

**NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
INNOVATION AND KNOWLEDGE MANAGEMENT  
MASTER'S PROGRAMME (MSC)  
MASTER'S THESIS**

**THE EFFECTS OF KNOWLEDGE  
MANAGEMENT PRACTICES ON  
ORGANIZATIONAL PERFORMANCE:  
A CASE STUDY OF HALABJA UNIVERSITY**

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## ABSTRACT

Today, it is undeniable that a new enthusiasm is renewing knowledge management and innovation industries after the 20th century ended with the boom of information technologies. The main objective of this study is to investigate the impact of the knowledge management practices on customer satisfaction and IT performance related to employee's performance at Halabja University as a sample of the Ministry of Higher Education in the Kurdistan Regional Government in Northern Iraq.

This study contains two parts: theoretical part and an experimental part. The theoretical one is related to knowledge management, knowledge management practices, employee performance, customer satisfaction, IT performance and higher education. In the empirical part, the researcher used questionnaire on a group of the university's staff and specialists. For obtaining the necessary data, 350 questionnaires were distributed, because the sample of research includes 1450 academic and administrative staff of college (language, humanity sciences, law, sciences) at Halabja University, 312 responded. This represents 89.14%. This is considered a high proportion of respondents indicate cooperation and interest in the subject. The SPSS v.23 program was used for statistical analysis.

The results of the study showed that there is significant evidence that knowledge creation, knowledge sharing, knowledge storage, knowledge application have a positive effect that is statistically significant on employee performance, IT performance, customer satisfaction. The results also showed that the knowledge management mechanism is a key factor for organisational performance and development.

**Keywords:** Knowledge, Knowledge Management, Knowledge Management practices, Higher Education, Employee Performance, Customer Satisfaction, IT performance, Halabja University, higher education.

## OZ

Günümüzde 20. Yüz yılın ardından Bilgi teknolojisinin patlamasıyla sona eren bilgi yönetimi ve gelişim endüstrilerini tekrardan hayata geçirmenin yeni bir heyecan olduğu inkar edilemez bir gerçektir. Bu çalışma Kuzey Irak'taki Kürdistan Hükümeti'ndeki Yüksek Öğrenim Bakanlığını örnek olarak yapılmıştır. Çalışmanın temel amacı, Halabja Üniversitesi'ndeki çalışanların performanslarıyla ilgili bilgi yönetimi uygulamalarının müşteri memnuniyeti ve BT performansı üzerindeki etkisini araştırmaktır. Çalışma teorik ve deneysel olmak üzere iki bölümden oluşmaktadır. Teorik olan bölüm bilgi yönetimi, bilgi yönetimi uygulamaları, çalışanların performansı, müşteri memnuniyeti, BT performansı ve yüksek öğrenim ile ilgilidir. Deneysel bölümde ise araştırmacılar üniversitenin bir grup çalışanı ve uzmanı üzerinde anket formu kullanmayı tercih etmişlerdir. Halabja Üniversitesi'nde yapılan çalışma (dil, insanlık bilimleri, hukuk, beden eğitimi) akademik ve idari kadrodan 1450 kişiyi kapsamaktadır. Gerekli verilerin toplanılması için 350 anket dağıtılmış, dağıtılan anketlerin 312 tanesine yanıt verilmiştir. Bu oran % 89.14'ü temsil etmektedir. % 89.14'lük oran katılımcıların büyük bir kısmının bu konudaki işbirliğini ve bu konuya olan ilgilerini göstermektedir. Sonuçların İstatistiksel analiz için SPSS v.23 programı kullanılmıştır.

Çalışmanın sonuçları, bilgi yaratmanın, bilgi paylaşımının, bilgi depolamanın ve bilgi uygulamasının çalışan performansı, BT performansı ve müşteri memnuniyeti üzerinde olumlu bir etkiye sahip olduğuna dair önemli bulguların var olduğunu göstermektedir. Sonuçlara bakıldığı zaman ayrıca bilgi yönetimi mekanizmasının örgütsel performans ve gelişim için önemli bir faktör olduğuda görülmektedir.

**Anahtar Kelimeler:** Bilgi, Bilgi Yönetimi, Bilgi Yönetimi uygulamaları, Yüksek Öğretim, Personel Performansı, Müşteri Memnuniyeti, BT Performansı, Halabja Üniversitesi

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## **Introduction**

The world is seeing a chain of transformations and changes that affect institutions and companies, as it is exposed to increasing pressure to improve the performance of the organisation or quality of products or services and work to reduce costs and compete with high-quality technology. Now, these objectives can only be achieved with the knowledge, has become these institutions are considering a new form of knowledge management, through building a knowledge base in the organisation because it cannot be removed, but the best practice.

It has become the engine of knowledge economy and societal advancement, and an effective protection for any of a company, if properly managed, hence the importance of knowledge management emerged and that work on the organization of institutions of experience and the skills and knowledge to use to achieve their goals, and to support the decision-making process, and the achievement of creativity and innovation, and then achieve excellence and competitive advantage. The link between knowledge management in organizational performance in the business of modern human resource and energy as serious attempts to measure the back of the application in the light of changes in economic, political and social environment and rapid fluctuations in global and local levels and the reflection of all levels of organizational performance in business ending the separation between success or failure. The basis for the realization of the development and adoption of important decisions to determine the behaviour trends of the activity of the organization and determine how close or away from achieving the objectives and implementation of plans and programs and the use of most resources and the efficiency and effectiveness of the organization process.

The goal of any organisation is not only to continue, but also to sustain their being by improving performance or progress of all the aspects of the work. To meet the needs of greatly competitive markets, organisations must always improve performance. Before the literature suggests that the role of practical knowledge management is dynamic to complete the performance of organisations, however, the findings of earlier studies on the role of knowledge management practices in increasing performance of the organisation mixed. Some studies suggest that the role of knowledge management is vital for an organisation to achieve a high level of performance.

Declaration adopt knowledge management in organizations, it will bring many benefits such as That performance, increase efficiency and support creativity and innovation, increased productivity, and haste of response to changes in the surrounding environment, and other aspects that enable them to achieve excellence and competitive advantage, which led to additional the cause of knowledge management is not so processes of the objects on personal experience, but rather as a form of systemic hypotheses based on a systematic process. (Dagli and et.al, 2009.1273).One company at a time when fast technological change is also a time of constant struggle to maintain a competitive advantage (Jelena, Vesna and Mojea, 2012.). It is clear that knowledge has gradually become the most important factor of production, by the labour, land and capital. (Sher and Lee, 2004.933-945). Although some forms of intellectual capital removable inner knowledge are not easily copied. This means that the knowledge anchored in the minds of employees may be missed if they decided to leave the organisation.

A review of the literature, there are a large number of critical success aspects. This Search contributes to the field of knowledge management, search through understanding several factors, interdependence, and the role of several factors in achieving the performance of the best business. It developed apparent that knowledge management is not only a possible resource strategy to gain a maintainable competitive advantage and achieve the goals, but they deliver both an effective means to enhance organisational performance, both at the local and national level and across national borders. (Ogbeta, 2015, 2).Knowledge management helps to relate common knowledge in ways that directly affect the performance of the organisation. Advances in technology in the business environment and dynamics caused by other environmental causes have made it required to change the dependence on natural resources to compete in brainpower. (Ogbeta, 2015, 2). In the case that the relevant information necessary for a quick response their potential for volatile issues, Organisations go through a rigorous process in an attempt to recover the information that may be present both inside Organization (explicit knowledge) or in the heads of employees (tacit knowledge). Although it may be Knowledge management, how much is still faced with a "serious obstacle" (Burrows, Drummond and Martinsons, 2005, 73-76). The different results in the arts to announce the magnitude of the positive impact on organisational performance. In (Darroch 2005, 101-115) research, and supports the results of a KM process positively affects

performance. Today is the need for information and the development of knowledge in organisations and getting of human resources director is the role of knowledge management has become a vision of the organisations that are absorbed in maintaining their competitive edge. Recent surveys show that issues such as "measured quantity value" and performance evaluation knowledge management "is of great importance for managers, because of the increasingly growing role that to raise the commercial level of competition for the benefit of management, performance measurement and evaluation of each sleeve and benefits is not surprising. Global competition and new challenges that business and industry face a lot of stress on all organisations and institutions to create a competitive advantage in the long term from information management and knowledge of view is no longer enough to have the right to effective access to sources of internal and external information.

To address all challenges and improve the performance of many institutions to adopt knowledge management, through the completion of the recovery and education of the workforce, and exercise in knowledge management and the making of a base rich knowledge that empowers gathered knowledge, and discrete to all levels of management where, with a insistent search for investment in the acquisition of new knowledge, and employ better use of knowledge with full efficiency and effectiveness, and down the stage for excellence through best known practices. While facing the new issue, they need to implement new knowledge and plans. And some time factors like culture, coordination among employees and information technology help the organisation to success. Good application of the knowledge management and process of one of the basic requirements for the effective functioning of the organisation of knowledge. Despite the fact that knowledge has become a valued asset in all organisations, comprising universities and studies on the process of knowledge management and its impact on organisational performance it is limited in the field of Iraqi Kurdistan higher education. Therefore, this research is a good place to study the issue of knowledge management and functional when appropriate, plays a significant role in achieving organisational objectives. Through prior knowledge management, it is evident to us an important reasoning role in building and achieving the remaining performance of institutions or companies, be able to help achieve the best performance of the organisation associated with competitors.

The University is one of the first institutions should perform, input to the management of the most important knowledge and are "more suitable to adopt this principle institution" (Birol, 2011, 202), where it is described as the only institutions of knowledge management pushing in a study (Makulika, 2000, 161). Describe the primary task of the university as the effective use of knowledge management, particularly through research provided it is vital and critical for development. The purpose of this research is to show the relationship between KM practices and organisational performance in higher education from Kurdistan/Iraq. This approach can help understand major knowledge management components and establish some practical guidelines for each organisation that struggles to introduce knowledge management.

## **CHAPTER ONE**

### **LITERATURE ON KNOWLEDGE MANAGEMENT**

#### **1.1. A review of knowledge management**

Philosophers have a write on this subject for thousands of years. But not under the Knowledge Management title and most of what has been written under this title was during the past few years, since the early nineties of the last century. In 1980, and the first American Conference for Artificial Intelligence, (Edward Fraanbhum) pointed to the famous "Knowledge is power," his term and since that time a newborn a discipline called "knowledge engineering" With the birth introduced the biography of the new job is the knowledge engineer. In 1997, a new field last result of the recognition of the importance of knowledge in the information age, a "knowledge management." In the latter half of the nineties, it became the subject of knowledge management topics relevant and most dynamic in the intellectual production within organisations. But by looking at the literature on the subject of knowledge management demonstrated the existence of differences in the views of the intended administers knowledge of view, these differences are due to the diverse backgrounds of researchers, scientists and intellectual foundation for each of them.

#### **1.1.2. Knowledge management definition**

The knowledge management in the creation and knowledge sharing of the organization, a concept that is relatively new and there are many different definitions and, as to improve the knowledge usually leads to boost the development of the inner spirit of individual initiative and creativity, and organize and promote the ideas they have (Oxford, dictionary management and business, 2009, 320). Knowledge management has been defined in different ways from a different perspective. It has been described as "a systematic process to identify and communicate knowledge of the people to use." Others said he was "understanding what knowledge assets and how to use them." Or the other side of the "outdated what is known by other obsolete it." Perhaps the simplest definition of knowledge management is "sharing what you know with others." In both definitions, the focus is on the human figure out how, and how they bring value to the organisation; however, benefit from individual experiences to get the maximum return of the organisation is not as easy as it may

seem. Knowledge management is the name given to a group of systematic and disciplined procedures, and organisation can take to get the most valuable knowledge available to him. The range of activities that help organizations to generate knowledge, access, select and use, organization, dissemination, and work to transform knowledge, including the data, information and experiences, attitudes and capabilities of the products, and the use of the outputs of knowledge management in decision-making, problem solving, and drawing learning processes integrated system for strategic planning. (khuraif, 2009, 239).

(Gupta 2000, 17-21) defined Knowledge management as "a process that helps organisations to find, select and organise and disseminate necessary information transfer required for activities and experiences. (Filemon and Uriarte, 2008) Specific knowledge management recently in a wide process to identify, organise, transfer and use of information and expertise within the organisation. Knowledge management as a formal and explicit knowledge management and operations associated, and private use, collection, organisation, dissemination and utilisation, which require converting personal knowledge to the collaborative knowledge, can be shared openly with the organisation (David, 1997. 12), also known as a finding of knowledge and keep them and use a process to improve the Organisational performance (Bassi, 1998. 29), and sees (Ruggles) knowledge management input to add value by improving the efficiency of the use of expertise and skills has individuals in any way, inside and outside the organisation. (Ruggles, 1998. 80), as described (Daft) Permanent efforts aimed to search for knowledge capital in organisations to make it organised and easy, as well as to find the environment that stimulates continuous learning and sharing knowledge (Daft, 2001. 544). Researcher finds it "processes that help organisations to generate knowledge, selected, organised used and distributed in the organisation where they help in decision-making, problem-solving, learning and serving to improve the organisational performance that increases the competitive strength of the organisation." the note that most of the definitions have similarities between each other, and they mostly focus on the collection of previous work experience available in the organization, as well as knowledge of the underlying staff expertise in their minds, in a frame, in order to make them available to all employees in the organization, and the beneficiaries of the outside and invested the best investment and collected as much of the material returns and morale of the group. Based on the



above, can say that knowledge management involves the analysis of the resources available knowledge and processes related to these resources, planning and control of their use and development, preservation and dissemination so as to contribute to achieving the organisation's goals deeds.

## **1.2. Knowledge**

Knowledge management one of the intellectual developments of contemporary, noted that having interest in knowledge and seek to acquire and the search for it is out of date as rooted in (Aflatun and Aristu), where he says (without the knowledge man was not able to attain knowledge of the same, and that the knowledge of the holder to understand his world by surroundings and of presence).The concept of knowledge is understandable, widespread and the border makes it difficult to determine the definition (Tilak, 2002, 298), so the researcher presents some views towards it.The knowledge begin to raw data, numbers, facts, when they are organized and categorized according to a particular part of it is transformed into information, which is ready for use and exchange in figure documents or databases, and shall be opened for easy retrieval by modern communication technologies, and when this information is linked to the decisions and the provisions of certain wisdom the experience and insight of employees in the organization contained, then they can be called knowledge.

Growing interest in modern organisations, today's knowledge is so forth, given that, it is mainly active processes of creativity and innovation in the enterprise, and the basis for administrative and attaining efficiency and effectiveness and to achieve outstanding performance, using tools and methods that allow gaining knowledge. Responding to a question, most of the executives mentioned that the greatest asset is the knowledge it held by its employees. "When employees walk in the door, they take valuable regulatory knowledge with them. (Lesser and Prusak 2001, 101-102). Managers were also Always adding that they have no idea how to manage this knowledge!. The use of intellectual capital or assets approaches, it is necessary to identify the knowledge that is valuable, and also to the risk of loss of the organisation through retirement, turnover, the competition. (Lesser and Prusak 2001, 101-102) Note: "The most knowledgeable staff is often what leaves the first." Addition, you must have the knowledge management approaches selected is based on one of three levels of value, this means that it must also apply to the regulatory three Levels: the

individual, group or community, and the organisation itself. The best way to retain valuable knowledge in identifying intellectual assets and then it produces materials to ensure the heritage and then stored in such a way to make future retrieval, and easy to re-use as much as possible (Stewart, 2000, 142). These significant by-products need to Florida from one individual to another, between members of the community to exercise, of course, going back to the same organisation, in the form of lessons learned and best practices, and institutional memory. The growing role of knowledge in the success of business organizations and their contribution to the conversion of these organizations to the new global economy, which has become known as the economy know and which confirms the head of intellectual capital and customary to compete through human capabilities, as well as its role, is crucial to the role of turning organizations into a knowledge society, which occur change island in the organization to adapt to the rapid changes in their environment. (Ali, et.al. 2009, 56).

the knowledge is the real wealth of organizations as it is for individuals, peoples and communities, and thus its vital tool in carrying out its functions and direct their activities in order to achieve its goals and objectives that I found knowledge is power and wealth at the same time as it is the power of knowledge is the feature which distinguishes atheist and the twentieth century as the most important of the other resources supplier, enables its significance in being the only resource that is not subject to the law of diminishing, please choose and it does not suffer from the problem of scarcity as the sole supplier abundant that grows to accumulate, and do not use decreases.(El-Ali et.al, 2006, 29). (Nonaka and Takeuchi 1995), the distinction between explicit and tacit knowledge, which indicate that explicit knowledge is the formal knowledge that can be packed much information can be found in the documents of an organization such as reports, articles, brochures, programs and tacit knowledge is personal knowledge implanted in individual and joint exchange of experience through direct eye-to-eye contact. Thus, it shows the tacit knowledge can be connected to a more direct and efficient manner while explicit knowledge indirectly and like that quality. He described the current era as the age of information and knowledge, where knowledge is the real capital, which surpasses in importance and value of natural resources and the rest of the accumulated wealth (Salim, 2006.2). The choice of knowledge-intensive sectors because of the presence of a lot of knowledge inputs, short product life cycle, high

demand for customised products, and a significant amount of production value. Liao (2008, 183-195). Obviously, have a tremendous amount of different confounded science knowledge, and we have ideas that can be built upon in the formulation of the theories that best fit to be mainly applied to the development of policies and programs that serve the community and development. And that knowledge is the matter of access to reach the Supreme humanitarian goals, as well as it is the base engine for the state of economic transformation, social or political.

