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EXPLAINING THE OPTIMAL MODEL OF KM IMPLEMENTATION IN THE PHYSICAL EDUCATION OF THE COUNTRY EDUCATION

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ABSTRACT

The aim of this study was to identify the requirements for implementation of Knowledge Management in physical education of the Education Ministry and provide an optimal model. The study was a hybrid analysis and descriptive-analytic.In the qualitative part of the participants,12 faculty members and educational managers were interviewed to determine the main components of the questionnaire.The statistical sample in the quantitative section includes 403 directors and staff of the Deputy Director of Physical Education and Health of the Ministry of Education at the headquarters and provinces of the country.The research instrument was an interview and a researcher made questionnaire with 24 items.Data analysis was performed by MAXQDA software in the qualitative part of the research and in the quantitative part by SPSS and PLS software. The results showed that the requirements and factors that affect the implementation of KM in physical education of education are: organizational structure, organizational culture, human resources, leadership and management, technical and specialized, and information technology and the model indicators had a suitable and meaningful fit (KMO=0/859 AVE=0/574 GOF=0/555).Finally, it should be acknowledged that the provision of the necessary platform for greater readiness in the implementation of knowledge management in the field of physical education in education can play a vital role in implementing the organization's knowledge management.

Keywords: *Knowledge Management, Implementation, Physical Education, Education, Model.*

INTRODUCTION

The emphasis on knowledge and information is one of the most basic features of 21st Century smart organizations. Unlike past organizations, today's organizations have advanced technology and need to conquer, manage and exploit knowledge and information to improve the efficiency, management and follow-up of endless changes. Nowadays it is difficult and sometimes impossible to provide the products with the right economic quality, without management and proper use of knowledge. And if an organization does not know or can not use its knowledge, it will have a little chance of survival. Whether an organization knows what it is is not enough; organizations should also be aware of what they do not know. Identifying what the organization needs requires insight and specific insight that is possible by knowledge management (Salis & Jones, 2002).

Today, the situation and the environment of organizations are becoming more complex and changing, this space is changing rapidly, so that for most organizations, this speed is far beyond

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the speed of responsiveness and the ability to adapt. Continuous knowledge changes have created a new imbalance for organizations. The endless flow of knowledge places the markets in a state of continuous change, which requires organizations to make continuous changes. Therefore, knowledge management is well-suited as an appropriate competitive tool for achieving success in the knowledge-based economy. So many organizations have implemented and used knowledge management (Nowruzi, 2010).

Establishing knowledge management in organizations without proper and accurate identification of the basic requirements may fail. The basic requirements for implementation in the field of knowledge management can be considered as activities and procedures that are considered to ensure the success of deploying knowledge management, which, if these procedures and activities should be strengthened, and If they do not exist, they should be created (Noory, 2012). Therefore, those factors in the organization should be considered, while recognizing those factors affecting the implementation of knowledge management and prioritizing the importance of each one. To the degree of organization's readiness to implement knowledge management, and in case of lack of readiness in each domain, due to the importance of ranking the factors, it is necessary to empower the relevant field before defining knowledge management projects. In the contemporary world, the great desire of many organizations is to determine the proper knowledge management system and manage it successfully. Studies show that a number of organizations have succeeded in this regard, but the question is how have they been successful in implementing a knowledge management system? (Akhavan., 2012).

Patricia (2011) in a study assessed, what determines the success of the implementation of knowledge management in organizations is an important question that managers have been busy with. They have studied issues such as organizational structure, information technology and the organization's relationship with the outside world. (Quoted from Parstheian, 2014)

Some critical dimensions (essentials) affecting the implementation of knowledge management have been identified by various researchers. These concepts are divided into different domains. Organizational culture, management dimensions, human resources, organizational dimensions, education, leadership, modeling, information technology, etc. (Gholamrezaee, 2014).

The existence of a knowledge-based culture and appropriate human infrastructure is the most important reason for the success of the implementation of knowledge management in organizations (Jalali Farahani, 2006). In the model presented by Thomas Allen (1994), two organizational culture components include "shared culture" and "continuous learning culture" "In the establishment of knowledge management, they have been mentioned as key." (Quoted by Fazeli, 2016).

