at the level of significance ($\alpha \leq 0.05$). as the value of significant of F= 0.143.

- Table (7-15) result of analysis for simple regression

Independent Variable	r	R ²	F	Sig.F	B ₁	T	Sig.t	B ₀	Result of hype.
Internalization	,371 ^a	,138	4,476	,143 ^a	,200	2,116	,043	3,370	Accept hypothesis

8. Conclusion

8.1 The Conclusions of the theoretical Background

- Nonaka relevant work should allow you to understand easily and clearly how knowledge may be dealt with, transforming tacit knowledge into more explicit forms. This is one of the most famous model existing, maybe the easiest and the clearest .
- The Nonaka KM model focuses on knowledge a spiral that explains the transformation of tacit knowledge into explicit knowledge and then back again as the basis.
- SECI Implementation as Nonaka models is Socialization and Originating (Ba) that Focus on potential barriers to personal knowledge exchanges Employ face-to-face systems across organizations. Externalization and Dialoguing (Ba) that focus on Creative development of systems to aggregate tacit knowledge. Combination and Systematizing (Ba) that focus on Develop multi-organizational routines Solidify shared commitments and mental models, Internalization and Exercising (Ba) that focus on Creation of shared expertise and routines Mentoring across organizational boundaries.
- After reviewing the main tools and instruments for managing knowledge, technologically supported, this research provides recommendations so that Bank could adopt the most appropriate KM strategy in alignment with their creativity. this study provides a guide for practitioners on how KM practices play a critical role in ensuring a quick and easy adjustment when organization circumstances change unexpectedly. Future research may focus on studying governance mechanisms that are practiced across organizations. Future studies may also focus on governance frameworks of knowledge sharing in the context of teams or groups from multiple organizations.

8.2 *The Conclusions of the research methodology*

- This research focuses on the study of impact of the Concept (Ba) on Knowledge Management.
- In this research we will be linking (Ba) with the concept of knowledge management and all of the subjects are considered new and important to characterize the evolution of companies, organizations and even countries.
- The value of knowledge management in the organization's ability to deal with the circumstances and the perception of the future.
- Knowledge management plays a vital role in building organizations.

8.3 *The Conclusions of the practical Background*

- When test the validity of the first hypothesis which states (*Represent variables (Socialization, Externalization, Combination, and Internalization) the concept of (Ba)*), the findings revealed focused response (study sample) in strongly agreeing and agreeing to most of the elements and variables of concept (Ba), where showed the results of the following tables (7-3),(7-4),(7-5), and (7-6) the quality of the response of most executives managers in the Cairo Amman Bank, to prove that the elements of variables(*Socialization, Externalization, Combination, and Internalization*) represent the concept of (Ba).
- When test the validity of the second hypothesis which states (*Represent variables (Creativity, Human capital, Organization processes, and technology) the knowledge management*), the findings revealed focused response (study sample) in strongly agreeing and agreeing to most of the elements and variables of knowledge management, where showed the results of the following tables (7-7),(7-8),(7-9), and (7-10) the quality of the response of most executives managers in the Cairo Amman Bank, to prove that the elements of variables(*Represent variables (Creativity, Human capital, Organization processes, and technology)*) represent the knowledge management.
- When test the validity of the third hypothesis which states (*There is a relationship between independent variables (Socialization, Externalization, Combination, and Internalization) and the (KM)*), where showed the results of the table (7-11) There was statistically significant relationship between the independent variables of concept (Ba) (*Socialization, Externalization, Combination, and Internalization*) and knowledge management.
- When test the validity of the fourth hypothesis which states (*There is impact of the independent variables (Socialization, Externalization, Combination, and Internalization) on the (KM)*), the findings revealed focused response (study sample) in strongly agreeing and agreeing to most of the elements and variables of concept (Ba), where showed the results of the following tables (7-12),(7-13),(7-14), and (7-15) the quality of the response of most executives managers in the Cairo Amman Bank for concept of (Ba) that available in the Bank, Where most managers stressed the importance of these elements and their belief in turn help in Knowledge Management.

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