"It is those ideas and concepts that link to an individual, institution or community and comprehensive understanding and perception have and use it to take the practical conduct of achieving specific goals" (Sawy 2007, 17). The concept of knowledge has evolved with the advent of the information revolution, and this clearly shows in the definitions or concepts that illustrate the concept of knowledge in some of the literature that dealt with the knowledge in the light of the information revolution and the knowledge explosion. In spite of the diversity of views toward the concept of knowledge, but the most common trend seen as a process information available to the institution and its members, so that they can take advantage of them in the confrontation problems faced by the various positions that are offset, and respond to the requirements change with it.

In light of the above concepts it can be said that knowledge is a set of experiences and skills, facts, beliefs, values, ideas, data and information that have been organized and processed, whether this knowledge phenomenon or latent, which is usable in solving problems faced by the organization through the formulation of plans and their implementation and supervision. The use of knowledge to receive information where this information is discrimination, identification and interpretation and evaluation, as well as to carry out installation Synthesis and estimation and forecasting and decision-making and to adapt to the surrounding environment and draw the plans and their implementation and control, including driving to behave properly. To achieve a clearer and deeper knowledge of the concept of image, it is necessary to distinguish between knowledge and the other concepts and terms related to the term knowledge, including information and understanding.

According (uriarte's 2008), knowledge can be obtained in different ways; knowledge from outside the organisation can be achieved by accessing to various sources, such as publications and websites, e-mail and the Internet. Explicit knowledge from inside

and outside the organisation can be obtained in different forms, such as printed reports, record the meeting and copies of the memos. These outputs are generated close at various stages of the regulatory process. Tacit knowledge can be created and captured during the discussions and meetings with co-workers and stakeholders and consultants. Thus seminars and workshops also provide excellent places to create and capture the tacit knowledge that might come from the participants.

### **1.2.1. Types of knowledge**

Effective knowledge management requires any organisation that knowledge to improve the classification of the use or identify limitations and weaknesses, thus look at how it developed, and to find them and converted, exchanged, transferred and invested. Within this context stressed ( najim, 2008, 27-28 ) that "knowledge No it's not a kind one same Typically, these real because knowledge has no specific form, and cannot all be placed in one frame, but that the organization when making their products or services and expertise they do not offer only part of the knowledge of a stainless identify and transport ,and possibly part in many cases easy to tradition which also lost its most knowledge importance within the organization in the capital and their relationships excellence and synergy teams in it, which cannot be moved to others, not training him through the evidence of work that is usually distributed to new employees " .

#### **1.2.1.1. Explicit Knowledge**

Explicit knowledge is knowledge that is found outside of the minds of individuals which means the knowledge that can be shared with others, and relate this knowledge to data and vital information that can be obtained and stored in the files which are organized and recorded, as well as existing and stored in the archives and records of the organization, which relate to the organization's policies, procedures, programs and budgets and documents, and the principles and criteria Calendar and operation, communication and various functional operations and others. It is the knowledge that can be expressed in words, numbers, images and sharing through scientific data and equations and visualizations, product specifications. Therefore, it can be moved explicit knowledge to individuals quickly. It also can send explicit knowledge share or transfer to others through the use of information technology. Extensive use of technology in disseminating explicit knowledge quickly transformed the landscape of information and communication. (Wiig, 2003, 207) He

believes that explicit knowledge is the knowledge available to be tested and used directly, so that it is available to the conscious minds or because they are in the organisation of documents and procedures and program nor any other form, and then it is general knowledge accessible. According to (Jain 2009, 1-10) and (Jacobs and Roodt 2007, 229-248), Explicit knowledge can be documented, shared, or articulated in the official language. Another way to view all of the explicit and implicit knowledge is to see explicit knowledge as "science" and the tacit knowledge of "art" ( Luen and Al-Hawamdeh, 2001, 311-318).

### **1.2.1.2. Tacit knowledge**

Tacit knowledge is the knowledge residing in the minds of peoples and cultures, as well as the organisation experiences (Rowley, 2003, 433-440). (Irick, 2007, 1-6) defines the tacit knowledge to know the personal, domestic or internal, inherent in the individual "s experiences and ideas, norms, values and emotions that is related to what lies in the same individual from the technical knowledge of cognitive and behavioral knowledge, which cannot be easily shared with others or move them easily. Hence, it can be said that there are distinct individuals have the tacit knowledge in their minds, and the organization can increase their efficiency and enhance their competitive advantage if they can include any of these individuals to the crew when the tacit knowledge of these individuals are related to the nature of the work of the Organization. One of the important aspects of tacit knowledge is that experience depends on it, making tacit knowledge competitive advantage. (Jain, 2011, 1-14) believes that tacit knowledge cannot be achieved through meetings and face-to-face conferences and electronic discussions held, while (Nonaka and Takeuchi, 1995) believe that tacit knowledge can be transmitted through social interactions between individuals - that is, through the element socialisation of cooperation model initiative.

And, it divides the researcher (Stewart, 1997) to knowledge: knowledge automatic and aggregate knowledge, objectivity and knowledge, tacit knowledge, potential knowledge, explicit knowledge. Unlike the explicit knowledge and tacit knowledge is a dynamic and fast-changing, so it is knowledge in action. Fombad, (2009) states that tacit knowledge is more important and higher than explicit knowledge value because of the rapidly changing nature because they can determine the extent to which companies will be able to compete in a turbulent market. Literature proves

that there is agreement among renowned researchers that tacit knowledge is the most important kind of knowledge in organisations (McAdam and McCreedy, 1999, 101-113) because it can be put to work and used in the innovation and creative practices, thus adding value to the goods and services. The tacit knowledge of knowledge by individuals' competencies, expertise and skills of staff (Li and Zhu, 2009, 291-8. Jacobs and Rodt, 2011, 1-6). Organisations need both tacit and explicit knowledge and competitive advantages, but creating, sharing, capturing and retaining knowledge is influenced very much by the knowledge management practices prevailing in the organisation (Li and Zhu, 2009, 8-291). One of the objectives of the study was to identify the extent of banks' practices implemented km. Therefore, any organisation that manages the knowledge stored in the minds of employees that seeks to transform the tacit knowledge to explicit knowledge through stimulating individuals to show knowledge that they own and then you post among its members to develop and take advantage of them. Despite the apparent differences in characteristics between the two types of knowledge (explicit and tacit), but that each is complementary to the other, and both are of great importance to any organisation which summoned finding appropriate means to transfer and convert tacit knowledge to explicit knowledge.

Based on the presentation of these two types of knowledge, we must clarify that the university is characterized as a knowledge-based, and the most prominent tasks to enrich the knowledge and development as well as they have the intellectual resources, so it should be the role of the president having the awareness of the knowledge available to them, as well as how to identify underlying tacit knowledge in the minds of its members, and try to turn it into knowledge more visible by using scientific and methodological approaches the organization, and work on the events of the type of integration between them and the explicit knowledge to take advantage of them in the development of their performance, and make its decisions, to reach outstanding levels of performance in all areas of working out .

### **1.2.3. The interaction between tacit knowledge and explicit knowledge (knowledge creation)**

The SECI model initiative shows the four modes of interaction that facilitate knowledge management in the enterprise. The transfer of knowledge, sharing, and storage keeping them in the organisation by transforming knowledge (tacit and explicit) in the SECI model.

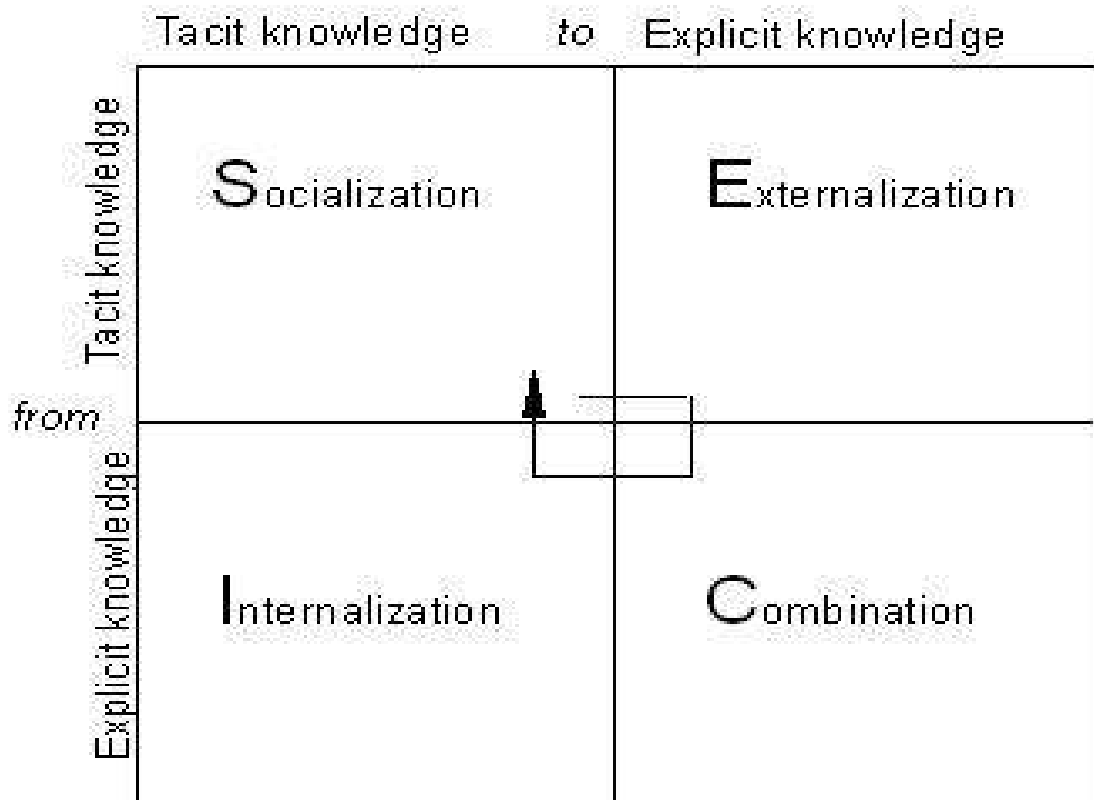


Figure 1.1 Nonaka & Takeuchi 1995

The SECI model Initiative “basic assumption is that tacit knowledge can be transferred and transformed into explicit knowledge. According to (Nonaka 1991, 6-69), the SECI model became an of initiative, a cornerstone of the concept of KM adopted on a large scale in the first generation, and the dominance of Nonaka" working is illustrated by being more substances referred to in the field of knowledge management (Grant and Grant, 2008). Four modes are discussed in the next section

#### 1.2.3.1. Socialisation: Tacit to Tacit

Which includes converting tacit knowledge to tacit knowledge (from one person to the other person) is socialization, which is participating in the practical experience and then find the tacit knowledge such as mental models common technical skills, socialization is primarily a process between individuals, and can be per capital gain tacit knowledge directly through direct interaction with customers and suppliers outside the organization and the people within the organization without the use of language is through observation or simulation, or in the context of doing business hands-on job performance and the same principle applies to the acquisition of tacit

knowledge which is the core experience, without the presence of form of sharing experiences becomes difficult for the individual to imagine the same process to the process of thinking about someone else.(Nonaka, 2009, 635-652).

#### **1.2.3.2. Externalisation: Tacit to Explicit**

Which include converting tacit knowledge to know the explicit called the externalization, which is the process of determining verbal knowledge in turn implied from any explicit of concepts, a process to find a basic knowledge in the form of metaphors, concepts and hypotheses, it provokes and translate the tacit knowledge of others, customers and experts, for example, to form easily understood, an expression of the essence of language, writing models, externalization is a process between individuals within the explicit knowledge group. Dialogue is an important means of both, is the changes are often inadequate and inconsistent as a result of the differences and gaps between mental images and phrases that will help in the revitalization of thinking and interaction between individuals.(Nonaka, Takeuchi, 1995).

#### **1.2.3.3. Combination: Explicit to Explicit**

Involving the transfer of knowledge of this phenomenon to the explicit knowledge through the process of calling Nonaka combination, a regular organization of concepts process, turn it into a knowledge system that includes this pattern for transferring knowledge to combination in a different set of knowledge of this explicit, this is the area of information technology which is extremely useful, because explicit knowledge can be the transfer of documents and e-mail, databases, and the exchange of knowledge and collection of individuals through media such as documents, meetings and phone conversations or communication networks or meetings and the meetings are important steps to combination. (Nonaka, 2009, 635-652).

#### **1.2.3.4. Internalisation: Explicit to Tacit**

Internalisation is to transfer or process to understand and accommodate the explicit knowledge that tacit knowledge held by the individual, and is closely linked with learning by doing, linking, and knowledge in the form of a tacit non-executable by the owner. When the experiences of input related to knowledge, co-production and integration within the tacit knowledge bases for individuals in the picture shared



mental models or technical knowledge, and the knowledge into the value of assets, regulate the transfer of this process and explicit knowledge group to the individual. (Nonaka, 2009, 635-652).

### **1.3. Knowledge management concept**

The world is witnessing two decades ago about the emergence of powerful forces re-constitute the economic system and the administration and call a fundamental change in the organisational strategies. The central powers in the current globalisation, the high degree of complexity, new technology, increase the intensity of competition, changes in customer demands and changes in the economic and political structures. These forces are reflected in the organisations in all its forms and the need to be quick to adapt and to respond and take the lead so that it can maintain its continuity. Was accompanied by the emergence of many of the interior, which is seeking to develop management performance and improvement, such as: re-engineering, re-invention, the overall quality and other administration, and several strategies have emerged, including downsizing, which was a common strategy during the eighties under the pressure of wanting to cut fixed expenses and increase profits. As a result of strategic downsizing, loss-sized organizations the knowledge and expertise of the task, so that the workers had left work and took with them the knowledge and experience they accumulated over the years, and it was so significant that many organizations have sought to look at how to store knowledge in the minds of workers and retained them for re-use in the future, which is what is known now as the knowledge management. Technological development helped to increase the emphasis on the management of knowledge by a continuous flow of information and the tremendous growth in the resources obtained, which has resulted in a state of anxiety which necessitated the emphasis on the management of knowledge work around the problem of information explosion and benefits from increased knowledge actually. Literature indicate in contemporary management thought that the institutions and organizations administration need to knowledge management, seeking the application of knowledge through analysis and industrial support decision, and to provide data and information to allow the exercise of creative individuals and groups as part of the social structure of institutions and innovative organizations, and on this basis the base will display concepts in which you can reach the truth of what knowledge management. Where it is known as an organized effort

aimed at the development and investment of intellectual capital in organizations through infinite knowledge generated from external and internal sources, and organization, storage, distribution, and sharing between individuals, and used in the creation of new knowledge and its application in administrative activities such as making decisions and solving problems (Auda , 2010.23). Points (morocco 2012, 7) as the flow of ideas to enable the Organization Recombination in its decisions, which enhances its position and knowledge of the process among other organisations. And see (strasses, 2006, 6) as regulatory fortune to lead the working interest and consistently achieve Discipline which promotes an integrated view of the organisation. Shows (Valent and regale 2004, 2) as the process of improving and organising knowledge of individuals working collectively for decision-making, such as in real time. How often rats approach Package Content characterised: "save it, it may be useful at some future time. Many of the documents tend to be stored, then used sophisticated search engines in an attempt to regain some of this content, and to some extent, they are built on a large scale, and knowledge management systems are expensive. Knowledge management solutions have proven to be the most successful in the capture, storage and dissemination of knowledge later that have been submitted and clear, particularly lessons learned and best practices. Other researcher (that knowledge management is a plan developed by the senior management of There are personnel to detect opportunities and threats facing the organisation through the sharing of self-knowledge, and choose the best knowledge of them and be stored, organised and applied to the strengths and weaknesses of the organisation).Building the human relationships between all employees of the organisation's fundamental guarantees for the construction of new knowledge or posted to all concerned parties, both within the organisation or outside. Modern technologies play a crucial role in achieving the knowledge management objectives, these technologies play a pivotal role in the programs of knowledge management through its ability to accelerate the production and transfer of knowledge process, and help knowledge management tools in the collection and organization of knowledge and make it available on the basis of participation, but it is worth mentioning that knowledge management problems cannot be solved and access to the best results only institution to develop technological solutions, but also through a man who interacts continuously with modern technology systems and tools to choose the best actions and applications.(lee and Roth, 2009, 22-37).Facing knowledge management is generally about retaining,

analysing and organising the employee experience, with the main objective to make knowledge available to the right person at the right time. In the implementation of these activities and organisations gain capabilities that enable them to compete and better performance.

