





The role of the community of practice in realizing knowledge management processes

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Abstract:

The community of practice is a pillar of knowledge management and the operationalization of its processes. Its work focuses on interaction around the application of knowledge, so this study aims to assess the conceptual relationship between the community of practice and knowledge management processes using the descriptive approach. The results indicated the need to work with the concept of community of practice for its role in achieving the reflection of kM processes.

Key words: Community of Practice, pillars of Knowledge Management, creating Knowledge , Knowledge sharing , Knowledge activating.

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Introduction :

The need for organizations to adopt a collaborative work approach has become necessary and inevitable, due to its great importance in contributing to achieving various organizational goals effectively and efficiently, as well as facing various recurring challenges and rapid changes imposed by the business environment. The fundamental principle of the community of practice is collaborative work based on cooperative learning approach. effective knowledge sharing, dissemination, mutual agreement on storing this knowledge, how to apply it effectively, and fully benefit from it, in order for the community of practice to possess the principle of sharing.

From this perspective, this study aims to highlight the importance of adopting these modern management concepts, whether in the practice community or in knowledge management and its core processes. We also seek to emphasize the essential role of the practice community in activating and embodying knowledge management processes, as they are among the modern topics that are increasingly important on a global level , Therefore, the issue at hand concerns has a role in achieving and activating knowledge management processes, and we proceed in this study from , as the importance of this study is to highlight modern management concepts to increase awareness and push researchers to prepare additional studies on this topic, as the method of reviewing and analyzing the theoretical foundations of various writers and researchers.

A- Community of practice

1- Community of practice overview:

to understand the specificity of trust and mutual relationships within the framework of mutual understanding among members of the groupe of practice, according to the principle of common customs and mutual cooperation in various aspects of work, where the practice community is considered part of social capital (Ben Daniel, 2003).

The first uses of the term practice community or communities of practice by sociologists, as they used multiple versions of this term for a variety of analytical purposes, but the origin and primary use of the concept can be traced back to the theory of learning formulated by anthropologist Jean Lave and Etienne Wenger during their study of professional training as a learning model, where the term community or group was formulated to indicate a living method of training (Etienne Wenger, 2016), focusing clearly on the principles of work in cooperative groups where learning and solving complex problems are done smoothly. Many researchers have considered that learning is directly related to the perspective of mindfulness and have deemed conscious learning as a way to avoid forming unnecessary mental restrictions (Ellen J Langer, 2000), The theory of learning starts from learning strategies that monitor various competencies, especially those collective competencies that contribute to achieving effective learning, based on the principle of collective or social learning that leads to acquiring new knowledge and skills through informal social learning.

Strategies of learning clearly focus on individuals' previous experiences and their acquisition of expertise, meaning learning based on the accumulation of these experiences to form what is known as mental models that contribute to achieving collective organizational learning that provides a competitive advantage for the institution. They are considered a group of individuals who continuously participate in common efforts regardless of gender or shared presence, such as the workplace, with their main focus on the context of common activities in developing ways of doing things .

A community of practice is considered a clear approach to knowledge management and utilization Although the term is relatively recent, the phenomenon it refers to is old, and the concept provides a useful perspective on knowledge and a key element in the learning process (Etienne Wenger, 2009), Recently, a community of practice has been defined as a flexible group of professionals informally connected by common interests, interacting effectively with each other through interconnected tasks

guided by a common goal, forming a reservoir of general knowledge known as collective knowledge production .

Any employee belonging to a community of practice within an organization is considered to have joined voluntarily, They can be seen as a group of individuals who share similar challenges and work on improving their ability to face these challenges based on the principle of interactive learning .

It is a tool of organizational tools, its basic principle is learning, which is seen as a source of power (Etienne Wenger, 2016), This learning is based on participation that creates value and facilitates knowledge management processes , According to the author Etienne Wenger in his book "Communities of Practice," he provided a clear definition of it, which is currently accepted as a group of people who engage in collective learning and help each other adapt.

2-community of practice positive pivots:

The idea of working within a group of practice reflects the meaning of collaboration by relying on the personal skills of each member and providing constructive feedback to overcome any individual obstacles that may hinder the collective work process. Working according to the community of practice methodology creates positive changes in work .

