

## Abstract

This study was carried out in 2010 and include only the municipality of Hebron governorate and Bethlehem governorate, that were classified (A,B) by the Ministry of local government. The number of those municipalities rose to (15). The study aimed to realize the reality of knowledge management at the aforementioned municipalities and to define the role of knowledge management in improving performance.

The researcher relied on the descriptive analytical method to achieve the goal of this study. A questionnaire was used as an instrument to collect data, the questionnaires were distributed by mean of comprehensive survey, the number of distributed questionnaires were 255 and those that were returned and found usable are 194.

The Results of the study showed that the reality of knowledge management was low at municipalities of Hebron and Bethlehem governorates from point of view of their administrators, the arithmetic average here rose to (1.45) whereas results showed considerable realization at administrators on concept of knowledge management with differences of statistical consideration attribute to variation of educational Qualifications . the differences among administrators holding diploma and B.A degree was in favor of holders of B.A degree whose realization degree of the concept of knowledge management is the highest. The differences ,too, among administrators holding diploma and M.A degree whose degree of realization of concept of knowledge management was the highest.

The study, in addition, showed an average degree of practice of knowledge management operations at municipalities of Hebron and Bethlehem governorates the arithmetic average here rose to (3.06) with differences of statistical considerations attributed to variations in years of experiences and number of training courses. The differences in years of experiences in the dimension of generating knowledge and publishing such knowledge. The differences among administrators of experiences among administrator of experience less than 5 years and those of 11-15 years were in favor of less than 5 years, who confirmed in a bigger degree the practicing of knowledge management operation; while differences attribute to the number of training course in applying knowledge among administrators who received less than 5 training courses and administrators who received more than 10 training courses who confirmed with a bigger degree the practicing of knowledge management operations in regard to the dimension of application in municipalities. The result of the study also showed a forward relation of statistical consideration at the level  $\alpha=0.5$  between knowledge management , improving performance of internal operations and improving learning and growth in municipalities of Hebron and Bethlehem governorates, from point of view of their administrators.

Based on the findings the researcher suggested a number of recommendations. The most remarkable focused on the necessity to develop the organizational structure of the municipalities which shall include a specialized department to manage knowledge in municipalities, and to include knowledge management to the strategic plans oh municipalities , and to start specialized team from department of human resources, IT and planning and development departments whose duties shall include the spread of the concept of

knowledge management and organizing knowledge management operations;  
then having an annual prize for municipalities whose achievement and  
performance are the best.