### **1.3.1. The importance of knowledge management**

Knowledge is the real wealth of organisations as it is for individuals, peoples and communities; a vital instrument is in carrying out its functions and directs their activities to achieve its goals and objectives that found. Knowledge is power and wealth at the same time as it is the power of knowledge is an advantage that characterizes a century atleast twenty as the most important resource of the other resources, and its importance lies in being the only resource that is not subject to the law of contradiction yield and it does not suffer from the problem of scarcity as the only supplier that grows abundant accumulation, do not use decreases (Al-Ali, et.al. 2009, 26).The primary business drivers behind today's increased interest and application of KM in four key areas:

- 1.Globalisation of business Organisations today is more global multisite, multilingual, And multicultural in nature.
2. Learning organisations, we are doing more, and are doing it faster, but we also need to work smarter as knowledge workers increased pace and workload.
- 3.Company forgetfulness, we are more mobile as a workforce, who creates problems of knowledge continuity for the organisation and places continuous learning demands on the knowledge worker, and we no longer expect to work for the same organisation for our entire career.
- 4.Technological developments, we are more connected information technology advances.

Have made connectivity not only ubiquitous but has radically changed expectations: We are expected to be on at all times and the deadlines in responding which are now measured in minutes, not weeks. In courageous members of the company to contribute to the production of these ideas and innovation. The importance of knowledge management is following:

1. Streamline operations and reduce costs of the way to get rid of the lengthy procedures or unnecessary, it is also working to improve customer service, by reducing the time spent in rendering the required services.
2. Increased material yield, through product marketing more effectively, by applying existing knowledge and use in the continuous improvement and innovation of new products and services.
3. Embrace the idea of innovation by promoting the principle of the flow of ideas freely. The administration tool to motivate organisations to encourage the creative capacity of its human resources, to create a good knowledge of the pre-disclosure of the unknown relationships and gaps in their expectations.
4. Coordinate the various activities of the organisation in the direction of achieving its goals.
5. Strengthen the organisation's ability to keep performance structured based on the experience and knowledge and improve it.
6. Determine the knowledge required to document the available ones, develop and participate in the implementation and evaluation.
7. Invest intellectual capital of the organisation tool, by making access to the knowledge generated by other people about the needy in an easy and possible process.
8. Motivate organisations to renew it and cope with unstable environmental changes.
9. The opportunity for permanent organisations competitive advantage, through its contribution to enabling these organisations to adopt more creations of putting new goods and services.
10. Support efforts and benefit from all the tangible and intangible assets, the availability of a framework for strengthening the organisational knowledge.

### **1.3.2. The Objectives of knowledge management**

After the presentation and analysis of the concept of knowledge management, the various entrances researchers can infer goals to achieve in any enterprise groups, with the knowledge that he may vary diversity goals, knowledge management differences and diversity in bodies that are found, and whether knowledge

management is seeking to achieve the goals of the institution, but it is possible We conclude that the group of targets where knowledge management may be involved in the various institutions that may become clear landmarks in the following points:

- \* Knowledge management is seeking to develop the intellectual and cognitive resources owned by the institution.
- \* Work on the rise and the skills of workers in the use of knowledge, and motivational people with knowledge of them at all, their underlying knowledge for development, and the realization tacit knowledge in the minds of the employee, and rearrange their ideas and experiences accumulated, which contributes to increase the organization's ability to new knowledge production.
- \* Attracting intellectual capital and hired to serve the institution, converting tacit knowledge in the minds of its owners to a virtual knowledge available to every employee organisation, for use in optimising working out.
- \* Build knowledge bases of information storage and retrieval when it's needed promptly.
- \* Facilitate the operations of the exchange of knowledge and sharing among all Employees in the organisation.
- \* Promote the generation of knowledge, creativity and work on innovation in the use of knowledge more effectively, to improve service and increase creativity and thus achieve excellence of the institution.
- \*The development and updating of knowledge on an ongoing basis through the re-use of knowledge generated and thus achieve added value.
- \* Convert internal and external knowledge to employees to know and can also invest in various operations and activities.
- \* Contribute to raising efficiencies and provide enterprise effort and their money.
- \* Work on the collection of outstanding ideas and contribute to the dissemination of the institution.
- \* Creating an encouraging and supportive regulatory environment for each of the cultures of continuous learning, teamwork, and encourage everyone to participate in

the knowledge that he has, and spread a culture of knowledge to achieve positive interaction between all members of an institution.

\* Activate the use of modern technologies within the organisation.

### **1.3.3. Knowledge management practices**

In an economy where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge (Nonaka, 1994, 14-37). To success, a knowledge management initiative must have a robust theoretical foundation. Researchers have identified many aspects in this knowledge management process. Sees both (Laudon and Laudon, 2001. 435) (that knowledge management is seeking knowledge and documented, organised and enable access to it and these operations become Strategy exists upon the success and survival of the organisation. Points (Luka, 2001, 16) that the general task of knowledge management is the management process of creating, storing and sharing knowledge as well as other duties related to these operations. Confirming all of the (Baker and Badamshina, 2004. 11) that most of the concepts of knowledge management, entrances and models focused on that knowledge management which is a set of processes directed towards (creating, capturing, storing, sharing, application, and re-use of knowledge). And see (Ress, 2010, 3) that the primary purpose of knowledge management is to provide the right knowledge to the right person in the right place and thereby increase the efficiency and effectiveness of the decisions taken in order to achieve that requires to do a variety of operations including the families of knowledge, stored and then transferred to the beneficiaries. All the models present a different perspective on the key conceptual elements that form the infrastructure of knowledge management.

According to (Sarrafzadeh, Martin and Hazeri 2006, 621-635), It is defined knowledge management practices are transforming the way ideas into action and in the process of achieving specific goals. knowledge management practices include understanding how, and knowledge generation, acquisition, organising, storage, transfer and sharing and retention (Branes, 2002, 91-108).The capacity is a complex set of integrated and coordinated internally capabilities to acquire, create and store, transfer and share knowledge effectively and efficiently to continuously improve the application of knowledge to business practices, products and processes relations (King and Marks, 2008, 131-146). The importance of this has come the cognitive capacity of the organisation to be a well-understood concept because knowledge is

very different from other organisational resources. It is important for the organisation to have a clear understanding of what means how much of its operations if it needs to consider the use of KM practices that enhance efficiency and provide valuable organisational knowledge (Mavodza and Ngulube, 2011, 15-25). The study summarised the knowledge management activities and processes as follows:

#### **1.3.3.1. Knowledge creation**

This process refers to the organization's ability to produce and provide ideas, new knowledge and innovative solutions to problems and situations they face, by integrating all types of tacit knowledge and explicit, either within the organization or outside the organization, and the discovery of new relationships between them through various activities, which ultimately leads to deal better with the problems and different situations, and improve the effectiveness of the organization's performance to develop the skills of workers than before under the previous knowledge, as well as the "production process knowledge is a process that is essential to creativity and innovation in the organization of institutions" (sousa and Hendricks, 2007, 273).

This process refers to the sharing of information and knowledge of the organisation, and also points to the ability to learn and absorption, and finds links between ideas to build bridges and new links across different topics to achieve better performance. (Muhammad, 2009, 800). This process is achieved through the participation of the team's institution to generate new knowledge based head of money in new issues and practices, contribute to addressing the issues and fix the problems in innovative ways. Knowledge creation of specific departments in the organisation process is not limited, but extending to all areas of work and expertise institution, everyone is responsible for generating process, so therefore individuals must provide a suitable environment that stimulates and supports knowledge creation activities carried out by individuals. Accordingly, the institution must seek to create an appropriate environment for knowledge generation to facilitate the interaction and communication between employees, and to reduce the barriers between them, as well as the creation of a sort of integration between their experiences.

#### **1.3.3.2. Knowledge sharing**

Knowledge management Practices helped organisations to refocus on the use of knowledge already exists, creating Environment for innovation, rather than limiting themselves to only the best practical solutions (Laudon and Laudon, 2012). In other words, the knowledge sharing refers to the process by which the transfer of knowledge from one person to another, from individuals to groups or from one organisation to another organisation. It also called knowledge distribution or sharing of knowledge, and are intended to provide an opportunity for all to participate in the knowledge, in the sense developed in the framework of the rules and procedures that allow distribution to all interested in them, and make them available to all of the destinations, both within the organization and outside, so all of his benefits connected with her and then realized the public interest. The knowledge sharing of the process is the first step in the process of using the knowledge and means of knowledge "to deliver knowledge distribution (appropriate), to the right person at the right time, and within an appropriate format, and cost-effectively." (Coakes, 2003, 42). (Turban, Mclean and Wetherbe 2004) Determine the sharing of knowledge, such as the application of willful and the transfer of one or more "s ideas and visions, solutions and knowledge to someone else, either directly or through an intermediary, such as a computer-based system. This sharing happens during the induction (of new employees) or when he resigned the organisation employees. Prepare for Post must be knowledge on the part of employees who possess knowledge. Supports the knowledge sharing and transfer of effective mechanisms, whether formal mechanisms, such as reports, manuals and training and official meetings, or informal mechanisms, such as meetings and discussions that are not formalized, taking into account that the informal mechanisms may be more effective, but it may lead to the loss of part of the knowledge, There is no guarantee and transported properly, the formal mechanisms have to ensure the safety and effectiveness of transmitted knowledge, but it may hamper the innovation process, so a combination of structured and informal mechanisms may lead to greater efficiency in the transfer of knowledge and sharing. (Husain, 2011, 145).

The interaction between the employees and technology promotes the creation and sharing of knowledge. Sharing of knowledge plays a pivotal role in ensuring that the Knowledge remains in the organisation, even when the familiar left the organisation.



It also can knowledge to be shared through seminars, conferences, team-building exercises, written reports, and performance evaluation programs and proposing traditional employees. Sharing of knowledge can face challenges Such as lack of time, lack of experience and lack of rewards and clear for knowledge sharing.

#### **1.3.3.3. Knowledge storage**

Knowledge storage operations means those operations that include retention tool and search, access and retrieval, place, and show knowledge of the storage of the importance of organizational memory, organizations are facing a great danger as a result of the loss of many of the knowledge held by individuals who are leaving for one reason or another. Hence knowledge storage and retention are very important, especially for organisations that suffer from a turnover of action depends on the recruitment and use format and temporary advisory contracts to generate knowledge where high rates because they take their tacit knowledge, undocumented with them, but documented, remain stored in their bases. (Zyadat, 2008, 99). The knowledge and experience should be maintained of employees before they leave the organisation. In the absence of knowledge retention strategies, organisations lose their tacit knowledge when employees leave for other organisations due to other forms of attrition. As long as employees stay at work with the university, they will continue to play a competitive role through effective decision-making, communication and contribution. Once you leave the organisation, employees also went the knowledge in their heads.

There are three main ways in which organisational knowledge can be stored: First, the selection of value knowledge that deserves preservation. Second, knowledge store through conservation, documentation, archiving. Third, reload this memory from time to time (Almaadida, 2003, 64). Storage and the codification of knowledge are not only important for the effective use of knowledge, but also it is important to re-use it when needed so that the knowledge in question will belong to the organisation instead of Knowing ( Nemati, 2002, 1-11). Tiwana (2008) suggests that, to make better use of tacit knowledge, it is necessary to find a way for it to be transferred directly to each other, making it explicit that can be shared throughout the organisation. Individuals who are rich in tacit knowledge (experienced employees and retirees and other talented experts) constitute a wealth of intangible assets of the organisation (Nonaka and Takeuchi, 1995). The researcher believes that the loss of

tacit knowledge in the university can adversely affect the quality of the products and services offered by these institutions. Knowledge storage from knowledgeable employees is a critical resource and a core element of the university to achieve a significant competitive advantage.

#### **1.3.3.4. Knowledge application**

The knowledge application and the use of the existing knowledge for decision making, improving performance and achieving goals. Organisational knowledge should be implemented in the services, processes and products of the organisation. It is noted that the studies and research in the management of knowledge did not give much attention to this stage of the process of knowledge management, based on it is supposed that the organization of the productive application of knowledge and benefit from the creativity and after storage and the development of ways to retrieve and transfer to employees, (yahyaw, 2011, 77-193). In addition to the knowledge comes from the work and how to teach other people as it requires learning detailed annotation, and education comes from the way of experimentation and application which improves the level of knowledge and deepening, so it should only be taken the applied knowledge in the first place, because it is more important than the same knowledge, will lead operations creativity, storage and distribution to improve organizational performance, as played by the effective application process. The objective and purpose of knowledge management is the application of knowledge available to the organization, which is one of the most prominent of its operations and means applying knowledge to make it more convenient to use in the implementation of the organization's activities and more closely related to the tasks carried out on the basis that it is supposed that the Organization of the effective application of knowledge to benefit from them after creativity and storage and the development of ways to retrieve and share to employees. This process is intended as "investment knowledge to solve problems and improve the work of institutions that fit with the aim of achieving the objectives which achieve its growth and adjustment" (yahyaw, 2011, 77-193), to the piece of this process is the main purpose of knowledge management, so you must apply the knowledge taken primarily of interest. the organization that not possess a better knowledge is to own excellence and ensure a competitive advantage, but those that use application of knowledge on the best in its various activities (khurayf and Nadya, 2009, 231-262).Therefore,

application of knowledge is more important than knowledge itself, is no force in the knowledge itself, but the power lies in its implementation and turns it into a set of procedures and practices. In order to ensure the institution to increase the use of knowledge management, this should use measures to be easy and accessible, even people working on them have access to the knowledge they want easily and in a timely manner, and that this knowledge be compatible with what they are doing the work, so use it easily and accurately (Hashim, 2005, 37). The challenge facing universities is not in the knowledge of the same discovery, but in how they are used to activate the knowledge generated and reflected in the application to add value, for the application is a very knowledge, knowledge management is not reflected in the application is just the cost, and the success of universities in knowledge programs depends on the size compared to what it is available to them. So we must not stand working routines impediment to benefit from the knowledge acquired by the University in the exercise of their work and activities.

#### **1.4. Knowledge management in higher education**

Knowledge management has become one of contemporary developments in thought and administrative practice, and the most appropriate changes rapidly in the year today. The world that has become the production, the generation and dissemination of knowledge using them and benefits from them are the expensive feature, and one of the main indicators by which to measure the progress of societies and their ability to contribute effectively to the investigation of merit and excellence in the world economy depends on knowledge.

No longer a secret to researchers and leaders of educational importance of knowledge management and its role in upgrading the educational process and increase the performance of higher education institutions to achieve its objectives returns better and costs less, but the commitment to apply the principles of knowledge management tomorrow from the necessities of survival of institutions of higher education entity and reputation at a time when the number of graduates is no longer unit efficiency and performance standard scale (Maayah, 2006, 100).