The community of practice is considered an effective tool for embodying the process of cognitive participation, as its members focus significantly on the principle of participation, especially in the field of knowledge and information , making it a means of empowerment for sharing various knowledge , so that this community is considered a key driver for creating knowledge and building a clear framework for dealing with it and sharing it based on the principle of effective learning (Makoto Matsuo, 2021).

The community of practice plays a pivotal role in the rapid flow of various information, stemming from the speed of participation contributing to the dissemination of innovation within the organization in general (Wenger, 1998), by

building a common context for community members to create the principle of communication upon which the field of dialogue among its members is based, considering they have a common interest that will serve as a main incentive for creating the learning process based on the interest of this community in organizing purposeful activities that encourage the free flow of ideas and information. The community of practice aims, in general, at its interest and close connection to knowledge management processes by focusing on knowledge in particular and its processes starting from capturing and disseminating it (Georg, 1995).

3-characteristics of the Community of Practice dimensions:

The groupe of practice is among the modern administrative concepts and methods that have focused greatly on the concept of collective work as an effective way to integrate and test experiences, skills, and performance, which focuses greatly on effective interaction and encouraging the demonstration of different skills of the community members that contribute to self-assessment for each individual within it. Cooperative learning takes the element of constructive interconnection, which contributes to achieving the interactive educational objectives of the community members, starting from the basis of active participation by sharing various information and knowledge, which is the transfer and transformation of knowledge from one individual to another within the community of practice until it becomes understandable, comprehensible, and , comprehensible, and beneficial, and this is what the community of practice focus on him.

Embodiment of the common project or what is known as the joint institution and can be represented in various organizational positions, organizational conflicts, administrative problems, etc.

- Mutual participation can be interpreted by asking the following question: How and what do members of the community do together? It is represented in various dialogues, discussions, information, and knowledge.

- The common reference, also known as the common ammunition, can be represented by A variety of terms that make up a community of practice . The dimensions of the practice community largely revolve around the principle of participation, starting from participating in the single project and everything surrounding it "what it is about?"

- Members of the community of practice share effective relationships that connect them to form that effective social entity.

- Contribution of members of the community of practice practice in various resources to shape and form what is known as the common repertoire consisting of various routines, attitudes, vocabularies, patterns, etc., which the community of practice continuously works on developing, What capability has it produced?

B- the overall architecture of knowledge management processes:

1- The intellectual base of the concept of knowledge :

knowledge it is one of the most important pillars of survival and continuity sought by most current organizations. It is among the key strategies that the organization focuses on to achieve the principle of excellence and uniqueness, considering knowledge as an important resource in terms of its construction, organization, and participation, which ultimately contributes to achieving the concepts of innovation and cognitive creativity.

Knowledge is considered one of the main components of understanding, as it is linked to intuition and the search for acquiring the unknown and working on its development. Knowledge refers to the practical or theoretical understanding of a subject, and it is highly valuable as it connects the individual to cognitive reality. Therefore, it is a mix of self-awareness and a part of the reality to which knowledge is directly or indirectly related (Linda Zagzebr, 2017).

Knowledge is indeed one of the key commercial assets in the fruit of expansion, survival, continuity, evolution, and success (Anderas Meier and others, 2012), especially those implicit and the extent to which they are transformed into explicit knowledge and

the possibility of representing them effectively in order to use them efficiently (Xianogun Chen and others, 2020).

2-the overall architecture of knowledge management:

Knowledge management is considered one of the most important pillars and strategies adopted by most current organizations in order to develop their business and elevate it, as well as to ensure the principle of survival and continuity based on the processes and strategies of knowledge management that achieve the growth and development perspective that ensures the organization's entry into the competitive environment and achieving the competitive advantage. Thus, knowledge management contributes to empowering the organization and developing its capabilities to keep pace with various developments and innovations in the midst of the advanced business environment, or what is known as the knowledge economy, which forces all business organizations to the principle of intensive production, whether service or goods production, and also requires them to accelerate their progress both technically and practically by focusing directly on intellectual capabilities. (Walter W. Powell and others, 2004).