The necessity of special attention to sport as a knowledge management tool is that due to lack of a knowledge-based system and lack of proper identification of talents and transfer from organization or expulsion, death and retirement of individuals, this knowledge is exited from the system and its recovery requires time and cost Repeatedly Therefore, the establishment of a proper knowledge-based system and the acquisition, sharing and use of knowledge of these individuals before leaving the organization and transferring it to young and inexperienced workforce is one of the essential requirements of the sports organization sector. Positive attention to the results of the exercise Knowledge management in organizations and taking advantage of the competitive advantages created by it, in their way, affects decision makers, who believe that implementation of this management procedure is inevitable for the dynamics of the

organization. Several management studies have been conducted in sport organizations in the field of knowledge management, and they are often referred to below the average level of knowledge management in sports organizations (Fazeli, 2016; Sobhani, 2013).

When problems arise in the field of educational issues, the director of the educational field finds a solution to them and experiences that this experience will usually remain in their minds, and may, until the time that person leaves the post, Reuse should not take place and when the manager goes back and this problem is over, it should take a long time to solve it and accept the consequences of making the wrong decision, But if we share and record these experiences, these experiences become knowledge and, as a result, the speed of work increases and subsequently reduces the time and cost of the lost, and the same problem can be prevented. Unfortunately, in our country, solving problems is often associated with trial and error, and less has been tried to use the acquired knowledge (Aria Zand, 2010).

Finally, due to the hazards, complexity and lack of knowledge of KM projects implementation, knowledge of the requirements and effective factors in implementing knowledge management is essential for proper planning before it is implemented in the organization. Therefore, by identifying the requirements for the implementation of knowledge management and providing a suitable model, organizations can better deploy and manage knowledge management according to their goals. And given the government's approach to knowledge-based systems and the importance of the subject of science in the Perspective of Iran in 1404, attention to learning organizations, which has become the creation and dissemination of knowledge in the value and the public culture, is particularly important.

In the meantime, many sports organizations, in line with other organizations, are looking for the necessary factors and factors in the implementation of KM, which is the Deputy Director of Physical Education and Health of the Ministry of Education and its sub-units (Department of Physical Education and Health of the General Directorate of Education And nurturing of the provinces) is not an exception to this set as a native sports organization in the country and a sports educator and sports center. Regarding the change of educational system to 3-3-6 and the promotion of physical education in the general education departments of the provinces, it is necessary in order to properly implement the programs in the knowledge base in order to understand the knowledge management requirements in this case study series Take up Therefore, in this research, the researcher will seek to identify the effective requirements for the implementation of knowledge management and provide an appropriate model for implementing knowledge management in the community.

Also, addressing such research will help the physical education ministry's education authorities to ensure the achievement of the ideals of growth and development at individual and organizational levels. In an age where successful competition is only agile through interacting with the environment, access, expansion, and sharing of learning across the organization eliminates the set of individuals and organizational units from stagnation and looseness and prepares them for effective change and mobility. The organization and the knowledge workers are always in an effort to learn and learn, and thus are able to respond quickly and effectively to the external and internal issues of the organization.

Considering the significant expansion of the activities of the Education Dept. in recent years and the provision of services, the design and deployment of a system that converts the capabilities, capabilities and capabilities of all individuals into a comprehensive and interconnected one. Is a

very important and effective factor. A system that can connect people with expertise and knowledge to their users at every corner of the organization, and allows them to identify knowledge holders and get advice from them, easily apply knowledge of the organization, and even with feedback gotten on it. Such a system, which enables the collection, extraction, maintenance, sharing and updating of knowledge in all parts of the organization, provides a space for any problem and problem that affects individuals in the organization of their activities. The entire organization queues and gives a good answer to the issues, a response taken from the organization's thinking, and its overall, comprehensiveness and effectiveness are visible.

Considering the role and importance of deploying knowledge management in organizations, several studies have been done on the factors affecting the deployment and implementation of knowledge management, which is summarized in this section.