(Abw-xazir, 2009, 13) as: "all the activities and practices of humanitarian and technics aimed at linking individuals from the various administrative levels and departments institution in the form of teams or working groups established, including mutual trust relationships, resulting in automatically share and exchange what is

owned by these individuals of the resources on their own (information, knowledge, skills, and expertise, capabilities), which supports individual and collective learning processes, and then improve, develop individual and organizational performance." Earlier studies that (Mostert and Snyman 2007, 35-94) do not address issues related to knowledge of the university management. It's not only in the corporate world that you should be aware of the importance of knowledge management institutions of higher education as high attrition rates due to staff facing retirement, death, ageing or leave for other organisations. In their study, (Wamundila and Ngulube 2011, 439-448) tried to make sure to keep at university strategies, like any other organisation that is conscious about knowledge retention. Authority such (Henczel 2000, 210-226) believes that the lack of knowledge evaluated as a tool to retain knowledge undermines operational performance, as it would be difficult for the organisation to detect and confirm operational strengths and weaknesses on vital operational knowledge. Still, the concept of knowledge management is a new concept in educational institutions, especially in practice, and there is no one definition agreed upon by knowledge management at universities and colleges. A study (Petrides and Nodine, 2003, 10) knowledge management in educational institutions as "a window or a way for individuals working in the educational institution to develop a set of practices to gather information and share what they know, resulting in behaviors or actions that will improve the level of services and products offered by the educational institution." So due to this definition, it is clear that knowledge management is working on the link between the three main sources of the organisation, namely: (individuals, processes, technologies) to enable the organisation to invest and share information and knowledge available to have a more effective manner. A study was made clear (Kidwell and et.al, 2000, 28) to create knowledge, innovation, discovery dissemination and circulation is the reason for the presence in the presence and establishment of universities and colleges, the piece emphasizes the importance of even the inevitability of adopting knowledge management as entrances for improvement and development, which effectively contribute to achieving its goals and mission that I found for it.

#### **1.4.1. The importance of knowledge in the university**

The knowledge society is that society which uses well-utilized knowledge in moving its affairs and make good decisions, and employee information to know the

backgrounds and dimensions of things, aspects and types. And where everyone can from introducing information and knowledge share with others, and to the harness of their full potential in promoting their sustainable development and improving their quality of life, be deemed to be a knowledge society today is the basis of human development, whether social, political, cultural and economic dimensions of the revolution of the information available.

Hence, the importance of knowledge in the development of events and excellence in the community and its institutions, knowledge has not only become the basis of strength, but also the foundation of success and progress. The knowledge is the real wealth of educational institutions, where the vital tool to carry out its functions represent, and direct their activities to achieve its goals and objectives that I found her. "We must look for higher education institutions to end the knowledge business, where it has a long history of activities related to knowledge, and include different types of administration to deal with the knowledge of production, storage, application and participation." (Lee and Roth. 2009, 2). The following is a presentation of some aspects of the importance of knowledge at the University.

1. Acquire knowledge at the universities and the importance of clear terms of playing a role in their success, and their contribution to turning it into a knowledge-based economy, and the growing role after realising that building a competitive advantage depends primarily on intellectual assets, including promoting continuous innovation. The knowledge constitutes the basic rule to get a competitive advantage and maintain its continuation.
2. Knowledge contributes to the transformation of universities to communities to knowledge societies, radical change in the organisation occur to adapt to rapid change in the business environment and the increasing complexity facing them.
3. Determine the levels of knowledge and qualities available to the University of the Effectiveness and efficiency of the departments of things to activate its resources and restructuring, and attempts to develop and improve their performance.
4. The university needs to implement renewable knowledge and the development of educational and research community and improve their services, and their standard access to global levels.

5. The transfer of knowledge and its production is the main justification for the existence of the university, faculty through his work as a researcher develops knowledge, published research, and offers a distinct topic in the conference, also seeks to transfer knowledge through traditional methods such as books, research or through a novel technological methods.

The regulatory environment for educational institutions such as universities and colleges, the most suitable environments for the application of the concept of knowledge management, but are almost the neediest for the application of this concept compared to other organisations. So out of its mandate in the community role, as the associations, colleges of various kinds and types are responsible for preparing, creating human resources qualified and trained, which is a vital element of all the comprehensive community development processes. Thus, necessitating the need for attention to adopting the concepts, methods and modern management practices that contribute to increasing the level of performance (teaching, research, creative), leads to a greater degree of quality output (Abw-xazir, 2009, 14 ). There is a growing trend in the current period to transfer the institutions themselves to creative institutions of knowledge, making it monitors the portion of its budget to projects, knowledge management, which clearly indicates a shift in focus from physical assets to the fundamentals of knowledge, intellectual capital and are turning their attention from the worker manual to knowledge-makers who are originally the most important and valuable, and the most resurgence and contribution in the formation of the core of the institution capacity. (khuraif et.al. 2009, 240) investing in material resources usually turn into tangible assets and fixed tangible remain within the organisation, while investment in knowledge turns into the habit to the fundamentals of moral embodied in intellectual capital.

As the universities need to manage characterization by excellently to be valid for the leadership of the future, which must be divided by several features, including the following: (Maayah, 2008.104-105)

\* Creative: You will not be creative university administration unless met creations with creations employees, with an innovative organisational structure headed by a creative tea. The achievements are the result of freedom from the monotony of thinking and acting, and good usage of technology and the Internet, which will be the deciding factor at the universities in the future.

\* Competitive: In light of the performance of research, teaching and the preparation of scientists, the feature will be competitive at the national and global level.

\* That is moving towards quality: Includes quality on all aspects of the work at the University of legislation, programs, research process, organisational structures and methods of evaluating the technical, administrative and academic performance.

Thus, the universities, in general, are the greatest need of organisations to apply knowledge management fully and intensely in the management and services, these may be due to several reasons, including preparing a large and growing associate to it, and the complexity of their business needs to fast connections between them. The diversity of university activities, and work to unify the style administrative, and the large diversity of entities that require fast and accurate follow-up, but this is the application of knowledge management at universities, mainly for its support and advancement, and improve their productivity.

#### **1.4.2. The areas of knowledge management in university**

Look for the University as a maker of knowledge and incubated for innovation and creativity in various areas of humanitarian, scientific, and science. Knowledge no longer is the purpose intended for the University but became the goal of the university is growing knowledge and using them to serve the community. The focus of knowledge management on a number of different areas leads to ensure the survey and development of intellectual and cognitive resources owned by the University to promote these resources, protect and promote the generation of knowledge and creativity of each individual, as well as determining the knowledge and expertise requisite to carry out work tasks and organization, change, restructure the organization in order to use the knowledge, and monitor the use of knowledge to ensure that knowledge is used to make sure that the best use of the institution possesses knowledge.(muhamad,2014, 36).

Knowledge management at the University are on three levels: the level of an individual which refers to how it develops the concepts, knowledge and trying to be invested, and the level of the group which relies knowledge on the ability to work on the sharing of common knowledge and using groups, the level of organization which are knowledge management through some processes such as compilation and dissemination of knowledge, retrieval and coding.

Therefore, the knowledge of which is centered on the University's work can be viewed aspects of the three, which is the production of knowledge dissemination, application, and represent these aspects in the whole areas of knowledge management at the University which could be dealt with the areas of knowledge management at the University as follows: (malijy, 2010, 188).

#### **1.4.2.1. Education and Teaching**

Education is one of the most important functions of the university because of its role in the setup, which requires the availability of several requirements, including providing opportunities for education for all students as education at universities demands access them to the point of perfection acquisition mental skills related to the profession, and apply what has been learned from the facts, information and concepts to new situations and issues, as well as related scientific thinking skills critic. The roles of university education has changed in the light of the knowledge society to a set of broad activities that help to build democratic societies based on knowledge, which include support for innovation, the generation of new knowledge, and contribute to the formation of human capital that is the active role in the investigation of community development in the society of knowledge.

#### **1.4.2.2. Community Service**

Represent a community service one of the most important functions played by the university in the knowledge society service, which is always working on the application of knowledge, and using them to serve the society and its development. Then, the university out of its traditional role and work outside the walls to the outside community to interact with him, where he reflects the concept of the university as an organization is 2opened, It is also linked to the requirements of the new knowledge of learning and production techniques and knowledge of multiple sources and society. And varied community service areas have faculty members service to the community surrounding the university to joint research or participate in seminars and community activities, or include the provision of the service the larger community, do research that addresses the problems, to provide advice and expertise to institutions and rehabilitation of community leaders.



#### **1.4.2.3. Scientific and educational research**

Regarding scientific research, one of three tasks that fall at the burden of the university, as it seeks to develop knowledge Conservation and Development, but it is considered the pillars of the university president, but the functions of the university will not be achieved effectively without attention to scientific research and development. It is based on the production of knowledge and development, and the problems of society and its issues to serve the goals of development in different, so it occupies an important place in the society of knowledge. Paid by making every effort to enable researchers to acquire research skills in making them able to get information that will enable them to achieve the desired goals, and identify strategies that will allow him the ability to take actions and decisions causes him to achieve what is desired and add new knowledge to the financial balance of human thought (Toni 2011. 76).

The form of scientific research in the field of education of the most important pillars of human development in the community, and an absolute necessity for the development and modernization of solving its problems, as far as the provision of care and ways to improve it, as much as of interest on its different sectors of education. Because education is a real investment and yield of its revenues, so it is necessary to focus on educational research which discovers new knowledge that will help you understand educational issues and shrouded problems. There is no doubt that "with a shift societal shift magnified the role of educational research more than ever in finding educated society founded on knowledge, and eight were the development of a knowledge society, education, learning and growth come from multiple destinations, the first must lay the foundations in scientific research and education (malijy,2010, 191).

In conclusion: If universities applied knowledge management and operations, and check the following: the growing role of knowledge in organisational success, where it is an excellent opportunity to reduce the cost, raise the organisation's assets and generate revenue. The employee becomes more aware of what is happening at the site of action in the enterprise. Fewer mistakes in the procedures work, improve the decision-making process, more efficient decisions, and employees become more capable of dealing with different variables that occur in their work. Competitive

strength better, benefiting from the expertise of long years of tender Employees, improve innovation within the organisation.

## **CHAPTER TWO**

### **LITERATURE OF ORGANISATIONAL PERFORMANCE**

#### **2.1. Performance**

The term performance means of executing an activity or effort, for a particular goal where it is known as: "the amount of the outcome of the individual or group of persons after making a peculiar effort, and are judged as the right which is not efficient or optimal. (Hamza, 2000, 81). The public presentation is a comprehensive and important concept, for all enterprises on the different forms and varied actions. In malice of a large number of research and studies on performance evaluation, but he did not arrive at a consensus on a particular concept of operation. Or think the difference of opinion about that, stems differing criteria and standards adopted in the study and performance measurement, which the researchers applied to pronounce that with this difference merely due to the diversity of objectives and trends of researchers in their studies. (Bernard, 1999, 236).

Performance is a recurrent theme in most branches of the management, and interest to both academic researchers and practicing managers. Although the importance of the concept of performance (the wider area and organisational effectiveness) is recognised widely, and treatment performed in the preparation of research perhaps is one of the most difficult issues facing academic researchers today. With the volume of literature on this subject is increasing, there seems to be little hope of reaching any agreement on the basic terms and definitions. Some have expressed great frustration with this concept. Therefore, should the financial performance, operational performance, and organisational effectiveness involve performance or not? (Venkatrman and Ramanujam, 1986, 801-814). The performance reflects the organisation's ability to accomplish its ends, and especially long-term ones, which are objectives of profit and survival, growth and adjustment using the material and human resources efficiency and effectiveness under changing environmental conditions. The performance of an organised woman in high productivity to achieve a shape that is matched with the consent of customers, monopolies a good market share can provide a suitable financial return, and do the moral and social responsibilities towards the environment in which it works with the organisation to the community.

The importance of multi-faceted performance measurement system. It does not only demonstrate how the organisation, how well you do it and the extent of progress made with the passage of time in achieving their goals. Most importantly, it helps to manage organisational change (yeo, 2003, 70-84). Thus, the quality measures are more appropriate in the investigation of these key objectives that dominate and direct decision-making and action levels. (Darroch 2005, 101-115) research, she used performance metrics comparison and reflected internally, for example. "Compared with the industry average, our company is more profitable performance measures "reflect internally, For example, "We are more profitable than we were five years ago." Pick up these actions financial performance the actions and measures of non-financial (such as market share and sales growth). As long as business establishments operating in the unstable environment characterized by volatility and instability, particularly in the information and communications technology as easily as that most business arrangements are presently heading towards the knowledge economy, it entirely requires parking organization at the level of performance for the detection of potential, capabilities and competitive value and its place in the marketplace. Results performance is feedback information to reach determinations and modifications that can once again use the money to increase the effectiveness of performance excellence and leaders. As the effects of performance detect appropriateness of plans and objectives, policies and programs of the available resources, as well as detection of coordination between the diverse functions, body processes, the tier of operations, and the human resource capacity to execute the tasks as necessitated.

The new generation knowledge useful, stored knowledge, knowledge share and application to facilitate work within the organization, and the presence of a specialist team to capture knowledge and encourage investment, as well as the participation of workers , their interactions, and the existence of effective leadership is leading those operations to the events of consistency and harmony with each other which leads to: reduce the total costs of the action by reducing waste and defective production costs and sales returns. Increasing the financial returns of the organisation by producing innovative products neat and quick sales and others. Achieving high productivity indicates the efficient use of inputs and the application of knowledge management in the various areas of performance leads to innovations and more effective methods. Leading knowledge management to achieve creativity and innovation and bring new

things and increase cultural awareness among workers through training, learning and dialogue. It is the common denominator organisational performance for all the efforts made by management and employees in the framework of institutions and, so performance is an important and fundamental concept for organisations in general, but it is almost a totalitarian phenomenon for all branches and spheres of knowledge management basis. In spite of the large number of research studies that dealt with the concept of public performance, but he did not arrive at a consensus or understanding of a specific concept of this title due to the different measures and criteria upon which organizations and managers see the performance and measurement, which is closely linked to the goals and trends that the ruling body is seeking to achieve.

From here the performance from the viewpoint of (Ashton, 2002) is "the accomplishment of organisational goals by utilising resources efficiently and effectively" means proficiency to maximise results using fewer resources, "The effectiveness relates to achieving the desired destinations." The relationship between the practices of knowledge management as the functioning of the regulatory mechanism of reciprocal indicate that organisations that experience a tendency to get the degree of performance relationship is more willing to apply knowledge management procedures and systems that employee knowledge management processes are better able to utilize its available resources effectively, leading to the evolution of performance organisational. In this regard, the star points out that through the practice of knowledge management can be developed organisational performance; organisations are commonly prescribed twice the execution and the slow stride of the proceedings not to react to the changes. Can you find in the knowledge management practices of a new locomotive for change and the maturation of organizational performance and imparted new trendy attribute on structures, operations and the values of the new study, it is possible to provide a significant opportunity for organizations, their leaders, and its director for extensive changes in the organizational structures, processes and organisational culture (Najm, 2009, 7). Knowledge management processes that allow employees to the opportunity to enhance their skills and expertise, teamwork and knowledge sharing and learning from others which will be leading to better career prospects. Knowledge management processes that allow access to higher productivity through easy access to rapid knowledge of employees as well as the ability to make better decisions,

streamline operations, reduce errors and increase renewal efforts, innovation and integration of data to increase cooperation and also allows reducing the cost of operation, improve public service delivery and raise the level of participation in decision making.

## **2.2. Organisational performance**

Organisational performance has become the basic concepts of all organisations, because of its gross effects (positive and negative) on the endurance, growth of the organisation and enhanced its competitiveness. That organisational performance is a measure of long-term goals of the system, which is to survive, accommodate and develop to sustain a competitive advantage. In fact, the organisational performance is the outcome of all actions that are anticipated to meet preset targets (March and Sutton, 1997, 698). The importance of performance for the business organizations can be viewed through the following points (Deisler, 2007, 36): First; successful organisations are qualified by their ability to enhance the elements of organizational performance, Ingredients, as this often stems from the knowledge processes that reflect the nature of leadership, the values of diversity and continued growth. Second; the survival of organisations in a particular market is related to the degree of performance consequently, interest organisations and focus on the topic of performance that will remain constant as long as you want to stay alive in the job environment.

It is the organisational performance common denominator for all the efforts made by the management and workers in the framework of an enterprise, so performance is an important and fundamental concept for organisations in general, but it is almost a totalitarian phenomenon for all executive branches and fields of knowledge. In spite of the large number of research studies that dealt with the concept of performance, but he did not reach a consensus or agreement on a specific concept for this title due to the different standards and criteria upon which organizations and managers to study the performance and measurement, which is closely linked to the objectives and trends that the organization is trying to achieve. Alwani (2006, 327), It is defined organisational performance as: "accomplish organisational goals using resources efficiently and more, so the organisational performance of the requires a focus on the unique elements that characterise the enterprise from other establishments, which are the focus of the assessment. Therefore include financial indicators, non-financial and

tangible measure and intangible assets, including the broad aspects based the organisational performance strategies and operations, human resources and systems.

