

# **Knowledge management and its Impact on Improving Employees Performance**

## **An exploratory study in the company of Zain Iraq for Communications**

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**Abstract** : The fundamental and the ultimate aim of the managing companies for human, technological and the financial resources is to search for employing new tools and ideal methods that help to achieve the aims of the companies and improve the employees' abilities to offer the best, in a way that allows them to powerfully compete within the global markets. Hence, knowledge management has become clearly and increasingly important to evaluate and determine the dimensions of the work of the companies and relying on them in the global competition.

The communication factor is important in the process of knowledge management as it is considered the source for most data as well as it is characterized by speed and accuracy in transferring and response and a dynamic that is able to develop at any time. Thus, it is an important tool and an active contributor in updating and developing the work and the experience of the employees which lead to equivalence between the performance of the employees and the aim of the companies.

The vision of this study is to explain the impact of the knowledge management on an important resource within the company that is represented by the employee and the extent of his ability to improve and develop through relying on both communication and technology.

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### **INTRODUCTION:**

Most business companies have recently become looking for tools and methods that help them achieve their goals as required, and among those goals is to strengthen their competitive advantage in the markets, creativity and the ability to keep pace with all technological developments that occur in global markets , Knowledge management has become one of the most important means that achieve these goals through the acquisition, dissemination and distribution of information and ideas among all employees and workers, knowledge management for senior management has become a strategy that focuses on information as one of its assets, which can be added to its other types of assets. Therefore, the researcher tries through this research to clarify the effect of knowledge management on the most important resource within the company represented by the employees and the amount of improvement that can affect the performance of these employees depending on the knowledge assets of that company, and this is considered from the viewpoint of many researchers in the field of management among the most important Means of assessing the efficiency of the human resource and diagnosing the dimensions that organizations can rely on in dealing with it.

Accordingly, the research was divided into four sections, the first topic included the research methodology, the second topic included the theoretical aspect, the third topic came to clarify the practical side, and the fourth section included conclusions and recommendations.

**Problem Statement:** the problem statement is represented in most of the business organizations within the country to focus on the concept of the knowledge Process( Data distribution and spreading) in order to be available to all the employees in it In addition, it is unable to use the knowledge assets in most of its applications and achieving its goals, including working on selecting qualified workers and raising their level of performance. Therefore, the research problem is reflected in the following questions:

- 1) What is the level of knowledge management application in the studied sample?
- 2) What cognitive processes can improve the performance of employees?
- 3) How to Measure the role and nature of the relationship between knowledge management and performance of the employees?

**The Aims of the Study:** the study aims at achieving the following objectives:

1-Shedding light on the concept of knowledge management as a strategy through which the company can achieve most of its goals, whether in the current or future period, and through which it can also achieve progress and cultural, technological and financial superiority.

2- Paying attention to the most important resource within companies, which is the human resource (workers) and seeking to diagnose the most important strengths and weaknesses in the performance of these employees in order to work to improve their performance by determining the extent of the influence and relevance of the process of acquiring and organizing knowledge on that process.

The Significance of the Study: the study derives its importance from the significance of the variables that it handles that are represented as follow:

- 1) Contributing to technological advancement by introducing two concepts of increasing importance due to the need to know how we access and exchange information within most companies.
- 2) The contribution to improving the performance of employees, which is directly related to the activities provided by the human resource represented by the employees and the extent of their contribution to the success of the companies, which can be measured objectively in order to determine the areas through which the performance of employees can be improved in the future and help in choosing them in a manner that suits the ambitions of the administration and users.

**(II):- The Hypothetical Scheme of the Study:**

After addressing the problem, importance and objectives of the research, it is necessary to build a model in which it can clarify the nature and type of relationship between the research variables, see Figure (1):