Mohammadi (2009) determined and prioritized the main factors for successful implementation of knowledge management in small and medium organizations of the country. Based on data analysis, leadership and support of senior management and organizational culture, the main factors of success and rewarding, creation Motivation and modeling of the best ranked the lowest.

Moghani and Akhavan (2011) investigate the readiness of knowledge management implementation in a research organization considering the factors affecting the success of knowledge management. The results of their research show that the center, in terms of structural and organizational factors, is moderate in terms of other factors such as support of managers, knowledge strategy, technical infrastructure, motivation in the organization's staff and etc. is weak.

Ghahramani (2011) in a research on the status of knowledge management infrastructure at Tabriz University states that the research community has a low level of knowledge management. Among the factors under investigation, four factors of organizational culture, organizational structure, processes and financial resources are in an inappropriate situation and two factors of human resources and technology are in a good position.

Parsaeean (2014), in measuring the impact of factors affecting the implementation of knowledge management in libraries of Yazd universities, one of the factors affecting the implementation of KM is that only two factors of organizational culture and technology facilities are in a good position.

Abdolmaleki (2014), in a research that studies and prioritizes factors affecting the establishment of knowledge management system in the Ministry of Sports and Youth,was reported that: among of the four variables studied, organizational culture is the most important factor affecting knowledge management and the least strategy factor In the implementation of KM, the Ministry of Sports and Youth must be able, in a competitive environment, to be able to meet high and increasingly high demand for opportunities to provide higher quality services and lower costs.

Fazeli et al. (2016), in a research on selected sport organizations in their country, was represented a report with subject of the relationship between structural and cultural factors of the organization and the establishment of knowledge success from the moderate status of knowledge management establishment due to the high concentration in the organizational structure of the research centers. Consequently, if the managers of the organization, regardless of the dominant culture of the organization, especially the dimensions of learning and sharing

knowledge and information, will carry out the management of knowledge, they will face serious problems.

Wang and Aspinvale (2016) examined the key success factors for knowledge management in small and medium-sized enterprises. They created a questionnaire of 11 factors and 66 elements, and for gathering data posted to small and medium-sized institutions in England and a group of professors, advisors, and knowledge management experts to develop a more comprehensive view of the key success factors. Then they used a series of statistical analyzes on the data collected from the two groups and created a list of factors that are important for implementing knowledge management. These factors included: strategy and goal, education and training, management support and leadership, culture, information technology, resources, human resource management, assessment, organizational infrastructure, and motivational support.

In another study, Lieder and Wald (2010), with the study of 414 German-language project organizations from different types of industrial, construction, information technology, using the least squares squares method, the effect of process-oriented, structural, Cultural and organizational knowledge on the success of knowledge management in the organization. They concluded that along with the factors supporting IT, cultural factors in the organization have a profound effect on the success of knowledge management. It also covers cultural factors, the absence of typical organizational practices and organizational memory. (Quoted from Mohammadi, 2014)

Danes (2014), in a study assessed knowledge management in private social services organizations, identified factors such as organizational support, managerial commitment, and social interaction in the success of the establishment of knowledge management in the aforementioned organizations. Also, social interaction among employees was introduced as the most important factor in the success of KM.

Wang et al. (2016), in a study conducted on small and medium-sized enterprises, all four activities of organizational culture, structure, technology and human resources were important in the success of the establishment of knowledge management in Taiwan's small and medium enterprises, as well as addressing such Research helps educators train educators to ensure they achieve the goals of growth and development at individual and organizational levels. In this period when successful competition only with dealing with the environment, is possible, access, expansion, and sharing of learning across the organization will eliminate the set of individuals and organizational units from recession and loophole and prepare them for effective change and mobility. The organization and the knowledge workers are always in an effort to learn and learn, and thus are able to respond quickly and effectively to the external and internal issues of the organization.