Knowledge management plays a vital role in building organisations, where they affect heavily on performance in its various dimensions, people, processes and outputs in addition to the overall performance. The possibility of knowledge management to create a competitive advantage associated positively with organisational performance (Sher, and. Lee, 2004, 933-945). It suggested three "valuable disciplines" or performance capabilities, offering all the way towards a competitive advantage. Leadership represent competing products based mainly on the product or service and innovation. Describes relations with the competition's customers based on understanding, satisfying and retaining customers. It represents operational excellence based competition efficient internal processes. Chose to link knowledge management practices for these three indicators of organisational performance. (Cirrito, J. et al., 2003, 253-287) suggest that organizations implementing knowledge management practices often to one improve or more of these three valuable disciplines , so we have included elements which measured the extent of innovation in products, services, quality and customer satisfaction, retention, and operational efficiency, relative to other organizations in the defense industry.

From the traditional perspective, organisational performance is usually referred to as the financial performance where considerations budgets, assets, operations, products and services and markets, human resources are crucial in influencing more of everything down to the Organization of a line (Dixon, 1999, 70-75). As such, often financial benefits of organisational performance associated with organisational success. However, the idea of performance embraces a much wider interpretation of the dimension. Become many organisations working with the new breed of multi-faceted activities collectively called knowledge management. By engaging in knowledge management, organisations and expects to be able to compete, improve and maintain high levels of performance. They hope to better cope with the increasing downsizing; high turnover, and change continuously, work environments are unpredictable, and business cycles shorter. Organisations also hope to increase productivity, improve profits and revenues, and retain talent, expertise, and increase customer satisfaction, protect market share, reduce costs, and develop new products

and services (Alavi and Leidner, 1999, 1-37). However, like any organisational resource, and effective knowledge management through the development of capabilities must contribute to the key aspects of the performance of organisations (Andrew, 2001). Also, when the capacity of the largest companies for knowledge management evolves, they can develop more efficient marketing offers to meet customer needs (Hunt, 2000). With increased knowledge management capabilities, businesses can obtain and use knowledge more effectively and efficiently, resulting in a higher than normal performance. It has been done a few studies on the impact of activities on how organisational performance (Garcia-Morales, 2008, 299-319). However, a small number of researchers can determine how and practices related to the performance of their companies. Some research indicates that companies that use the occasion km practices may enhance their capacity, which in turn may lead to improved performance of the organisation (Zack, McKeen, Singh, 2009, 392-409), (Lee, and Choi, 2003, 179-228).

According to Rolands' study (2006, 896-907); the performance depends on the organisation's ability to integrate the knowledge in the process of value creation, strategies based on core competence. Moreover, revealed that his discoveries to achieve and maintain a high level of performance, the organisation should develop effective mechanisms for the creation, transfer and integration of knowledge. Study embodies the realisation that KM is critical in enhancing organisational performance. The literature review of other studies to ascertain the extent of previous studies agrees or disagrees with the idea that KM plays a crucial role in the performance of the organisation. The successful implementation of knowledge management practices such as knowledge creation, and keep sharing them at universities in providing the best services due to a better performance by employees may result. Organisational performance is one of the most important structures discussed in the research department and can also be considered as the most important criterion to test the success of the university or education. Performance is one of the most vital universities in the management areas, which many scientists and practitioners, the administration focused on improving critical strategic variables such as knowledge management practices. Taking the nature of educational institutions in our account, this research relies on the following specific dimensions for measuring the organisational performance of the university in an institution education: the



employee's performance, and information technology, and customer satisfaction. Let us examine each one of them here:

### **2.2.1. Employee performance**

Human resource plays a significant role in mobilising other resources and steer them toward the goal of a public psychiatric hospital, survival of the asylum and its success is no doubt related to link closely with the public presentation of the human element in it. This operation, which must be ramped up on talent and selecting highly skilled and conduct are useful. And to achieve effective human resource are only done if the proper person at the office at the proper time to finish his study. Employee are the most important in organizational performance elements because they are the essence of labor organizations and the most an important part at all, they could be the development and performance of the Organization of individuals through the understanding awareness of their needs and patterns of their personalities, their motives, and abilities, attitudes, and opportunities for participation in the decision-making and problem solving, and then working to develop them to fit in with requirements and roles of the organization, as well as with the age and the passage of variables. The importance of the development of individuals on an ongoing basis that the environment in which the ever-changing individuals working; if people did not evolve with this change in the environment and the organisation, this leads to a reduction in the level of performance and twice the productivity of the organisation.

They are the greatest assets given the attribution of knowledge in the organisation employee because without them there is no ideas and innovation. Hence the importance requires intensive care from attracting possess the talent, abilities and excellence skills. To be effective knowledge organisation, training and motivation are important to have, so to raise motivation among these to fulfill the psychological contract concluded by them, and this is important leadership knowledge. You can manage the knowledge of detail process they have to each other as well as from external sources of knowledge. It allows such learning to grow steadily to achieve the ability to change in response to the requirements of technology which causes of knowledge management in making the employee more flexible, in addition to strengthening the satisfaction to work for them which means helping the employee to

build their capacity to learn to solve and address the various problems they face in the business world.

Knowledge management to assist the employee to get a line and to move towards renewable knowledge in their subject areas and different specialties. This is performed in several ways, including the embodiment of knowledge and get them interacting socially and mechanism in applications. Embodiment any knowledge makes them available to everyone is to transform the process of knowledge (tacit) to unauthorised forms of explicit knowledge. The integration of knowledge is changing the public knowledge to tacit knowledge with the knowledge that these two mechanisms act together in assisting souls to take. As for earning a social and shared knowledge, it is the other helps individuals to attain knowledge, but it is done through events such as meetings and informal dialogues. There are many benefits of knowledge management, which at once affect the individual employee that is the most important one, and the worker becomes better at learning organisations that abide from a lack of knowledge. Configuration is better for workers to dispense with the variables. These benefits enable employees from feeling better, due to the strengthening of the knowledge they possess resulting in increasing their skills. Also, knowledge management is also assisting the employee in addressing problems. Orientation, as part of these challenges, has been taken on previously was treated effectively, and that this method, which relies on solutions that are obtained mannerly and render the employee incapable more on the operation of their clientele, making them motivated and always driven the best performance. Knowledge management processes that allow employees to the opportunity to enhance their skills and expertise, teamwork and knowledge sharing and learning from others, leading to better career prospects. And all these things come from the results of the employee to increase their knowledge and improve and maximise functioning. All of this stuff goes to greater job and satisfaction among employee in the system.

#### **2.2.1.1. Performance appraisal system**

The system is defined as a group fitting element or parts in a similar configuration, to achieve the objectives previously identified. A compilation of several pieces called sub-systems, in the form of an integrated or homogeneous unit, to achieve a particular goal. Defining this system as: expresses the range elements in dynamic interaction and based on a specific goal. If we start from the idea that the

performance evaluation, is a partial operation in administrative activity broader and more comprehensive is the control, it can be explained by the performance appraisal system, we start with the system control, which in turn is part of the overall information system enterprise which is a set of technologies in a consistent installation designed to evaluate certain behaviors and activities, on the basis of quantitative indicators within a particular time. This system represents my knowledge within the organisation critical source for public administration and officials of the departments. Performance appraisal as a control, a technique used by managers, both to ensure optimal utilisation of available resources, by the objectives of the institution. His presence is necessary and finds the duty of every institution that aspires to continue the success. For the purpose of improving productivity, improve the organization's performance, and the development of work, knowledge of the kinks put the finger on the wound, which may be a large wound in the organization structure or the state, runs silently on the training efforts ,going , wasting capabilities and resources available, follow the institutions where the number does not work quite a lot of staff, and following the approach is to evaluate the employees performance, for the purposes of enhancing its presses, develop and increase them, and also for the purpose of reducing and eliminating the negatives. the process for employee performance appraisal is an indispensable component of the process of career development in the organization , so career development means the development of an employee of a particular job situation to another job situation in the same psychiatric hospital and is also known as upgrade the employee, as the development of the employees and functionally working to increase employee creativity and greater financial income and increase the expertise that obtained through his work in this position. And, evaluate the employees' performance is a cyclical process take place every individual period of the twelve months, and the evaluation criteria that is being bullied them be cooked in advance is being sure of the extent of matching the employee and his work to these banners. Evaluating the employee's performance aims to codify all the notes on the staff, and also the evaluation method seeks to develop employee through annexation training courses. Hence, the performance appraisal is the one who helps to take action against the employee, such as salary increases or other disciplinary action. And, that the evaluation work on the creation of communication channels capable of improving the relationship between the employee and the administration, and enterprise-wide

performance assessment helps to re-examine and evaluate the organisational structure of this institution and assess the performance of the employee in general, which works to raise productivity in the enterprise. Trace institutions and human resources departments in these institutions a variety of methods to evaluate the employees performance, of these methods, is known as a way of comparison, and that it is evaluating the performance of the employee solo staff ratios are all performing together, and there is a way rotational agreement where the names of all employees to be assessed inclusion and then their situation better and worse first in the first list and the second in the most recent. Because this process continues until the list ends, and there are several other ways, including behavioral menus mode, the method of failure, the way of critical facts and the way of the article and ordering them in many other ways.(Muhammad,2014, 4).

### **2.2.2. Information Technology performance**

At this time of technology takes on a large part in the functioning of the organisation because it has become the language of the times and all those who do not keep step with this type of progressions in technology will not take on the institutional market of the person who wishes for his company or his creation. And a great deal of it is in the interest of the company at the end which leads to influence the effectiveness of the completion of the company in general, helping them to develop clearly. The organisation today is in various areas of technology such as marketing and decision-making by managers. This technology increases the functioning of the system, increases its reputation and made his violin in the work in which they function.

That results of the consideration of the organisational knowledge as something can be stored and traded, and using information technology, the line between information and knowledge, where the focus is largely on the configuration database information storage and makes it available. Perhaps this is due to the information storage is the first stage in knowledge management as it is the easiest and left. However, the missing link here is how to use the information and convert them to knowledge and make it part of the knowledge base of the organisation. It is true that the current advances in technology lead to the exchange of information and data faster, but as a useful support rather than a solid knowledge of the subject of management it remains. The entrance of the administration, it is seen as a knowledge management objective process improve performance and increase organisational effectiveness and

height capabilities of the organisation. In the highly competitive market today, and it is a major source of knowledge to improve performance, and is the structural origin that allows a sustainable competitive advantage in the competitive environments (upper and Leidner, 1999, 1-37). This is due to the rapid growth of knowledge, the needs of vital information to be accessible to the staff. Thus, it is important to realise how rapidly storage, pick up, transfer and use of knowledge to maintain a competitive advantage (Bolisani and Scarso, 1999, 209-217). "Use and investment are useful and optimized for different knowledge, hunting for the best ways and means to ease access to information that lead us to knowledge, as well as making this information usable to their beneficiaries, exchange and pitch the required speed and efficiency and accuracy needed by the work and duties of modern humans" (qandiljy, and al-Janabi, 2005, 30). Technology support is the essential element of performance and IT for improving organisational performance. IT processes data, compiles data, stores collected materials, gain knowledge, and speeds up communication (Chan, 2000, 224-234). The most valuable role of engineering in the business structure is in improving the speed of knowledge transfer (Duffy, 2000; Rasli and Maseru, 2008, 39-64). Technology enables the method of transferring and information replacing. It is coping with the insecurity of knowledge (Suliman, 2002, 8). The engineering component of knowledge infrastructure includes the IT that allows the combination of knowledge and information in the concern. IT has enabled the whole organisation to support and distribute knowledge (Wang et al., 2006, 2419-2439).

Some believe that technology is the most important determinant of knowledge management; organisations are employing technology in the best way for knowledge management which will be better able to survive and continue in light of competition existing in the goods and services market. The use of information technology in the collection, compilation and preparation, storage, delivery of data between devices, people and organisations through multimedia. The use of information technology in knowledge management programs to improve the ability of workers to communicate with each other for the lack of barriers that are present due to the time, place and job level. And providing more flexibility in dealing with information and data, because there are databases and the possibility of remote operation and anywhere, which are available to all and not in possession of certain persons.

Although driven by all the processes at the universities from a technological standpoint, this does not necessarily mean that the IT systems using them in promoting knowledge management. Technology facilitates communication between management and employees, as well as quick access, search for and retrieve information. There are many information technologies that can support knowledge management tools at universities. The responsibility of the University to get the proper knowledge management systems, and providing training of the workforce to ensure the benefit of the complete system. (Jain, 2011, 1-14) is supposed to effective practices for knowledge management can be achieved by taking advantage of the latest in information technology for image capture, create, store, transfer and exchange, refund, maintain and update their knowledge. The availability of informatics bankers with the tools (e-mail, phone, SMS, Internet, Facebook, the WhatsApp and Twitter) to process, store and identify and distribute, receive and impart current tacit knowledge and explicit through social networks between people in the possession of knowledge. IT can help in accomplishing the organisational targets. The Internet, information mining, browsers, data warehouses, and the useful program can arrange and improve organisational (Alavi and Leidner 1999, 1-37) and thus improve organisational performance as well as gaining competitive advantages. The use of information technology (IT) in sharing, transfer and storage knowledge is critical. KM without IT is useless for competitive ends. Knowledge formation and distribution are upgraded by IT that improves communication, transport, storage and sharing of organisational knowledge (Lee and Suh, 2003, 317-336, Ray, 2008, 156-168). Therefore, many organisations utilise IT especially to store and transfer explicit knowledge (Nonaka and Takeuchi, 1995, Johann Essen et al., 2001, 14-37).

### **2.2.3. Customer satisfaction (community and student)**

Customer satisfaction is an essential element for the survival of the organisation, and formations that are reactive to changes in customer demands, and intentions are expected to attain a sustainable competitive advantage (griffa, 2008, 334-341). Additionally, innovation can be taken as a vital element in achieving high performance. The invention is about employing technology and knowledge to offer the customer a new product or service via improved features or more depressed prices (Halliday, 2008, 44-55). Customer satisfaction of the arenas of business in the market and so scientists through a set of theoretical studies and pragmatic, which

centered on the evolution of a scientific foundation for evaluating client satisfaction achieve their desires and demands. And to achieve established quality in their operations must be the invention and implementation of programs and customer satisfaction, which has become part of the diligence of the objectives of the organisation's demands. Customer satisfaction is the organisation's ability to attract customers, retain and improve customer relationships over time. It is often seen as a satisfactory institution or service products. Moreover, it is considered to be the key to success and long-term competitiveness. And knowledge of customer satisfaction is the source of customer expectations, a source familiar with to obtain and retain the source for the study of organisational effectiveness in the delivery of services. The organisation could make a decision on the required to meet customer needs action if he understood perceptions. Moreover, it can identify the strengths, weaknesses of their own and draw a strategy for progress and improvement of working practices and processes used within the organisation in the future.

Identify (Philip Kotler et al., 1999) (satisfaction) that the individual sense of fun or frustration resulting from the operation of the product or obtained from the use of goods and services, use of the product value compared to the prediction, forecast before using. Satisfaction related to a sense of acceptance, happiness, enthusiasm and joy. From this definition, it is clear that some form of satisfaction based on a feeling of judgment, and is the psychological process For the purpose of this section, the client can define the consumer and user of the product that he (product, service) who benefits from the offering established to achieve their desires and needs (consumers, customers and work clients). Customer satisfaction is hardly a universal category because its meaning depends on the circumstances and different points of views which are the result of the individual customers rule. Researchers have developed customer satisfaction different concepts and different aspects of organisational performance results. (Wilson 2002, 213-22) argues that customer satisfaction is a mysterious and complex in nature, and is often made up of various components that are measured by different methods under different circumstances. (Edvardsson, 1996) shows that customer satisfaction is the individual category since the client understand the implication in a unique way. This means it can be understood that the customer satisfaction and network of psychological, social and physical variables, which are associated with the idea of a satisfied customer.