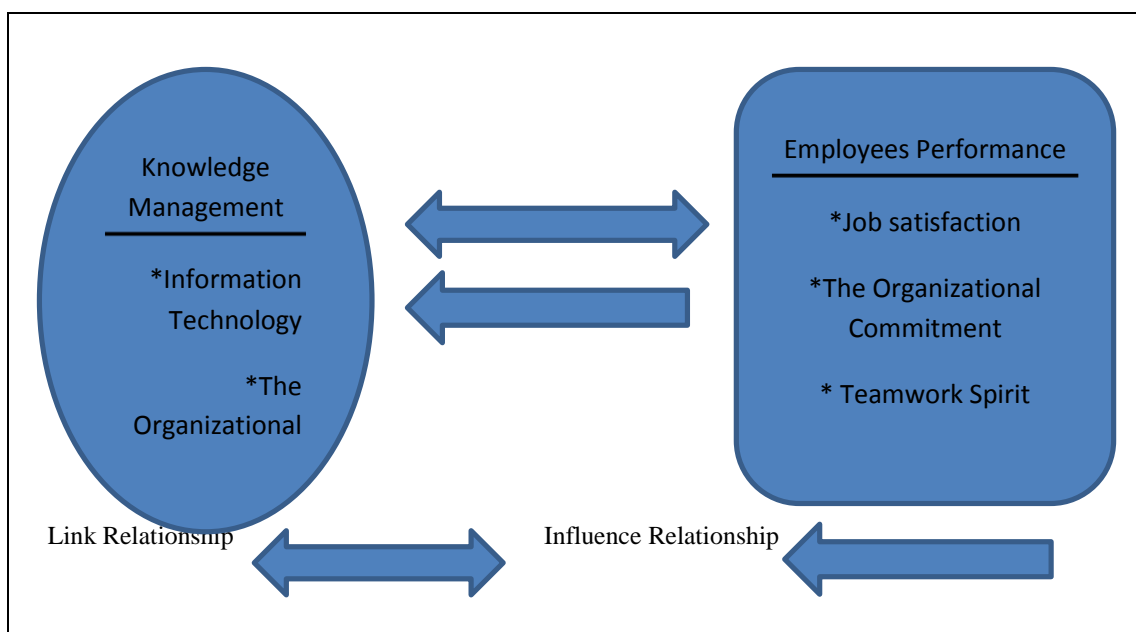


Figure (1) The Hypothetical Scheme of the Study

**(III):- The Hypotheses of the Study:**

The research is based on a main hypothesis that the pursuit of acquiring, organizing and managing knowledge and exchanging information, ideas and opinions in a systematic and organizational manner within business companies will contribute to achieving most of the goals of these companies, including improving the level of their employees. The main hypothesis has contributed derivation of two sub-theories they are as follow:

**• Correlation Hypothesis**

- 1) There is a statistically significant correlation relationship between knowledge management and employee performance. Several sub-hypotheses are branched from this hypothesis. They are:
  - ✓ There is a statistically significant correlation relationship between the information technologies dimension and the employee performance dimensions (job satisfaction, organizational commitment, and teamwork spirit).
  - ✓ There is a statistically significant correlation relationship between the organizational culture dimension and the employee performance dimensions (job satisfaction, organizational commitment, and teamwork spirit).
  - ✓ There is a statistically significant correlation between the organizational structure dimension and the employees' performance dimensions (job satisfaction, organizational commitment, and teamwork spirit).

**(IV):- The Community and the Sample of the Study**

The sample of the study consist of group of the individual employees in the Iraqi Zain Company for Communications, whereas (45) questionnaires were distributed within the company, and 40 questionnaires were retrieved out after tabbing data (38) of them were valid for analysis.

### **The second topic:-**

**First:** - The Concept of Knowledge Management: The history of knowledge management goes back to a long past, and this was evident through work, formal learning, company libraries, vocational training, various mentoring programs, and the increasing use of computers during the second half of the twentieth century led to its development significantly, and the emergence of knowledge bases, and systems. Expertise, information repositories, group decision support systems, intranets, and computer-aided collaborative work programs that promote knowledge management development. Knowledge is an important process for developing the theoretical experience gained during education. The development of knowledge and learning are the basis for acquiring skills and ideas because they cannot adequately affect, on their own, the growth of management capabilities (Sheikhy et al., 2015: 178). And (Nevo & Chan, 2007: 584) showed that knowledge is a set of policies, strategies and techniques that aims to support the competitiveness of the companies by improving the conditions required to improve efficiency, innovation and cooperation among employees. . (Leask et al., 2008: 2) believes that knowledge management is building organizational intelligence by empowering working individuals in order to improve the way that works to capture, exchange and use the accumulated knowledge. This involves using the ideas and experiences of employees, customers, and suppliers to improve the performance of the organization. (2007: 76, Elias M. Awad) mentioned that knowledge management is a new emerging science as a practical model that contains knowledge in a company's structure. This knowledge includes many trends related to the company and related to workflow plans and information management in the organization and with people and technology in That organization " It refers to the processes that help companies generate and acquire knowledge, select it, organize it, use it, and publish it, and transfer the important information and experiences that the company possesses, which are necessary for various administrative activities such as decision-making, problem-solving, learning, and strategic planning (Al-Otaibi, 2014, P. 34). While Kristen defines it as "a process of gathering the accumulated experiences of an company, regardless of its location, whether in papers, in a database, or in the minds of individuals, and then publishing this knowledge and placing it in the places that need it in order to obtain the largest amount of moral and material returns on this company." (& lisa, 2001, p.56 Kristen) The researcher (Karl) also touched on it as "the art of finding hidden value in the company through its intangible assets" (Karl Sveiby, 2001, p. 123). And there are those who see it as the science "that depends on the optimal realization of the nature of any work and the nature of its competitors, depending on the knowledge possessed by the employees in that work (Taft 2000, P. 23). In addition to some opinions that it considers a link between "information systems and work experiences that in turn help the company to organize, analyze and create information better" (Craig, 2000, P. 67). From the presented different and divergent views on the concept of knowledge management, the researcher defines knowledge management as "a set of techniques, tools, and human resources used to collect, manage, publish and exploit knowledge to serve the goals of a specific institution and achieve them as it represents the skills possessed by working individuals, which are based on knowledge, usually What is related to the goal of knowledge management with the decision-making process in institutions.