Considering the significant expansion of the activities of the Ministry of Education's Department of Physical Education in recent years and the provision of services, the design and deployment of a system that integrates the capabilities, capabilities and capabilities of all individuals in the organization into a comprehensive and interconnected Is a very important and influential factor. A system that can connect people with expertise and knowledge to their users at every corner of the organization, and allows them to easily identify knowledge holders and get advice from them, easily apply knowledge of the organization, and even with Received feedback on it. Such a system, which enables the collection, extraction, maintenance, sharing and updating of knowledge in all parts of the organization, provides a space for any problem that affects

individuals in the organization of their activities. The entire organization rallies and gives a good answer to the issues, a response taken from the organization's thinking, and its overall, comprehensiveness and effectiveness are visible.

It should be noted that the current world needs quick response. Rapid adaptation, quick conclusion and, above all, the need for individual growth, is influenced by changes that require knowledge and creativity. With the advent of the knowledge and knowledge element as the main sources and capital of organizations and the importance of knowledge workers, a new window has been opened in the management and administration of organizations. At the moment, the core of development and advancement is not the wealth and mass of human resources but is human knowledge and the ability to manage this knowledge effectively. Reviewing the business and the achievements of global pioneering organizations suggests that this pioneering and innovation has not been possible except through the creation, processing, development, exchange, registration and dissemination of organizational knowledge.

Despite the extensive research carried out in the field of KM, the implementation of KM in organizations is still difficult and complex. Therefore, the present research is using the results of the research mentioned in the previous section, and with the use of its data Which greatly contributes to clarifying the viewer's horizons, uses a systematic research to answer the question that:

"What are the requirements for implementing KM in the education of the country?"

METHODOLOGY

According to the current research method (combination), a sequential exploratory design type of tool development was used. Therefore, the process of data theorizing of the emergence of the Glaser Foundation as a spiral is thought to begin by collecting data in a real research field, and then these data are coded and compiled in a continuous process; this continuous process goes towards it's sufficient and result in compressing concepts that represented by a real theory. Therefore, the present research was initiated in the first stage by entering the field of research (following the tradition of the theory of the data of the "problem" database and using the reports and contributions of contributors), and then, in the next step, encoding and analyzing the data in order to outsource Drawing a series of categories and their features continued. After gaining some basic concepts, the researcher begins to write theoretical fictions (ideas about the codes and relationships that the analyst thinking about through encoding). When the initial codes and memos accumulated, they can begin to find relationships between them. This process is called theoretical coding. And in the third stage of encoding, which called selectable coding, by identifying the pivotal variable (which describes the dominant overriding concern and attention of the contributors with the greatest possible variation) data is selectively encoded, and finally, by testing the theoretical efficiency (giving density to theoretical concepts), theoretical concentrations attributed to scripts in order to optimize the comprehension.

In the second phase of the research, which is a small phase, the research method is based on the applied objective. Applied research uses theories, rules, principles and techniques that are developed in basic research to solve practical and actual problems.

In the next stage, the study of quantitative research was carried out. In this stage, by identifying the effective requirements for the successful implementation of KM, which is considered to be some key factors, a questionnaire with respect to the data obtained from the first stage

(qualitative) And during the process of making the questionnaire among the studied population, the results were analyzed.

Sampling method in the qualitative section was also a snowball that after reaching 12 interviews reached theoretical saturation. In the quantitative part, 403 samples were selected as cluster according to the number of questionnaires. The data gathering tool in this study was two parts, the first part was interviewed and coded, and in the second part, a researcher-made questionnaire was prepared from interviews. The convergent validity of the AVE criterion was verbose its divergent validity through the Nortel and Larko matrices and the reliability of the questionnaire through Cronbach's alpha. Descriptive statistics such as mean, minimum, maximum, frequency, percentage, and standard deviation were used to describe the variables in the research community. At the level of inferential statistics, KS statistical technique was used to determine the natural status of the data. According to the results of the Smironom's Smearoff test, the coefficient test has been used. Finally, for analyzing the data in the qualitative section of the research, MAXQDA software and in the quantitative part of the SPSS and PLS software were used to answer each of the research questions.