(Parasuraman, Zeithaml, Berry 1988, 41-50) related to customer satisfaction for the quality and quantity of the elements of the service and seeing it as a relationship between customer satisfaction and service performance, and perceived customer service performance expectations. Propose a simple definition of customer satisfaction based on the degree of customer needs and satisfaction expectation, which directly affects the level of customer dissatisfaction. Therefore, organisations today using technology works to manage better relations with customers in sales, marketing, and service, and that means getting to cognize all the data about customers, their needs and the current crucial to the coordination and within the context of the long-term to current and potential customer relationship. (Child, 95, 32). Customer satisfaction measures the customer in the future expectations and quality standards what the client should expect from the service in the future, a more abstract class. Both measures are the results of the relationship between expectations and performance (Bolton and Drew 1991, 375-84). Empirical analysis showed that not only are the actions of key staff to deliver high quality of service but also influences their morale consumer satisfaction (Schneider and Bowen, 1993, 39–52).

The studies the features and behaviours of the customer to increase knowledge about him and fulfilled its requirements analysis and invests this into account in the design of marketing and production plans to serve those plans based on realistic, real and efficient information (Khalil and car hot, 99). Thus, the satisfaction of customers flows of knowledge between the customer and the organisation through processes direct contact and automatic. So what makes a great linkage satisfaction customers and knowledge management (bueren, 2002,69) which is the entrance to help customer service through increased knowledge, where they are getting this knowledge from multiple sources, channels and the use of information technology as a first stage and then have to deal Profile (Brawley, 2000, 155).



## **CHAPTER THREE**

### **THE GENERAL FRAMEWORK OF THE RESEARCH**

#### **3.1. Research problem**

It is well known that the university has three major functions: teaching, research, and community service. Most universities only confine themselves to the teaching field without research and community service.

It is accepted that the universities in the Kurdistan Region have many problems and deficiencies, especially in terms of their weak internal and external efficiency. Weaknesses in communication and the relationships between higher education and the private sector need development. Consideration should be given to the preparation and development of each faculty member, including the elimination of the productivity weaknesses of scientific professors, the lack of development of organizational performance, the absence of a scientific research strategy or research policies Directed at various activities and programs, weak spending on scientific research, lack of balance in the expansion of postgraduate programs, admissions, enrollment and expansion in higher education. The current higher education does not only need to modify and develop, but also needs to change completely in relation to philosophy, policies, structures, organisations, management, and methodologies. Educational programs and curricula are still available which are unsuitable for the developments and the needs of society; also, most of the teachers need to develop teaching competencies and used the methods of teaching are not effective to encourage college students to engage in critical thinking dialogue. The rapid changes and challenges that are experienced in the world today have led to knowledge management becoming a necessity for all organisations, particularly educational organisations, these institutions focus on knowledge management as important factoring educating To employees and providing the necessary skills and information they need to face future Challenges. The involvement of knowledge management in the development of organisational performance is very important in the enterprise and must be implemented to organise to gain a competitive advantage. It is important to maintain competitiveness and productivity they have more sustainable when faced with various economic, social and cognitive pressures to improve and improve their

employees' efficiency and effectiveness. This study is being addressed the problem by answering the following main question:

**What is the effect of the knowledge management practices in the Halabja University?**

**This main question is leading to several sub-questions as follows:**

-What is the role of the knowledge management practices in increasing employee performance, at Halabja University?

-What is the role of the knowledge management practices in increasing customers' satisfaction at Halabja University?

-What is the role of the knowledge management practices in increasing IT performance at Halabja University?

### **3.2. The importance of the research**

The importance of this research was to investigate the role of KM in enhancing organizational Performance at Halabja University, The research also sought to investigate and recommended the knowledge management practices and strategies that could be adopted by the Selected higher education, capture and retained knowledge as a competitive advantage for being used in the upcoming future in the higher education field.

Moreover, the importance of this research lies in the recognition of the current state of knowledge management in the organisational performance at the Halabja University. Also, this is the first study by a researcher in the Kurdistan region to focus on ways to develop knowledge management, and how it can affect the performance of workers at the Halabja University. Knowledge management in universities has become a major theme in education and training programs for the human being and providing them with the necessary skills that universities must adopt, develop, change and renew in the future planning process, At the Halabja University. To be able to achieve excellence and keep abreast of global scientific developments, this study attempts to demonstrate the level of knowledge management understanding that the institution currently has.

### **3.3. Research objectives**

The researchers have highlighted some important objectives of this study as follows:

1-Recognize the reality of the of knowledge management practices in organisational performance at Halabja university.

2-The relationship between knowledge management and organisational performance at Halabja University analysis.

3-Identify the impact of their application at the Halabja University.

4- To understand the impact of knowledge management practices on the employee performance and thus, to improve the development of individual performance at Halabja University.

5-To demonstrate the importance of knowledge management, to clarify the relationship between knowledge management and other elements, as well as the role of knowledge management processes in the maintenance and improvement of human development and effective management at the Halabja University for Applied Arts.

### **3.4. Research Hypothesis**

Main research hypothesis are as follows:

1- There is the impact of knowledge management practices on organisational performance. (H1) This primary hypothesis is leading to several sub-hypothesis as follows:

There is the impact of knowledge creation on employee performance. (H1a)

There is the impact of knowledge sharing on employee performance. (H1b)

There is the impact of knowledge storage on employee performance. (H1c)

There is the impact of knowledge application on employee performance. (H1d)

There is the impact of knowledge creation on customer satisfaction. (H1e)

There is the impact of knowledge sharing on customer satisfaction. (H1f)

There is the impact of knowledge storage on customer satisfaction. (H1g)

There is the impact of knowledge application on customer satisfaction. (H1h)

There is the impact of knowledge creation on IT performance. (H1i)

There is the impact of knowledge sharing on IT performance. (H1j)

There is the impact of knowledge storage on IT performance. (H1k)

There is the impact of knowledge application on IT performance. (H1l)

2-There is a correlation of knowledge management practices on organisational performance. (H2) This primary hypothesis is leading to several sub-hypothesis as follows:

There is a correlation of knowledge creation on employee performance. (H2a)

There is a correlation of knowledge sharing on employee performance. (H2b)

There is a correlation of knowledge storage on employee performance. (H2c)

There is a correlation of knowledge application on employee performance. (H2d)

There is a correlation of knowledge creation on customer satisfaction. (H2e)

There is a correlation of knowledge sharing on customer satisfaction. (H2f)

There is a correlation of knowledge storage on customer satisfaction. (H2g)

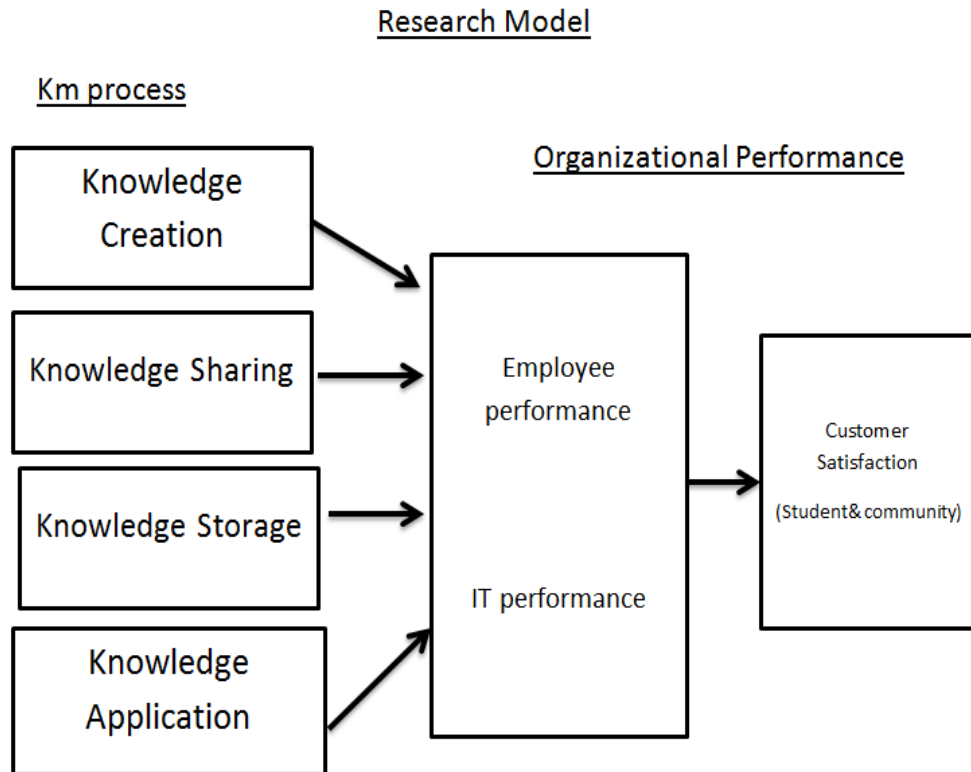
There is a correlation of knowledge application on customer satisfaction. (H2h)

There is a correlation of knowledge creation on IT performance. (H2i)

There is a correlation of knowledge sharing on IT performance. (H2j)

There is a correlation of knowledge storage on IT performance. (H2k)

There is a correlation of knowledge application on IT performance. (H2l)



**Figure 3.2 Research Model**

### 3.5 Methodology

#### 3.5.1. Research design

The methodology of this thesis includes the design research by identifying the dependent variables (organisational performance) and independent variables (Knowledge Management practices). This study attempts to highlight the effects of knowledge management practices in Halabja University from Kurdistan / Iraq. To have clear research findings and testing thesis hypotheses, the researcher techniques utilized in the study to collect data were two. The first was an observation throughout academic articles of other researchers related to the same topic as well books; the second researcher found that the questionnaire is the most appropriate instrument to achieve the objectives of this study and statistical software (SPSS) V.23 used to analyse the data. The primary criterion for the choice of the research design was the availability of information about the research problem, aim and hypotheses. The characteristics of a descriptive research type make harmony with the purpose of the study.

### **3.5.2. Research Population**

Halabja University has two types of Colleges, Scientific Colleges, and Humanities Colleges. The researcher conducted this research at Humanities Colleges at the Halabja University because the Humanities Colleges have a great importance for the development of the culture of the Society more than Scientific Colleges, especially in the undergraduate departments. The researcher chose the Halabja University because the title of the thesis is about KM processes in Higher education and Halabja University is the oldest and biggest universities in the researcher's city and the theme of the thesis is about developing and enhancing employee performance and IT performance and customer satisfaction. In the Kurdistan region, the majority of people are working in the public sector, and the researcher himself is employed as an assistant observer in the Technical College of Administration. Moreover, most of the government employees and the staff of national companies are graduates of this University. In addition, this university looks for the demands of streets.

#### **The Humanities Colleges include**

- College of science
- College of humanity sciences
- College of law
- College of physical education
- College of language

### **3.5.3. Research Sample**

It includes academic and administrator's staff holding (Ph.D., Master, High Diploma and Bachelor) degrees in humanities college at the Halabja University, It should be mentioned that the researcher distributed (350) questionnaires because the sample of the thesis was (1450), which consists of academics, managerial staff, lecturers, and the deans of the colleges of Halabja University. However, (312) responded, and this represents (89.14%).

### **3.5.4. Data Collection**

In order to reach the necessary data and information to answer the questions about research and testing of hypotheses were available which have a number of methods as follows:

#### **1. The Theoretical Side**

It adopted the researcher to cover the theoretical aspect of the research which is available from Arabic and foreign sources on the subject of the study including the following:

- Studies.
- Journal.
- Conference proceedings.
- Books.
- Thesis and dissertation.
- The international information network (Internet).

### 1. The Practical Side

The researcher depends on the implementation of the practical study on personal interviews with a number of heads of department at the Halabja University in order to clarify on the study subject as well as taking the data will be helpful for research, then the researcher found that the questionnaire is the most appropriate instrument to get data.

**3. Time Limits:** The researcher took 20 days for distribution and collection of questionnaire data from 1/3/2017 to 20/3/2017.

**4. Spatial Limits:** Limited to the Halabja University - Kurdistan Region of Iraq.

### 3.5.5. Questionnaire Design

For accomplishing the objectives of the study and acquiring the data, the researcher designed a questionnaire. This was a set of written questions that were answered by the staff, lecturers, and assistant observers of the university. The questions included (56) statements distributed among five areas (Knowledge Management process, the parts of the Knowledge Management processes, Employee performance, customer satisfaction, and IT performance) with demographical information about the members of the sample (Gender, age, academic qualifications, marital status, Current job title, and Years of experience) as shown in table 3.1 The researcher adapted the studies of (Otaibi, 2007, Al-Othman, 2013, Edge, 2005, Singh and Sharma 2011) for the designing questionnaire.

**Table 3.1 Questionnaire Design**

Number	Field		Number of statements
1	Knowledge management		10
2		Knowledge creation	5
		Knowledge storage	5

	<b>Knowledge Management Process</b>	<b>Knowledge sharing</b>	<b>5</b>
		<b>Knowledge implementation</b>	<b>5</b>
<b>3</b>	<b>Employee performance</b>		<b>9</b>
<b>4</b>	<b>IT performance</b>		<b>9</b>
<b>5</b>	<b>customer satisfaction</b>		<b>8</b>
	<b>Total</b>		<b>56</b>

The researcher used a scale of (likert quinet) to answer the questionnaire state statements as:

<b>Level</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>No idea</b>	<b>disagree</b>	<b>Strongly disagree</b>
<b>Points</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### 3.5.6. The Research Tool

The information gathering was analysed and interpreted using statistical tools such as the table, pie charts, graphs and percentages. The study provided the questionnaire as a tool for this study. Prepared the questionnaire for collecting data information and facts associated with the subject because it is the most appropriate and the suitable tool for this work. Based on the Richard Geiger equation for distributing questionnaires, the study distributed (350) questionnaires because the sample of the research is (1450) out of the colleges of Halabja University. In total, (312) responded, which represents the 89.14%.

### 3.5.7. Results

This chapter of this study (the effects of knowledge management practices on organizational performance), illustrates and clarifies the results of the study, what was discovered the researcher, what are the results from the analysis of the collected



data, and this is supported by the pre-explained literature review. In terms of data analysis, the descriptive analysis was used to provide information that includes the biography of the respondents. The researcher used multiple regression analysis in order to demonstrate the impact and effectiveness between the dependent variables and independent variables. It should be mentioned that the researcher distributed (350) questionnaires because the sample of the thesis was (1450), which consists of academics, managerial staff, lecturers, and the deans of the colleges of Halabja University. However, (312) responded, and this represents (89.14%). This is considered a high proportion of respondents and indicates cooperation and interest in the subject was high. The researcher used the Richard Geiger equation for distributing the questionnaires. The researcher depended on V.23 of the SPSS software for analyzing the received data. The statistics of the members of the study sample including (Gender, age, academic qualification, marital status, Current job title, and Years of experience) were analyzed.

### **3.5.8. Demographical Information**

#### **3.5.8.1. Age**

**Table 3.2 Age distribution of respondents**

Age		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	18-20	8	2.6	2.6	2.6
	21-25	55	17.6	17.6	20.2
	26-30	74	23.7	23.7	43.9
	31-35	75	24.0	24.0	67.9
	36-40	45	14.4	14.4	82.4
	41-45	25	8.0	8.0	90.4
	45+	30	9.6	9.6	9.6

	Total	312	100.0	100.0	100.0
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As seen the participants' age who participated in this research, it was found that 8 participants fall in group of age 18-20 years old, 55 participants fall in group of age 21-25 years old, 74 participants fall in group of age 26-30 years old, 75 participants fall in group of age 31-35, 45 participants fall in group of age 36-40, 25 participants fall in group of age 41-45, and 30 participants fall in group of age 45 years old and above. However, the results revealed that the majority of the participants were young from 31-35 years old.

### 3.5.8.2. Gender

**Table 3.3 Gender of the respondents**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	198	63.5	63.5	63.5
	Female	114	36.5	36.5	36.5
	Total	312	100.0	100.0	100.0

As seen that participant's gender participated in the present study, it was found that 198 participants were male and 114 participants were female. The results showed that the majority of participants were male participated in this study.

### 3.5.8.3. Marital Status

**Table 3.4 Marital Status of the respondents**

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	206	66.0	66.0	66.0
	Single	106	34.0	34.0	34.0
	Total	312	100.0	100.0	100.0

As seen in the participants' marital status participated in this thesis, it was found that 206 participants were married and 106 participants were single. The results revealed that the majority of the participants were married participated in the current study.

### 3.5.8.4. Scientific Qualification

**Table 3.5 Scientific Qualification of the Respondents**

Level of Education			
		Frequency	Percent
Valid	Bachelor	151	48.4
	Master degree	102	32.7
	PhD	59	18.9
	Total	312	100.0

As seen the participants' level of education participated in the current study, it was found that 151 participants obtained the bachelor degree, 102 participants obtained the master degree, and 59 participants received PhD. However, the results showed that the majority of participants received the bachelor degree.