### **Second: -**

#### **Knowledge Management Requirements**

(Uren et al., 2004) reached seven main requirements for knowledge management:

**1- Standard forms:** - It is preferable to use standard shapes in this method, wherever possible, because the investment in coding resources is large and it is the process of auditing in the future because new tools and services that were not envisioned when implementing the original semantic explanation may be developed. Compliance with standards also frees organizations from restrictions on forms of ownership when choosing knowledge management software. These features can be applied to systems in general.

**2- User Design / Collaborative Design:** - That is, it is necessary to provide knowledge workers with easy-to-use interfaces that simplify the annotation process and place it in the context of their daily work. . They should follow a good approach, so the environment in which users explain document comments integrates with the documents in which they create, read, share, and edit. . The design also needs the system in order to facilitate cooperation between users, which is a key aspect of knowledge work with experts from various fields who contribute to the reuse of smart documents. Other issues for collaboration include implementing systems to control what can be shared with others.

**3- Ontology Support (Polymorphism and Evolution):** - In addition to supporting appropriate ontology formats, annotation tools should be able to support multilingualism. For example, in a medical context, there may be one science of general patient metadata and other technical techniques that deal with diagnosis and treatment. The ontologies must be incorporated or annotations must expressly declare the science of the language to which they refer.

In addition, the systems will have to adapt to changes in the ontology over time, such as the inclusion of new classes or the modification of existing ones.

**4- Support for Heterogeneous Document Formats:** - The semantic web standards for annotations tend to assume that documents that are annotated are in web formats such as HTML, XML.

**5- Evolution of documents (A proof of consistency document):** - Groups change sometimes, but some documents change several times. One example is W3C specification documents that go through multiple revisions. Condition 3 relates to the problem of maintaining consistency and explanatory comments. This requirement relates to consistency from a textual point of view, that is, to maintain correct indications from annotations to represent the surface in the text. What should happen to annotations to a document when it is revised.

**6- Annotations Storage:** - The semantic web form assumes that the annotations will be stored separately from the original document, while the word processor model assumes that the comments are stored as an integral part of the document, which can be viewed or not as the reader prefers. Semantic web form, which analyzes content and semantics.

**7- Automation:** Another aspect to alleviate the bottleneck in acquiring knowledge is to provide facilities for automatic coding of document collections to facilitate economic clarification of large document collections. To achieve this, the incorporation of knowledge extraction technologies into the annotation environment is vital. These can be determined automatically in entities undergoing states of a particular class and the relationships between these classes (Uren et al., 2004: 6).

**8- Organizational Culture:** Culture is a fabric of cultural standards within the processes and practices of human resource management, which makes it a true culture for employees (Darvish et al., 2012: 257).

**9- Manpower:** - related to the practices and policies required to realize the administrative tasks related to employee issues, especially recruitment, training, evaluation, employee wages, and ensuring a fair, safe and acceptable environment for them (Vukonjanski et al., 2012: 9).

**10-Talent Management:** - It involves a wide range of human resource management functions, especially the recruitment and retention of people, management, high-quality human resource development, performance management, recruitment, compensation, learning management, employee development, and employee replacement planning (Sireesha & Ganapavarapu, 2014: 50).