RESULTS

The results of gender show that out of a total of 403 individuals, 74.2% of the sample were men and 25.8% were women, and the level of education were 1% of the total sample had the diploma, 31.5% of them had bachelor's degree, 6 / 51% of them had master's degree and 15.9% had PhD. Also, observations of the position and position of the case-occupied sample showed that 3.2% of the people were active in the post of Physical Education and Health Deputy, 2.5% of the persons, were the head of the physical education department, 17.9%, were responsible expert, 67.7% were physical education specialist and 6.7% were the manager of the sports complexes and finally 2% of the sample were in the head position of the board of sports of students.

For pivotal coding, first the codes were identified in the interview text. These codes, which were identified by most indicators, were:(fig.1)

Human resources, organizational culture, leadership and management, organizational structure, information technology, technical and specialized.

Indicators and options identified from the interviews are summarized in the table below:

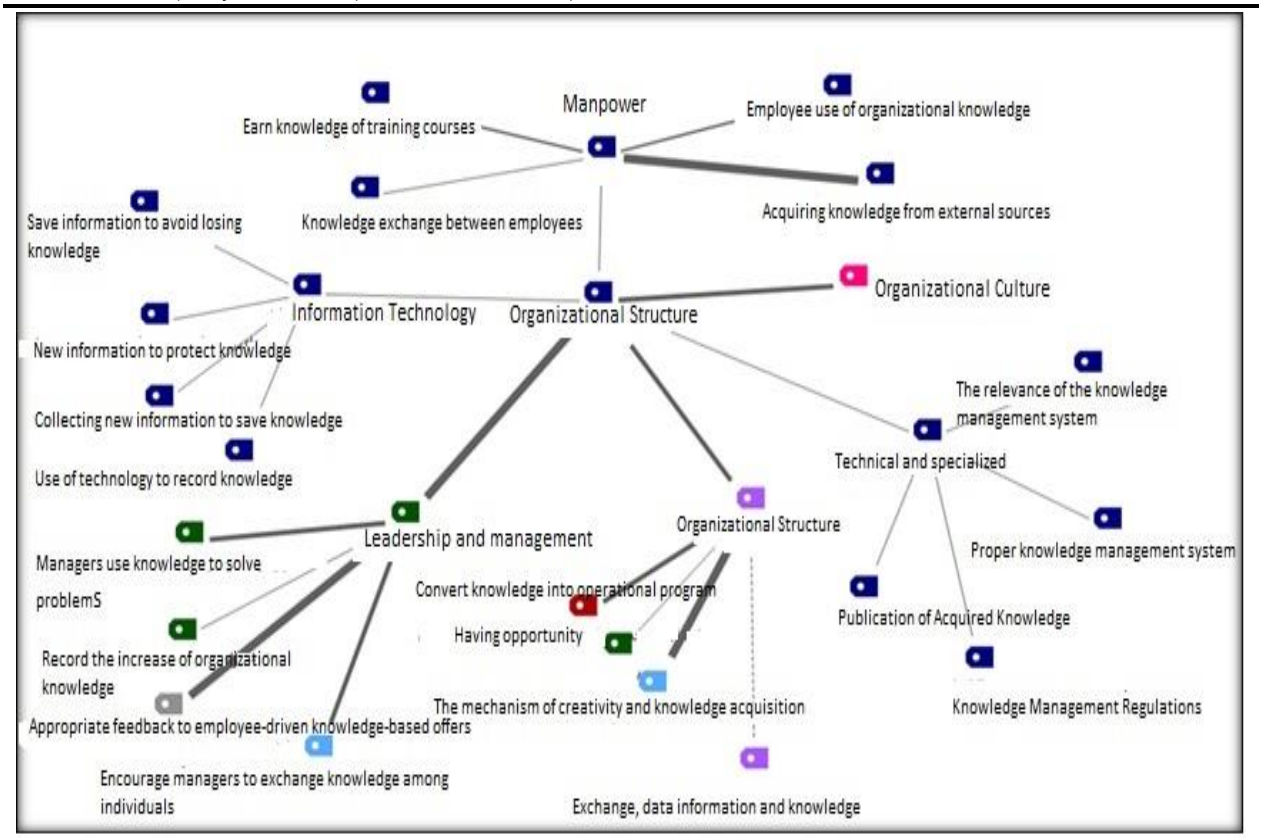

Figure 1. MAX CODA Software Output

Table 1. Descriptive statistics Requirements for the implementation of knowledge management and its dimensions