The demise of various organizations was caused by their negative management of the available knowledge or their complete failure to deliver it on time or their commission of errors (Charles despres and others, 1999) those errors and the application and activation of knowledge mean that they have shortcomings and errors in managing what is known as applied knowledge.

The illusion that organizations focus on is that the storage place of information and knowledge, The essence of the work of knowledge management is to make knowledge available to all members of the organization so that it can be accessed especially This important knowledge(Daniel EO' leary, 1998).

Therefore, different organizations have indeed begun to seek excellence, which has become a challenge for them, manifested in creativity, innovation, and renewal to

remain resilient and sustainable in the face of these rapid changes occurring. This justifies The pivotal task of knowledge management is to develop a general strategy to increase innovation and creativity as they are the basis for achieving competitive advantage, (Saumy aranjam sahuo, 2023) Knowledge management is addressed from several aspects and angles, referring to those efforts made to complete a specific task based on acquiring and building knowledge, working on its distribution and exchange smoothly, and then applying the knowledge principle, utilizing it, and investing it effectively within the organization.

3- The pillars of knowledge management processes :

The information revolution taking place in the current business environment characterized by immense and continuous rapid development has led to the necessity of the growth of current organizations and their focus on advanced scientific knowledge. It has encouraged the optimal and rational use of knowledge to bridge what is known as the knowledge gap.

Because the essence of knowledge management principles lies fundamentally in its processes, they are considered its most important pillar. considering knowledge management processes as the basic design in all organizational strategies. Thus, organizations seek to find the most important methods and suitable models that include the efficiency of knowledge management processes in the organization.

Many researchers and specialists have addressed knowledge management processes from different perspectives based on various references and multiple approaches, resulting in diversity in the field of knowledge management regarding its processes and arrangements, Some refer to four specific processes for knowledge management, which are considered the essence of knowledge management, while others expand to eight processes.

- **the process of monitoring and building knowledge:**

They can be given a definitional framework as the process of creating and innovating knowledge, searching for it, and finding it, especially Creative knowledge,

or in other words, creating and building a new knowledge base. The concept of building a knowledge base refers to the process of editing various knowledge, or purchase of knowledge, and the ability to develop ideas and solutions and consider them as added value, with the necessity of effectively blending different implicit and explicit knowledge using various research and discovery mechanisms on the various mentioned knowledge sources (Mehammad hossein jarrahe and others, 2023).

- **Knowledge vessel, documentation:**

encompassing concepts such as retention, search, maintenance, retrieval, access, and location. Knowledge storage refers to the importance of organizational memory, which is crucial especially for organizations facing high turnover rates. As for knowledge organization, it is a cognitive science that includes various efforts related to describing documents, indexing, classification, etc.

- **Knowledge Transfer and Sharing:**

It is the process through which knowledge is presented, disseminated, and shared among individuals at different managerial levels, allowing individuals to utilize their skills and talents. Implicit knowledge is distributed and exchanged in various ways, highlighting the central role of technology in the knowledge sharing process.

- **Knowledge Application:**

It is the process associated with activating knowledge, which must receive its due attention as it is one of the key knowledge management processes, considering that knowledge is gained through work and requires a lot of learning. Hence, the organization aims to apply knowledge effectively and efficiently.

4-The added value unlocked by knowledge management:

Knowledge management is concerned with the rule that focus on investing in intellectual assets to achieve the highest possible return, as it is the key factor in achieving the survival and continuity of the organization, especially in terms of staying ahead and maintaining the competitive advantage of the institution , This is based on the direct relationship of knowledge management with the organizational culture of the organization, which allows for a wide space for creativity and innovation, with the

integration of all organizational risk-taking innovative elements, so that knowledge management contributes to raising what is known as organizational efforts and building a spirit of adventure among organization members, and this is the actual investment in intellectual capital.

Therefore, adopting the concept of knowledge management has become one of the most important pillars on which current organizations are based, as they contribute to providing a learning environment by encouraging them to share various knowledge based on the fact that knowledge is the most important strategic resource leading towards excellence for individuals and the organization (Salvatore Ammirato and others, 2021), Knowledge management is an integrated system that supports the decision-making process, focusing entirely on knowledge that forms the basis of management knowledge, through which knowledge management achieves flexibility and builds a culture of managing various organizational risks (Imran Ali and others, 2023), based on achieving what is known as organizational sustainability, which is the result of improving employee performance contributing to achieving job satisfaction for individuals.