**11-Strategic Contribution:** - helps companies to highly perform (Boselie & Paauwe, 2004: 8)

**12-Information Technology:** - Information technology expresses the technology used to acquire and process information with the intent to support human goals (March & Smith, 1995: 252). Devaraj & Kohli (2003: 273) believes that information technology contributes to reducing competition based on improving productivity, profitability, and quality of operations.

### **Third: The Dimensions of the Knowledge Management:**

There is a group of dimensions that the knowledge management depends on among the most important of them are referred to by (Sumia, 17-18:2018), that include:

- 1) **Information technologies:** - All types of technology used in the operation, transfer and storage of information in electronic form, including computer technology.
- 2) **Organizational culture:** - It is the set of values, standards, behavior and attitudes of individuals and work groups that define the relationships between individuals and work groups within the company.
- 3) **The organizational structure:** - It is the basis for the success of any work, with the vocabulary it contains that may restrict the freedom and creativity of workers inherent in the work.

### **The Third Topic**

#### **(I) The Concept of Employee Performance**

The performance is considered as a result of the efforts made by people in the company at various levels which ultimately lead to achieving goals and improving organizational performance (Farooq et al., 2015:72) (Zeb & Rehman, 2015: 122) looks at the performance of employees indicating the ability of employees to work effectively and efficiently in order to achieve organizational goals and objectives on the one hand (Radwan, 2016: 1), and on the other hand, the basic pillars that lead to the performance of employees consist of innovation, creativity and commitment. (Gabriel et al., 2015: 186) added that the performance of employees is related to the quantity of production, quality of production, timing of production and presence, or attendance at work, and the effectiveness and efficiency of the work performed, as the performance of the employees represents the driving force for the growth of the company and increasing its profitability. It represents the relationship between the production of goods and services for the employees of the company and the human and non-human resource inputs, used in the production process. Rahman & Azim (2018: 9) pointed out that the performance of employees refers to the sum of capabilities, opportunities and total motivation towards workers. It is also defined as "procedures that assist in gathering, reviewing, sharing, giving and

using information about individuals in order to improve their performance" (Torbn Rick, 2015, p.93). It is also known as "a process whereby employees' efforts are assessed in a fair and equitable manner in order to conduct their rewards as much as they work and produce, based on factors and rates against which their performance is compared to determine their level of competence in the field in which they work "(Christina Hamlett, 2014, p.167). Defining it as "a process whereby workers' efforts are assessed fairly and equitably in order to reward them as much as they work and produce, based on elements and rates by which their performance is compared to determine their level of competence in the work they work on "(Jacobs RL, 1996, p.87). From the foregoing, the researcher defines the process of improving workers as "measuring the extent to which workers perform the jobs assigned to them, the extent of their progress at work, and their ability to take advantage of opportunities for promotion and increase wages."

**(VI) The Importance of the Employees Performance**

The importance of the performance of the employees stands out in the following points:

- 1) An important resource for organizational success (Zeb & Rehman, 2015: 122; Malik et al., 2016: 591).
- 2) It works to motivate the organization to make a greater effort in its performance (Advani & Abbas, 2015: 29).
- 3) Directing employees to accomplish the required tasks.
- 4) Shed light on achieving organizational goals.
- 5) Participate in setting goals and achieving them.
- 6) Improving the level of performance and raising its rates, as it is considered a benchmark and an indicator of economic and administrative progress.
- 7) Raise the efficiency of employees in completing tasks (Al-Amiri, 2013: 157).

**(V):- The Dimensions of the Employees Performance**

The employees Performance in the organizations can be measured through focusing on three main dimensions, they are:-

- 1) **Job satisfaction:** - An enjoyable or positive emotional state resulting from a job evaluation or work experience. It is the result of an employee's perception of how well their work provides those things that are perceived as important (Azeem, 2010: 259; Luthans, 1998: 2) (Ahmad & Sattar, 2017: 53) concluded that job satisfaction describes the extent to which employees are satisfied, which is reflected in workers 'love for their work. While (Judge & Mueller, 2012: 344) stated that job satisfaction refers to the state in which working individuals evaluate by converting positive satisfaction into feelings about one factor.
- 2) **Organizational Commitment:** - Organizational commitment represents a form of identity, loyalty and participation that represents employees against the company or work unit, through which the success of a person's performance is determined at the level of competence and professionalism, as well as his commitment to the work in which he is involved. Organizational commitment is also considered as an indicator of employee performance to establish a high level of competence, professionalism and commitment to achieve optimal performance (Kurniawan et al., 2018: 2).
- 3) **Teamwork Spirit:** - The collective commitment refers to all aspects of the company that work together (teamwork) to achieve the strategic direction of the organization. As building a collective commitment is done through four management practices: organizing mutual dependency between team members, working together as a team, and managing changes in higher teams, as team work is the most important practice in obtaining collective commitment, because it is necessary to reach consensus in opinions on corporate strategic decisions. This practice can be enhanced by focusing on organizational issues, shared incentives, transparent goals and a fair evaluation process, building on overlapping areas of expertise, incubating conflicts, keeping informal dialogue, setting aside time for reflection, and developing adaptive leadership skills (Doz & Kosonen, 2009: 343).