#### 3.5.8.5. Work Place of the Participants

**Table 3.6 Work Place**

		Frequency	percent
valid	College of Humanity Science	90	28.8
	College of Law	70	22.4
	College of Physical Education	68	21.8
	College of science	45	14.4
	College of language	39	12.5
	Total	312	100.0

The above table shows the place for the respondents. As seen, the higher rate of the respondents was from College of humanity science (28.8% n= 90). Whereas the rest of the participants are from the College of law, College of physical Education, College of science and College of language only (22.4%, n=70) (21.8%, n=68) (14.4%, n=45), and (12.5%, n= 39) respectively.

#### 3.5.8.6. Organizational Position of the Participants

**Table 3.7 Organizational Position**

		Frequency	percent
Valid	Dean	4	1.3
	Vice dean	4	1.3
	Head of depaetment	10	3.2

	Faculty member	150	48
	Administrative Job	144	46.1
	Total	312	100.0

The above table shows the position of the respondents. As seen, the majority higher of the respondents was a faculty member (57.1% n= 140). Whereas the rest of the participants' positions, administrative job, head of department, dean and vice dean were only (46.1%, n=144) (3.2%, n=10) (1.3%, n=4), and (1.3%, n= 4) respectively.

### 3.5.8.7. Work Experience of the Participants

**Table 3.8 Work Experience**

		Frequency	percent
valid	Less than 5 years	55	17.6
	From 5-10 years	37	11.9
	From 10-15 years	73	23.3
	from 15-20 years	80	25.6
	More than 20	67	21.5
	Total	312	100.0

The above table shows the tenure years for the respondents. As it's obvious, the higher rate of the respondents was from group from 15-20 years (25.6% n= 80). Whereas, the rest of the participants work experience, From 5-10 years, Less than 5 years and from 15-20 More than 20 years were only (23.3%, n=73) (21.5%, n=67), and (17.6%, n= 55),( 11.9%, n= 37) respectively.

**Table 3.9 Description the knowledge creation**

Retro	Mean	Sum	Level					Description	Statement
			strongly disagree	Disagree	No idea	agree	strongly agree		
4	4.17	1318	0	5	52	139	116	N	1
			0	1.6	16.7	44.6	37.2	Percent	
1	4.41	1350	0	3	18	140	151	N	2
			0	1.0	5.8	44.9	48.4	Percent	
5	3.73	1163	7	60	55	79	111	N	3
			2.2	19.2	17.6	25.3	35.6	Percent	
2	4.33	1375	1	5	36	119	151	N	4
			.3	1.6	11.5	38.1	48.4	Percent	
3	4.22	1302	2	3	32	161	114	N	5
			.6	1.0	10.3	51.6	36.5	Percent	

### 3.5.9. Questionnaire Reliability

Cronbach's alpha reliability coefficient commonly ranges between 0 and 1. However, there is no lower limit to the coefficient. The closer the Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Moreover, the following rules of thumb are provided for Cronbach's alpha values: " $\alpha > .9$  – Excellent,  $\alpha > .8$  – Good,  $\alpha > .7$  – Acceptable,  $\alpha > .6$  – Questionable,  $\alpha > .5$  – Poor, and  $\alpha < .5$  – Unacceptable" (George & Mallery, 2003). As it is projected on the table (3.10), all of the factors; loadings are approximately above 0.7 proving that the study has been conducted with good discriminate validity.

**Table 3.10 Questionnaire reliability**

<b>Variables</b>		<b>Cronbach"s alpha</b>	<b>N of Items</b>	<b>Reliability</b>
Knowledge management process	Knowledge creation	.638	5	questionable
	Knowledge sharing	.689	5	questionable
	Knowledge storage	.664	5	questionable
	Knowledge application	.637	5	questionable
Knowledge management process (total)		.879	20	good
Organizational performance	Employee performance	.698	9	questionable
	IT performance	.666	9	questionable
	Customer satisfaction	.637	8	questionable
Organizational performance (total)		.887	26	good

### 3.5.10. Descriptive statistics

The level of consumer's perception toward e-payment.

**Table 3.11 descriptive statistics for the study variables**

Variables	Mean	Std.deviation	N
Knowledge management practices	3.93	0.50	20
Organizational performance	3.95	0.49	26

The above table demonstrates the descriptive statistics for the study variables (dependent and independent variables). As it is obvious, the mean and standard deviation values for the knowledge management practices and organisational performance were (m=3.93, SD=0.50) and (m=3.95, SD=0.49) respectively. Since the mean value is above the midpoint of the 5-point likert scale, it can be asserted that the research participants show a moderate level of perceptions toward knowledge management practices. Also, the standard deviation value refers to a fair distribution of response within the study sample.

### 3.5.11. Correlation analysis

**Table 3.12 Pearson's correlation coefficients of the study variables**

	EP	KA	KS	CS	KC	KSH	ITP	V1	V2
Pearson Correlation	1	.626**	.823**	.893**	.737**	.682**	.948**	.845**	.984**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.626**	1	.560**	.747**	.616**	.560**	.638**	.806**	.694**
Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.823**	.560**	1	.737**	.668**	.738**	.801**	.879**	.818**



Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.893**	.747**	.737**	1	.653**	.689**	.836**	.835**	.942**
Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.737**	.616**	.668**	.653**	1	.609**	.741**	.842**	.738**
Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.682**	.560**	.738**	.689**	.609**	1	.656**	.864**	.701**
Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.948**	.638**	.801**	.836**	.741**	.656**	1	.835**	.964**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.845**	.806**	.879**	.835**	.842**	.864**	.835**	1	.870**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
N	312	312	312	312	312	312	312	312	312
Pearson Correlation	.984**	.694**	.818**	.942**	.738**	.701**	.964**	.870**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
N	312	312	312	312	312	312	312	312	312

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The aim of the correlation test is to explain the strength and direction of the relationship between the studied variables. Therefore, to examine the associations between the independent variables and the dependent variables, Pearson correlation coefficient was used in the present study. Furthermore, the relationships among the predictors included in this research study were tested. Table (3.12) shows that all

independent variables have the statistically significant positive correlation with the dependent variable.

**Table 3.13 Hypothesis remarks**

Hypothesis	Relationship	Sig.	Remarks
H2	→ Knowledge management practices organisational performance	.870*	Accepted
H2A	knowledge creation →employee performance	.737**	Accepted
H2B	→employee knowledge sharing performance	.682**	Accepted
H2C	knowledge storage → employee performance	.823**	Accepted
H2D	knowledge application →employee performance	.626**	Accepted
H2E	knowledge creation → customer satisfaction	.653**	Accepted
H2F	knowledge sharing → customer satisfaction	.689**	Accepted
H2G	knowledge storage →customer satisfaction	.737**	Accepted
H2H	knowledge application →customer satisfaction	.747**	Accepted
H2I	knowledge creation →IT performance	.741**	Accepted

H2J	knowledge sharing → IT performance	.656**	Accepted
H2K	knowledge storage → IT performance	.801**	Accepted
H2L	knowledge application → IT performance	.638**	Accepted

**Table 3.14 Model summary**

Impact	Independent Variables	dependent Variables					N
Yes	KM process	Organisational performance					1
	Total	Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		40.389	969.63	.870	.757	0.000	
Yes	Knowledge creation	Employee performance					2
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		9.611	368.21	0.737	.543	0.000	
Yes	Knowledge sharing	Employee performance					3
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		11.251	269.33	0.682	0.465	0.000	
	Knowledge storage	Employee performance					

Yes		Mean Square Residual	F	B	R <sup>2</sup>	Sig	4
		6.769	652.95	0.823	.678	0.000	
Yes	Knowledge application	Employee performance					5
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		12.792	199.56	0.626	0.392	0.000	
Yes	Knowledge creation	Customer satisfaction					6
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		10.520	230.75	0.653	0.427	0.000	
Yes	Knowledge sharing	Customer satisfaction					7
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		9.632	280.59	0.689	0.457	0.000	
Yes	Knowledge storage	Customer satisfaction					8
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		8.380	368.85	0.737	0.543	0.000	
	Knowledge application	Customer satisfaction					

Yes		Mean Square Residual	F	B	R <sup>2</sup>	Sig	9
		8.112	391.27	0.747	0.558	0.000	
Yes	Knowledge creation	IT performance					10
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		9.165	376.87	0.741	0.549	0.000	
Yes	Knowledge sharing	IT performance					11
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		11.559	234.58	0.656	0.431	0.000	
Yes	Knowledge storage	IT performance					12
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		7.291	553.34	0.638	0.408	0.000	
Yes	Knowledge application	IT performance					13
		Mean Square Residual	F	B	R <sup>2</sup>	Sig	
		12.029	213.32	0.638	0.408	0.000	

According to the Table (3.14), R-square equals to .757 that shows 75.7% of the dependent variables is affected by the independent variables. The Sig, The column indicates the P-value should be less or equal to 0.05 so that the significant impact between the independent and dependent variable can be deduced. According to Sig values presented in Table ( 3.14 ), the significant impact of knowledge management practices and organizational performance ( $r=757^{**}$ ,  $p<0.000$ ), is confirmed (H1), the significant impact between knowledge storage and employee performance ( $r=678^{**}$ ,  $p<0.000$ ), is confirmed (H1C), the significant impact between knowledge storage and IT performance ( $r=641^{**}$ ,  $p<0.000$ ), is confirmed (H1K), the significant impact between knowledge application and customer satisfaction ( $r=558^{**}$ ,  $p<0.000$ ), is confirmed (H1H), the significant impact on knowledge creation and IT performance ( $r=549^{**}$ ,  $p<0.000$ ), is confirmed (H1I), the significant impact between knowledge storage and customer satisfaction ( $r=543^{**}$ ,  $p<0.000$ ), is confirmed (H1G), the significant impact between knowledge creation and employee performance ( $r=543^{**}$ ,  $p<0.000$ ), is confirmed (H1A), the significant impact between knowledge sharing and customer satisfaction ( $r=475^{**}$ ,  $p<0.000$ ), is confirmed (H1F), the significant impact between knowledge sharing and employee performance ( $r=465^{**}$ ,  $p<0.000$ ), is confirmed (H1B), the significant impact between knowledge sharing and IT performance ( $r=431^{**}$ ,  $p<0.000$ ), is confirmed (H1J), the significant impact between knowledge creation and customer satisfaction ( $r=427^{**}$ ,  $p<0.000$ ), is confirmed (H1E), the significant impact between knowledge application and IT performance ( $r=408^{**}$ ,  $p<0.000$ ), is confirmed (H1L), the significant impact between knowledge application and employee performance ( $r=392^{**}$ ,  $p<0.000$ ), is confirmed (H1G). Thus, all the hypotheses were being accepted (Table 3:14).

### **3.5.12. Multiple Regression Analysis**

Regression analysis has been conducted to determine the effects between the dependent variable and independent variables. This has been done to measure to what extent these constructs measure the independent variable.

### **3.5.13. Regression Analysis (Hypothesis Test)**

The multiple regression analysis is conducted to test the hypothesized effects between the dependent variable and independent variables. Regression consists of several hierarchical procedures during which the elements that are hypothesized to be

potentially effective are added sequentially to the already existing model. This analysis method also projects the importance of each variable in predicting the dependent variable.

**Table 3.14 Hypothesis remarks**

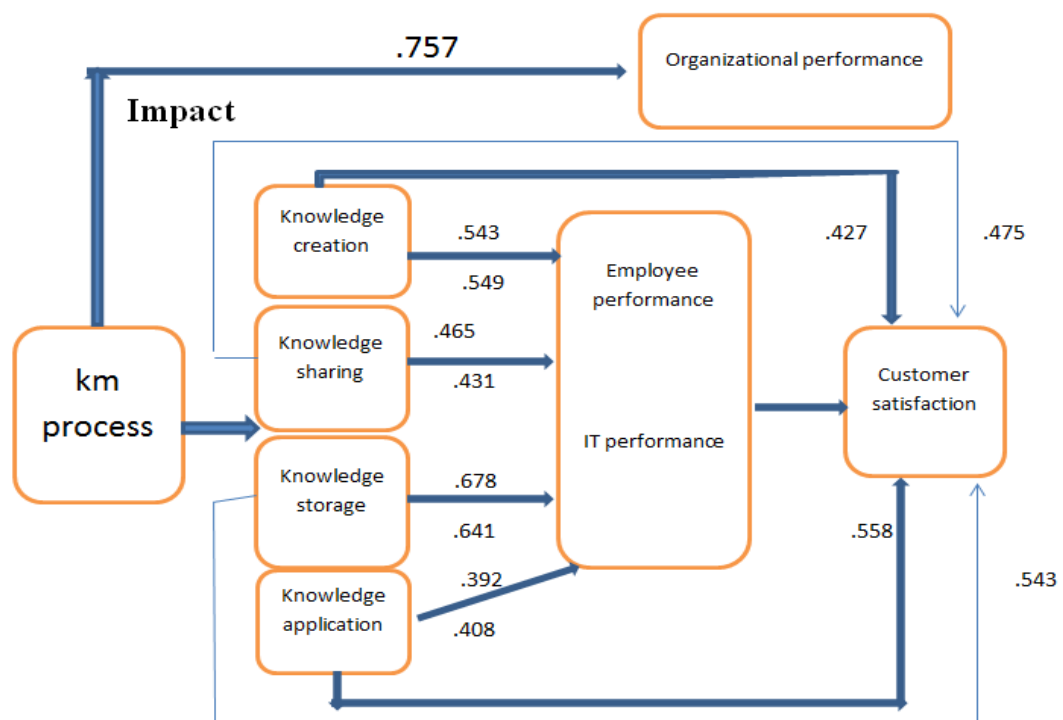
hypothesis	Impact	beta	R Square	sig	remarks
H1	Knowledge management practices & organisational performance	.870	.757	.000	Accepted
H1A	knowledge creation & employee performance	.737	.543	.000	Accepted
H1B	knowledge sharing & employee performance	.682	.465	.000	Accepted
H1C	knowledge storage & employee performance	.823	.678	.000	Accepted
H1D	knowledge application & employee performance	.626	.392	.000	Accepted
H1E	knowledge creation & customer satisfaction	.653	.427	.000	Accepted
H1F	knowledge sharing & customer satisfaction	.689	.475	.000	Accepted
H1G	knowledge storage & customer satisfaction	.737	.543	.000	Accepted
H1H	knowledge application & customer satisfaction	.747	.558	.000	Accepted
H1I	knowledge creation & IT	.741	.549	.000	Accepted

	performance				
H1J	knowledge sharing & IT performance	.656	.431	.000	Accepted
H1K	knowledge storage & IT performance	.801	.641	.000	Accepted
H1L	knowledge application & IT performance	.638	.408	.000	Accepted

### 3.5.14. Findings

The findings of this study, which have resulted from the analysis of data gathered, based on the pre-discussed literature review. In terms of data analysis, the findings of the present study show that all the study independent variables have been significantly associated with the dependent variables. According to the outputs, the entire study hypothesis has been significantly associated with the dependent variables. Furthermore, to test the hypothesis related to the impacts, all of the hypothesis have been significantly impacted by the dependent variables.

**Figure 3.3. Conceptual Research model**





### 3.5.15. Discussion

At the end of the study, the researcher found that KM processes have an effective role in the Halabja University administration and the degree of Halabja University administration practice of KM processes is applied well. However, this is not enough, more skills and energy are necessary in order to achieve better. As a result, all the hypotheses have been accepted. Despite the growing number of studies in the developed countries related to KM, few studies have explored this issue in the context of developing countries. Most of the available studies on KM have knowledge of the organisation considered as an important competitive advantage (an asset) and as an important contributor to the success and survival of any organisation in a highly competitive business environment. Therefore, this study analysis the KM processes and describes of the KM as well as identifying the type of KM processes, namely: knowledge creation, knowledge sharing, knowledge storage, and knowledge application.

According to the literature review and empirical part of the study the significant impact between (knowledge creation and knowledge sharing and knowledge storage and knowledge application) and **employee performance**, and all independent variables have the statistically significant positive relationship with the employee performance, the sample size, member of the study, agree with the independent variables strongly by dependent variable, because the University of Halabja is keen medium technology to provide sources for information that helps employees to solve the problems they face and also provide a medium university electronic services that allow employees to access knowledge and circulate them for solutions about Students follow-up developments of their information. Moreover, employees in this medium University have to recognise the importance of knowledge, and this shows through their observation positive results on their performance during the work.