The concept of knowledge management has evolved along with its importance, reaching modern concepts related to artificial intelligence (Mohammad hossein jarrahi 2023).

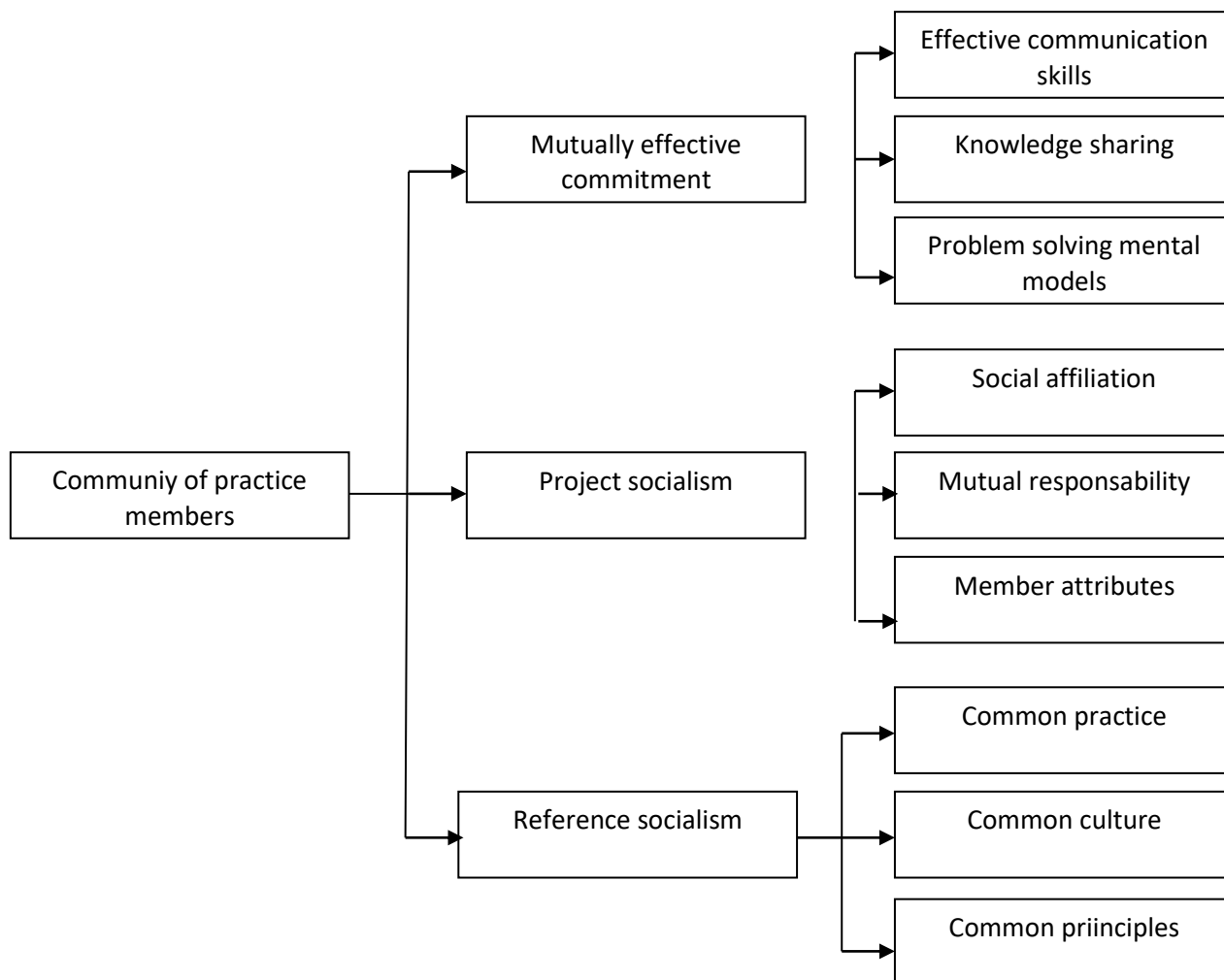
C- Community of practice skills in the process of effective materialization:

The basic principle of the work of the Community of Practice is learning. From this small context, the community of practice can be considered as one of the knowledge management tools that effectively contribute to opening new fields for innovation, The community of practice plays a vital role in facilitating, activating, and embodying knowledge management processes, It starts with the most important process of generating and building knowledge, where the community of practice is responsible for developing their ideas and their ability to research and discover various knowledge according to the main concept, which is the learning approach, The learning process of the community of practice is, in itself, a process of building organizational knowledge

for the organization, As for the process of storing, organizing, and retrieving knowledge, which focuses heavily on the organizational memory of the organization, the community of practice contributes to accessing suitable knowledge and retrieving it at the right time. Considering the community of practice follows the principle of the common project, as they consider the organization as their own project and take responsibility for learning by proposing new ways to capture knowledge, whether from within the organization, by obliging to know what other individuals know "tacit knowledge," or from outside the organization. Then their essential role is renewed in storing and retaining it on their behalf implicitly (Aidan hogan and others, 2021).

The exchange of various information and knowledge or experience in practice itself, or the exchange of news about the profession, or participation in various ideas that ultimately lead to the liberation of various implicit knowledge and its transformation into explicit knowledge that the organization can benefit from, so that it can conclude in the end, The process of using knowledge is consistent with focusing on the principle of learning based on continuous storage until what is known as the mental, as the community of practice works on using knowledge in the appropriate time and place, and this is the good and optimal use of knowledge Which contributed to the emergence of the concept of green knowledge management (Jawad abbas, 2023).

**A model of the contribution of members of the community of practice in
embodying the pillars of knowledge management processes**



Source: prepared by the researchers based on previous studies

It is clear to us from the above figure that the community of practice actually plays a pivotal role in the effective application of the various knowledge management processes, starting from its characteristic oriented towards mutual participation, which is embodied by the unity of efforts, talents and passion of the members of the group towards the exchange of various knowledge to develop mental models, through their

sharing of that project in terms of shared responsibility and effective social affiliation for the development of the organisation by relying on the stock of knowledge formed on the basis of those mental models. Shared responsibility and effective social affiliation for the development of the organisation by relying on the knowledge stock that has been formed based on those mental models, up to the principle of common reference towards them in the circle of participation, culture and principles that serve and facilitate the members of the community of practice to deal with the various knowledge and the effective application of knowledge management processes.

Therefore, it is concluded that there is an added value to the concept of community of practice in raising the importance of knowledge management by effectively embodying each KM process.

Conclusion:

The necessity of innovation in work methods has become one of the essentials imposed by the current business environment. Commitment and adoption of modern management concepts have become imperative for their role in increasing the efficiency of intellectual capital, leading to enhancing the organization's performance efficiency to achieve the ultimate goal. These changes have made it mandatory to keep pace with the evolving business environment by adopting a teamwork approach based on the collective performance of the practice group as an important element in activating knowledge and achieving full utilization of it through revitalizing all knowledge management processes and executing them smoothly. Therefore, organizations seeking development and growth should succeed in implementing modern management concepts from knowledge management and its processes.

By looking at the scientific approach in this research paper, we were able to highlight the effectiveness of the community of practice in forming that effective communication between its members, which led to the materialization of knowledge management processes, so that the touch of the community of practice has a role in forming the base of knowledge sharing that activates knowledge management processes.

Considering the community of practice's approach to advancing the overall strategy of knowledge management processes, we have a variety of suggestions, considering that there should be a general organizational awareness regarding modern management terminology, so that the organization works to set the appropriate climate platform for the members of the community of practice to work efficiently and comfortably, which leads to the materialization of the pillars of knowledge management, this research article can be considered an opportunity to be exploited by all members of the academic community to conduct further research on this topic.

Working with the concept of community of practice has become a necessity for every organisation because of its role in building that effective harmony in the organisation and application of knowledge management processes, considering that knowledge is the basis of the organisation's work and its effective application is the secret of the success of any organisation.

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