**The fourth topic: the practical side**

**First: - Coding the research axes and paragraphs**

For the sake of analyzing and interpreting the statistical results, and in order to facilitate the statistical analysis process, the variables used in the research were compensated for with a set of symbols and abbreviations shown in the table below

**Table (2) Coding, description, and parameters of the questionnaire**

Axes	Variables	Dimensions	Items	Code	Resources
The first axis	Knowldege Mangament	Information Technology	4	KIT	Sumia,2018

	(KM)	Organizational Culture	3	KOC	
		Organizational Frame	3	KOS	
<b>Total</b>			<b>10</b>		
The Second Axis	Employees Performance (EP)	Job Satisfaction	10	EJS	Abdulwhab & Ali(2016)
		Job Commitment	6	EOC	
		Team work Spirt	6	ETM	
			<b>22</b>		
			<b>32</b>		

**Second: - Analysis of the normal distribution**

This paragraph clarifies whether the data withdrawn from the community of the research sample can be generalized or not. For this, the Kolmogorov-Smirnov and Shapiro-Wilk tests were used. Table (3) shows the normal distribution tests

Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk			
Statistic	df	Sig.	Statistic	df	Sig.	
.220	38	P>0.05	.880	38	P>0.05	Information Technologies
.298	38	P>0.05	.832	38	P>0.05	Organizational Culture
.146	38	P>0.05	.916	38	P>0.05	Organizational Frame
<b>.210</b>	<b>38</b>	<b>P&gt;0.05</b>	<b>.903</b>	<b>38</b>	<b>P&gt;0.05</b>	Knowledge Management
.115	38	P>0.05	.924	38	P>0.05	Job Satisfaction
.148	38	P>0.05	.895	38	P>0.05	Organizational Commitment
.202	38	P>0.05	.861	38	P>0.05	Teamwork Spirit
<b>.234</b>	<b>38</b>	<b>P&gt;0.05</b>	<b>.843</b>	<b>38</b>	<b>P&gt;0.05</b>	Employees Performance

The results in the above table indicate that the withdrawn data follow the normal distribution, since the probability of the normal distribution is higher than (0.05), and this matter contributes to the data that follow the normal distribution.

**Third: Test the reliability and validity of the questionnaire**

We inquire from this item whether the research questionnaire used is characterized by stability and adhesion between them or not, and for this purpose the Cronbach Alpha coefficient test was used, which shows that if the data has a value higher than (75%), the ratios or values extracted by the laboratories are acceptable and indicate the availability of stability and internal consistency of the items of the current research scale>

**Table (4) illustrates Cronbach Alpha coefficient for the variables of the study.**

Axes	Variables	Cronbach for the variable as a whole	Dimensions	Items	Cronbach For each Dimension	Cronbach for the study as a whole
The First Axis	Knowledge Management	.935	Information Technologies	4	.943	.948
			Organizational Culture	3	.939	
			Organizational Frame	3	.949	
The Second Axis	Employees Performance	.934	Job Satisfaction	10	.941	
			Organizational Commitment	6	.952	
			Teamwork Spirit	6	.935	

The results shown in the above table that the calculated data are characterized by stability and relative reliability that indicates that the tool used in this study is valid for this sample.

**Fourth:- The Statistical Description for the Research Variables:-**

This paragraph deals with determining the arithmetic mean and standard deviations for each dimension used in the research.

❖ **Knowledge Management Variable**

✓ **The Dimensions of Information Technologies**

We notice from the results in the table below that the highest mean was for the third item, with an arithmetic mean of (4.16) and a standard deviation of (0.754). While the second item ranked last, as it got the lowest mean of (3.95) and a standard deviation of (0.868).