Research variables	Number	Minimum	maximum	average	Standard deviation
human resources	403	2.6	5	4.572	0.468
Organizational Culture	403	2.75	5	4.575	0.445
Leadership and management	403	2.5	5	4.574	0.478
Organizational Structure	403	1.75	5	4.447	0.556
IT	403	2	5	4.421	0.547
Technical and professional	403	1	5	4.373	0.588

As we can see in Table (1), among the dimensions of the Knowledge Management Implementation Requirement Questionnaire, organizational culture has the highest average, and the dimensions of leadership and management, human resources, organizational structure, and information technology are ranked respectively Next, and the lowest is the technical and professional dimension. According to the above table, since the level of significance is less than 0.05. The zero assumption is rejected. As a result, the questionnaire questions do not follow the normal distribution. Therefore, for analyzing the questions and fitting the conceptual model of the research, the Nonparametric statistics and structural equation software of the Smart PLS were used.

To select the variables that enter the factor analysis, we must assume that the correlation between the variables is non-causal. In fact, the correlation between the variables must be the product of

another factor, that is, the third factor. As shown in the table above, since the KMO variable (0.859) is greater than 0.7, the quality of the model is confirmed and the data is suitable for factor analysis.

The study of fitting the measuring model, structural and general research was studied by the following methods. For fitting the measurement models, three criteria of reliability, convergent validity, and divergent validity are used, considering that the appropriate value for Cronbach's alpha is 0.7, convergent validity is 0.7 and for divergent validity is 0.5, all criteria in The part of the estimation of factor loads has a good value. It is possible to approve the fit of the measuring model of the model of the research model.

Table 2. AVE Comparison, Combined Reliability, Cronbach Alpha, Research Variables

Research variables	AVE	Combined reliability	Cronbach Alpha
human resources	0.512	0.837	0.755
Organizational Culture	0.539	0.823	0.417
Leadership and Management	0.528	0.869	0.822
Organizational Structure	0.551	0.830	0.726
IT	0.570	0.841	0.752
Technical and professional	0.509	0.753	0.505
Knowledge Management	0.574	0.920	0.908

After examining the fitting of the measuring model, the time to fit the structural model of the study reached (Contrary to the measurement model, it has no deal with questions (obvious variables)) and only hidden variables were investigated along with the relationships between them. For this fit, the meaningful coefficients t, which are the first and most fundamental criteria, were used. Given the t-value value for the relationships presented in Table (3) and Figure (2) which is more than 96/1 at a confidence level of 0.95, 100% of the relationships have been confirmed and thus the fit of the structural model was very highly good.

Table 3. Investigating the Relationship Between Structural Research Model

Investigating relationships within the research structural model	Standard error	Standard coefficients	T-Value
Knowledge Management -> Information Technology	0.027	0..761	24.78
Knowledge Management -> Technical & professional	0.032	0.559	33.68
Knowledge Management -> Organizational Culture	0.020	0.806	39.99
Knowledge Management -> Human Resources	0.023	0.807	33.68
Knowledge Management -> Leadership and Management	0.031	0.779	24.78
Knowledge Management -> Organizational Structure	0.027	0.803	29.61