Knowledge management processes that allow employees to the opportunity to enhance their skills and expertise, teamwork and knowledge sharing and learning from others, leading to better career prospects. And all these things come from the results of the employee to increase their knowledge and improve and maximise functioning. All of this stuff goes to greater job and satisfaction among employees in the system. The growing role of knowledge in University success, where it is an excellent opportunity to reduce the cost, raises the University assets and generates

revenue. The employee becomes more aware of what is happening at the site of action in the enterprise. Competitive strength better, benefiting from the expertise of long years of tender Employees, improve innovation within the university.

According to the literature review and empirical part of the study the significant impact between (knowledge creation and knowledge sharing and knowledge storage and knowledge application) and **IT performance**, and all independent variables have the statistically significant positive relationship with the IT performance, The sample size, member of the study, agree with the independent variables strongly by dependent variable, because the technology combined medium stores data the information is available in various ways within the standards of Commensurate with the nature of its work . Findings indicate that information technology helps to the university to be more flexible in the uncertain environments and to be more openness to learning best practices. that technology is the most important determinant of knowledge management, university are employing technology in the best way for knowledge management which will be better able to survive and continue in light of competition existing in the goods and services. Technology support is the essential element of performance and IT for improving organisational performance. IT processes data, compiles data, stores collected materials, gain knowledge, and speeds up communication. Technology facilitates communication between management and employees, as well as quick access, search for and retrieve information. There are many information technologies that can support knowledge management tools at universities. IT can help in accomplishing the university targets. The Internet, information mining, browsers, data warehouses, and the useful program can arrange and improve organisational.

According to the literature review and empirical part of the study the significant impact between (knowledge creation and knowledge sharing and knowledge storage and knowledge application) and **customer satisfaction**, and all independent variables have the statistically significant positive relationship with the customer satisfaction, the sample size, member of the study, agree with the independent variables strongly by dependent variable, because the satisfaction becomes more aware university to offer high quality product and service for community and student, knowledge management practices in university become more aware information of community and student to offer the new product or service via

improved features or more depressed prices. As we noted before, the findings of our research show that service performance is a core competence of the service organisation in our sample. The relationship between knowledge management and customers satisfaction are the best way to develop a customer satisfaction university. Our research discussion confirms that organisational effectiveness is important in building a service-oriented university. Knowledge of customer satisfaction is the source of customer expectations, a source familiar with to obtain and retain the source for the study of organisational effectiveness in the delivery of services, The discussion of our research shows that service or product is a significant independent variable in our sample, implying that there are a lot of innovative opportunities for customer satisfaction needs with added services. Finally, customer satisfaction was significantly affected by using knowledge management throughout the university.

## **CHAPTER FOUR**

### **CONCLUSION AND RECOMMENDATIONS**

#### **4.1. Conclusion**

The study aimed to show the effectiveness of knowledge management and the importance of knowledge and intellectual capital in the Halabja University. The study based on consensus, management of knowledge is vital for business and provides opportunities in the innovating industries. The model based on our hypotheses examines the interaction of KM and innovation effort as well as how this affects innovation success. However, the implementation of knowledge management in organisations depends on many factors, which includes people, culture, structure, leadership, people and environment. The high-performance organisation would entail a greater degree of strategic knowledge management practice. As demonstrated by theoretical and empirical discussion, the researcher found that knowledge management practices (knowledge creation, knowledge sharing, knowledge storage, knowledge implementation) have a significant impact on employee performance, IT performance, and customer satisfaction. This leads us to the main objective of this study, which is to understand the role of knowledge management in the development of organisational performance. The results of this study indicate that knowledge management is a critical and very useful tool for developing and strengthening regulation and increasing its efficiency and effectiveness. Also, the study analyses the knowledge management practices and describes the types of Knowledge Management as well as identifying the type of knowledge management practices, which include: knowledge creation, knowledge sharing, knowledge storage, knowledge implementation, employee performance, IT performance, and customer satisfaction. The findings revealed that there is the impact of knowledge management practices on organisational performance. In addition to that, it shows the changing strategy of the Knowledge Society past decade and how these systems have undergone profound transformation to emerge and development in a globalisation world. The process of Knowledge Management has brought with it significant changes, notably in the field of industries, consequently, countries across all regions worldwide are facing increased demand to strengthen their capacities for research and knowledge production. Finally, the analysis process has proven the significant

role of knowledge management in developing and enhancing the organisational performance.

#### **4.2. Recommendations**

The researcher recommended the followings:

- Implementation of knowledge management in innovation strategy gives the university the possibility to be successful in the long run.
- The university has an integrated of Knowledge Management procedures and tools; it brings more benefit to the business.
- Awareness and implementation of Knowledge Management will achieve the university goals.
- Innovation is like juggling. The university needs to focus on purpose, commitment, ideas and support.
- Managers need to support knowledge workers and provide environments conducive to knowledge sharing and creation.
- The most organisations are not short of ideas. What they lack is the commitment of others, the weight required to overcome the obstacles.
- Innovation needs people who think in different ways.
- Knowledge management is everyone's responsibility.
- Knowledge workers need to share knowledge with each other and ensure that their knowledge management work is visibly linked to university objectives.
- Attract qualified managers to improve the performance of the organisations and increase the productivity of university for a long term.
- To give more importance to the senior management in university to develop the level of productivity and overall performance.
- Adopting environmental change, technical innovation. And the slogan of the organisations today: "the development of existing and consider new."
- university have to integrate eco aspects within a broad variety environmental as well as management activities and to work with a more professional way to pursue this environmental responsibility in the long-run to achieve sustainability development.
- Introduce training on knowledge management and processes to all staff through providing a broad range of educational programs.

- Serving the community by providing suggestions and solving problems they face should be focused. This will lead to an improved effectiveness within the University together with the quality of performance.
- The participation of student should be encouraged in the innovation and take advantage of their capability in order to determine clear standards. These standards should then be applied to gain access to the outstanding performance of administration to achieve a competitive advantage.
- There is a need to create an infrastructure of technology to establish an effective connectivity within at the Halabja University
- Should be worked in the investment of human resources and the provision of specialised training programs for professional development for administrators and employees of the university.

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**Turkish Republic of northern Cyprus**

**Near East University**

**Faculty of economics and administrative sciences**

**Innovation & Knowledge management department**



## **Research questionnaire**

Dear participant

Good greeting:

First of all I have to inform you that, aspect to as the researcher is trying to investigate the effects of knowledge management practices in organizational performance at the University of Halabja, Please cooperate with us to dictate the required information, and use this information for the purposes of scientific research (master thesis) in the Department of Innovation and Knowledge Management in near east University of Cyprus, Your answer are the most important and vital to the success of the study's significance. Please read all materials attached questionnaire and choose the answer that reflects the actual condition.

Dear participant, there are no right or wrong answers; it takes about 20-30 minutes to complete this questionnaire. Please state your opinion frankly about the statements by placing an (     ) in the boxes under the scale ranging from (strongly agree to strongly disagree) the results of this questionnaire will only be used for research purpose and will not be publicised.

**Thank you very much for your cooperation.**

**With all my regards**

**Researcher: Sarkar Ahmed Saeed**

- Note: put the right place (     ) does not need to write first the name tag:

1- personal questions

Personal information								
1. Gender	Male				Female			
2. Marital status	Single				Married			
3. Age	Less than 25 years		From 25-35 years		From 35-45 years		More than 45 years	
4. Number of years of service	5 years		From 5-10 years		From 10-15 years		More than 15 years	
5. Academic qualification	Diploma		Bachelor		Master		Ph.D.	
6. General jurisdiction	<p>.....</p>							
7. Current job title	<p>.....</p>							

**Second: knowledge management:**

No.	Questions	Strongly agree	Agree	No idea	Disagree	Strongly disagree
1-	Knowledge management refers to information management regarding my university					
2-	The employees tries to make the university as a place of encouraging education and getting new knowledge					
3-	KM help improves work processes,					
4-	my university has a strategic plan to implement knowledge management					
5-	KM enhances customer satisfaction					
6-	Knowledge management can achieve university objectives					
7-	my university seeks to bring distinctive					

	competencies from outside the university to generate new knowledge					
8-	Knowledge management pushed they improve organisational performance and knowledge increase the opportunities for career advancement					
9-	Km enhances IT development, Technology support is the important element of organisational performance					
10	KM enhances product and services development					

### **Third: knowledge management process**

#### **1-Knowledge creation**

<b>N0.</b>	<b>Questions</b>	<b>Strongly agree</b>	<b>agree</b>	<b>No idea</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>1</b>	My university provides a suitable environment for the employee to create the knowledge for the improving job performance and					

	empower employees					
2	My university encourages the scientific dialogue among employees to exchange ideas by conferences and scientific dialogues					
3	My university allows us to use Information for knowledge create					
4	My university provides scientific awards for upgrading outstanding researchers					
5-	My university can produce and provide ideas for innovative solutions, and problems face					

## 2-Knowledge Sharing

N0.	Questions	Strongly agree	Strongly Agree	No idea	Disagree	Strongly Disagree
1	My university tries to provide a supportive atmosphere to exchange the knowledge among the employees					

<b>2</b>	My university provides opportunity for (employees and students) to participate in dialogue to exchange ideas					
<b>3</b>	My university has the technology and communication network that help to disseminate the knowledge quickly among the employees					
<b>4</b>	knowledge is shared through seminars, conferences, team-building exercises, written reports, and performance evaluation programs and proposing traditional employees in the University					
<b>5</b>	Knowledge sharing among employees Has improved my university performance					

### **3-Knowledge Storage**



<b>N0.</b>	<b>Questions</b>	<b>Strongly agree</b>	<b>agree</b>	<b>No idea</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>1</b>	My university has the capability to keep a tacit knowledge and saving it due to the courses, training, and dialogue					
<b>2</b>	My university has the interior information technology to get a database (archive)					
<b>3</b>	My University provides information technology for saving knowledge					
<b>4</b>	As long as employees stay at work with the university, they will continue to play a competitive role through effective decision-making, communication and contribution.					
<b>5</b>	My university uses method of scientific research to generate knowledge within its plans					

#### **4-Knowledge Application**

<b>N0.</b>	<b>Questions</b>	<b>Strongly agree</b>	<b>agree</b>	<b>No idea</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>1</b>	This means the application of knowledge and the use of the					

	existing knowledge for decision making, improving performance and achieving goals.					
<b>2</b>	There is a nonstop support from the higher management in the university to apply the knowledge in all university performance					
<b>3</b>	My university invests all necessary facilities to apply the knowledge in its management					
<b>4</b>	My university encourages employee participation for taking decision at all management levels					
<b>5</b>	Knowledge Application is needed for use in the university for response changes					

#### **Fourth: employee performance**

<b>N0.</b>	<b>Questions</b>	<b>Strongly agree</b>	<b>agree</b>	<b>No idea</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>1</b>	My university supports the employees who have innovative ideas to grow up					

	the competition in their work field.					
<b>2</b>	My university supports employee productivity in the context of KM processes.					
<b>3</b>	My university attracts qualified staff in various specialisations to achieve the university targets.					
<b>4</b>	innovation can be considered as a critical factor in achieving high performance					
<b>5</b>	Human resource plays a significant role in mobilising other resources					
<b>6</b>	Knowledge management processes that allow employees to the opportunity to enhance their skills and expertise, teamwork and knowledge sharing and learning from others, leading to better career prospects					
<b>7</b>	All of these things go to increased job satisfaction among employee in the					

	system.					
<b>8</b>	They are the greatest assets given the attribution of knowledge in the organisation employee because without them no ideas and innovation.					
<b>9</b>	to achieve effective human resource, are only done if the proper person in the office at the proper time					

## IT performance

<b>1</b>	Technology support is the significant element of KM and IT for improving university performance					
<b>2</b>	The role of information technology (IT) in sharing, transfer and storage knowledge is very important					
<b>3</b>	My university enhances IT development, Technology support is the important element of university performance					

<b>4</b>	the university today technology in various areas such as decision-making by managers					
<b>5</b>	The technology increases the functioning of the system and increase its reputation and made his violin in the work in which they function.					
<b>6</b>	IT has allowed the whole university to support and distribute knowledge					
<b>7</b>	The use of information technology in the collection, compilation and preparation, storage and delivery of data between devices, people and university through multimedia					
<b>8</b>	The use of information technology important for success to achieve university goal					
<b>9</b>	Information technology very important to gain knowledge in the university					

## Customer satisfaction

<b>1</b>	Customer satisfaction is an essential component for the survival of the university					
<b>2</b>	My university that is responsive to changes in customer needs, requirements and wants are expected to achieve a sustainable competitive advantage					
<b>3</b>	My university has necessary knowledge to the employees perform their duties in the best manner and claim to achieve customer satisfaction					
<b>4</b>	the university today using technology works to manage and improve relations with customers					
<b>5</b>	To achieve established quality in their operations must be the design and implementation of programs and customer satisfaction					
<b>6</b>	Customer satisfaction measures the customer in the future expectations and quality standards what the client should expect from the					

	service in the future					
7	My university could make a decision on the required to meet customer needs action if he understood perceptions.					
8	Customer satisfaction is the university ability to attract customers and retain and improve customer relationships over time					

## Attachments

### Knowledge creation and employee performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 <sup>a</sup>	.543	.541	3.100

a. Predictors: (Constant), KC

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.545	1.378		6.925	.000
	KC	1.258	.066	.737	19.189	.000

a. Dependent Variable: EP

### Knowledge sharing and employee performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 <sup>a</sup>	.465	.463	3.354

a. Predictors: (Constant), KSH

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.330	1.140		15.203	.000



KSH	.996	.061	.682	16.411	.000
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a. Dependent Variable: EP

### Knowledge storage and employee performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 <sup>a</sup>	.678	.677	2.602

a. Predictors: (Constant), KS

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.994	.942		12.729	.000
	KS	1.212	.047	.823	25.553	.000

a. Dependent Variable: EP

### Knowledge application and employee performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 <sup>a</sup>	.392	.390	3.577

a. Predictors: (Constant), KA

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

1	(Constant)	17.069	1.340		12.742	.000
	KA	.953	.067	.626	14.127	.000

a. Dependent Variable: EP

### Knowledge creation and customer satisfaction

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 <sup>a</sup>	.427	.425	3.243

a. Predictors: (Constant), KC

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.246	1.442		6.412	.000
	KC	1.042	.069	.653	15.191	.000

a. Dependent Variable: CS

### Knowledge sharing and customer satisfaction

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 <sup>a</sup>	.475	.473	3.104

a. Predictors: (Constant), KSH

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	13.551	1.055		12.848	.000
KSH	.940	.056	.689	16.751	.000

a. Dependent Variable: CS

Knowledge storage and customer satisfaction

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 <sup>a</sup>	.543	.542	2.895

a. Predictors: (Constant), KS

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.084	1.048		10.572	.000
KS	1.013	.053	.737	19.206	.000

a. Dependent Variable: CS

Knowledge application and customer satisfaction

#### Model Summary

+Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 <sup>a</sup>	.558	.557	2.848

a. Predictors: (Constant), KA

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.112	1.067		9.479	.000
KA	1.062	.054	.747	19.781	.000

a. Dependent Variable: CS

Knowledge creation and IT performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 <sup>a</sup>	.549	.547	3.027

a. Predictors: (Constant), KC

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.089	1.346		7.496	.000
KC	1.242	.064	.741	19.413	.000

a. Dependent Variable: ITP

Knowledge sharing and IT performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 <sup>a</sup>	.431	.429	3.400

a. Predictors: (Constant), KSH

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.555	1.155		16.059	.000
KSH	.942	.061	.656	15.316	.000

a. Dependent Variable: ITP

Knowledge storage and IT performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 <sup>a</sup>	.641	.640	2.700

a. Predictors: (Constant), KS

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.282	.978		13.581	.000
KS	1.158	.049	.801	23.523	.000

a. Dependent Variable: ITP

Knowledge application and IT performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.638 <sup>a</sup>	.408	.406	3.468
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a. Predictors: (Constant), KA

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.248	1.299		13.278	.000
KA	.955	.065	.638	14.606	.000

a. Dependent Variable: ITP

### Knowledge management practices and organisational performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 <sup>a</sup>	.757	.756	6.355

a. Predictors: (Constant), V1

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.750	2.823		5.580	.000
V1	1.106	.036	.870	31.076	.000

a. Dependent Variable: V2