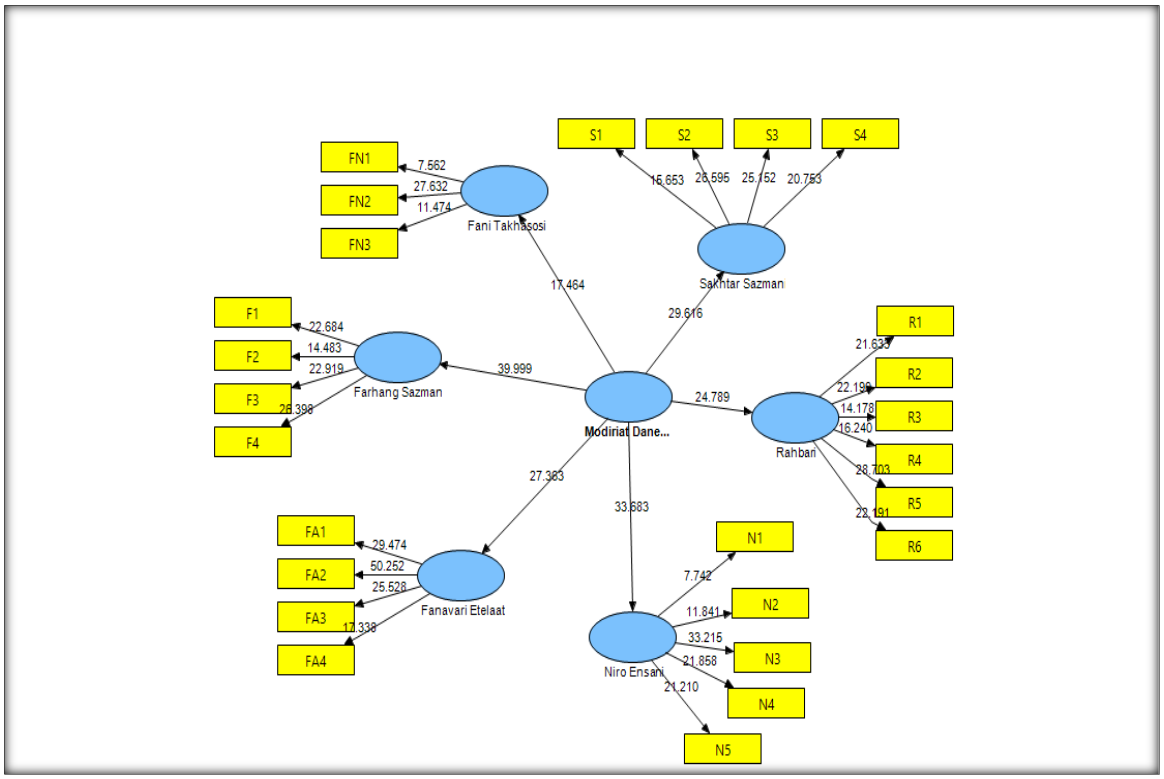

Figure 2. Significant subtleties t

Regarding the fitting of the general research model, which includes both parts of the measurement and structural model, and confirming its fit, the fit test is complete in a model, the GOF criterion was used, which according to Table 4 and the following formula The GOF value of the proposed model was equal to 0/555.

Table 4. General fitting of structural research model

Research variables	Communality	R Square
human resources	0.512	0.652
Organizational Culture	0.539	0.651
Leadership and Management	0.528	0.607
Organizational Structure	0.551	0.645
IT	0.570	0.580
Technical and professional	0.509	0.313
Knowledge Management	0.574	0.575

$$GOF = \sqrt{\overline{R^2} * \overline{Communality}}$$

$$GOF = \sqrt{0.575 * 0.535} = 0.555$$

DISCUSSION

KM helps the organization to help its experience with cleverness. With the implementation of knowledge management, the organization's asset is protected from destruction, and flexibility of

the organization grows. Prospective organizations have understood the point that whenever they can use their knowledge, their future workforce will have the highest efficiency. Researches also show that the use of KM in the organization is the most important factor contributing to success. Organizations have found that, instead of storing data, they use knowledge management to organize the organization's information in order to better utilize data. Knowledge management has the ability to help the organization to improve its performance. Without doubt, organizations that effectively create, transfer, and use organizational knowledge will be among the leading organizations in the field of competition.

On the other hand, managers are well aware of the importance of knowledge and management in organizations, and many of them seek to implement knowledge management in their organization. But at the same time, they are concerned that they will not be able to implement knowledge management in the organization and fail to manage their knowledge in their organization. So, given that success in KM is a competitive requirement, it is important for organizations to know if their organization is ready to accept KM. In fact, the leaders of the organization ask themselves the question of where to start? Is the organization ready? (Boss, 2013)

Based on the theory of comprehensive knowledge management, for knowledge management to become the main organizational capability, the infrastructure and its factors must be considered. Holt defined readiness as the prerequisite for the success of a person or organization in the face of organizational change. Therefore, "readiness for knowledge management" can be defined as a "set of prerequisites for the successful implementation of knowledge management." In other words, "readiness for knowledge management is a set of capabilities of a company or organization in accessing the necessary infrastructure for knowledge management and their employability" (Shohreh, 2010)

As stated in the subject's literature, in organizations or parts of the organization in which they intend to implement for management, they should emphasize the human-centered approach, and since the mean value of the human resource index is the highest in this study, regarding to infrastructural factors, it should help the organization to provide facilities for learning, knowledge sharing and creativity for individuals (or organizational units). In this KM strategy, the goal is to create a peer to peer relationship and interaction between the employees of the organization. As the evaluation results observed in this study, the second criteria is the organizational culture, in other words, organizational culture in many KM texts Has been considered as the most important factor in the implementation of knowledge management. An appropriate organizational culture can have many individual and organizational results. It is essential for physical education managers to create a collaborative culture for sharing knowledge and teamwork, providing a suitable platform for implementing knowledge management.

The next indicator of leadership and management is due to the high role of management body in education and consequently in the field of physical education, due to the importance of the role of the managers and leaders behavior of the organization and its implications in the formation of an optimal knowledge management model. The characteristics of the employees identified in this study play a key role in establishing interaction and knowledge transfer between individuals. The features of the structure and IT are also in the fourth and fifth rankings. In other words, the IT infrastructure should be provided in these organizations and, on the other

hand, the systems and structure of the organization should be designed and developed to support the documentation of knowledge by individuals and guide this action. As discussed in the subject literature, the role of information technology is to provide facilitates to interact and transfer knowledge from one person to another. Also, the technical and professional index referring to technical issues of physical education is ranked sixth, indicating a disagreement among all evaluators. Therefore, the Ministry of Education, as one of the knowledge producing organizations, is subject to the knowledge management perspective, the Education Physical Education Dept. as one of the most productive and top-notch assistants of the Ministry of Education in Iran in order to gain Competitive benefit, is expected to be pioneer in KM. And since a proper understanding of the requirements and the degree of organization's readiness seems necessary to properly orientate the efforts and strategies, In this regard, the knowledge of the factors and requirements for implementing knowledge management in the educational departments of education of the country and its relevant subsectors, which leads to the correct implementation of knowledge management in the field, can be discussed, especially in our country. , This issue has not been studied systematically and scientifically.

CONCLUSIONS

According to the results of this research, KM implementation indicators include: human resources, organizational culture, leadership and management, organizational structure, information technology, technical and professional.

Among these indicators, the most important indicator is human resources and the least important is the technical and professional index.

Therefore, the present study is based on the results of Manourian's research (2005) showed that organizational culture, information technology, human resources and education affect knowledge management and The most important factor in implementing knowledge management in organizations is considered to be a cultural factor. And also with Nighibe's research (2003), the most important factor for implementing knowledge management, is the correct combination of human participation and technological tools, and people's attitudes toward different aspects of knowledge management.

Paolini & Mason's research findings, as well as Beth, show that the most important barrier to implementing knowledge management in organizations, cultural factors and management. Which is not consistent with the findings of this research. Lucas and Agilwe argue that knowledge transfer is only successful if we manage and manage critical resources. Knowledge transfer and its core is a social activity. Successful transfer of knowledge involves understanding that how employees can develop and manage their relationships. Another review of the organizational structure, technical infrastructure, teamwork and motivation in the organization's staff has been identified as critical to the success of KM. which is consistent with some of the indicators found in this research.

Finally, according to the items obtained and presented in the research findings section, we can confirm the fit of the proposed model. It suggests that the Ministry of Education's planner in the field of physical education should be able to implement knowledge management in areas such as training human resources in relation to the creation and sharing of knowledge management, the development of learner organizational culture, the development of technology infrastructure and Provide a comprehensive managerial model for implementing knowledge management and

knowledge management development in the technical and professional field of physical education.

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