**Table (5) The arithmetic mean and standard deviations of the IT dimension**

S. No	Arithmetic Means	Standard Deviation	Order of Significance
KIT1	3.97	1.127	3
KIT2	3.95	0.868	4
KIT3	4.16	0.754	1
KIT4	4.11	0.981	2
Information Technology	<b>4.05</b>	<b>0.775</b>	<b>****</b>

✓ **The organizational culture dimension**

We can deduce from the results shown in the table below that the highest mean was within the second item, as it got the highest mean of (4.05) and with a standard deviation (0.868). While the third item ranked last, with a mean (3.89) and a standard deviation of (0.798).

**Table (6) the arithmetic mean and standard deviations of the organizational culture dimension**

S. No	Arithmetic Means	Standard Deviation	Order of Significance
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KOC1	4.03	0.944	2
KOC2	4.05	0.868	1
KOC3	3.89	0.798	3
<b>Organizational Culture</b>	<b>3.99</b>	<b>0.678</b>	<b>*****</b>

✓ **The organizational structure dimension**

The results in the table below show that the highest mean was for the third item, with an arithmetic mean of (4.24), i.e. a standard deviation of (0.751), and this makes it occupies the first place. While the second item ranked last, with a mean of (4) and a standard deviation of (0.87).

S.No.	Arithmetic Mean	Standard Deviation	Sig.
KOS1	4.18	0.865	2
KOS2	4	0.87	3
KOS3	4.24	0.751	1
<b>Organizational Frame</b>	<b>4.14</b>	<b>0.613</b>	<b>*****</b>

❖ **Employee Performance Variable**

✓ **The job satisfaction dimension**

The results appearing in the table below show that the highest arithmetic mean was for the first item with an arithmetic mean of (4.26) and a standard deviation of (0.724), while the seventh item ranked last with an arithmetic mean of (3.76) and a standard deviation of (1.195)

**Table (8) the arithmetic mean and standard deviations of the job satisfaction dimension**

S.No.	Arithmetic Mean	Standard deviation	Sig
<b>EJS1</b>	4.26	0.724	<b>1</b>
<b>EJS2</b>	4.05	1.161	<b>4</b>
<b>EJS3</b>	3.97	1.052	<b>7</b>
<b>EJS4</b>	4.03	1.052	<b>5</b>
<b>EJS5</b>	4	0.771	<b>6</b>
<b>EJS6</b>	3.84	0.855	<b>9</b>
<b>EJS7</b>	3.76	1.195	<b>10</b>
<b>EJS8</b>	3.95	0.985	<b>8</b>
<b>EJS9</b>	4.26	0.76	<b>2</b>
<b>EJS10</b>	4.08	0.587	<b>3</b>
<b>Job Satisfaction</b>	<b>4.02</b>	<b>0.689</b>	<b>*****</b>

✓ **The organizational commitment dimension**

We notice from the results presented in the table below that the highest mean was for the second item with an arithmetic mean of (4.11), i.e. a standard deviation of (0.798), and the sixth paragraph came last because it got the lowest arithmetic mean of (3.47), meaning a standard deviation (0.951)

**Table (9) the arithmetic mean and standard deviations of the organizational commitment dimension**

S. No.	Arithmetic Mean	Standard Deviation	Sig.
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EOC1	3.89	0.798	2
EOC2	4.11	0.798	1
EOC3	3.74	1.057	4
EOC4	3.89	0.863	3
EOC5	3.53	1.33	5
EOC6	3.47	0.951	6
<b>Organizational Commitment</b>	<b>3.77</b>	<b>0.748</b>	<b>*****</b>

✓ **Teamwork spirit dimension**

The results in the table below show that the highest mean of (3.82) was within the third paragraph, with a standard deviation of (1,186), which puts it in the first place. While the share of the last place within the fifth item, as it had the lowest arithmetic mean (3.71), i.e. a standard deviation (1.228)

**Table (10) the arithmetic mean and standard deviations of the teamwork dimension**

S. No.	Arithmetic Mean	Standard Deviation	Sig.
ETM1	3.74	1.057	5
ETM2	3.92	0.818	3
ETM3	4	1.186	1
ETM4	3.97	1.197	2
ETM5	3.71	1.228	6
ETM6	3.89	1.158	4
<b>Teamwork Spirit</b>	<b>3.87</b>	<b>0.716</b>	<b>*****</b>

**Fifth: - The correlation and influence relationship between the research variables**

❖ **Measuring Correlation Relationship**

This item is concerned with measuring the correlation relationship between the research variables, by testing the main research hypotheses and their sub hypotheses using statistical methods according to the program (SPSS.V.24)., While Table (11) illustrates the correlation matrix.

**Table (11) Correlation Matrix**

	Information Technology	Organizational Culture	Organizational Frame	Knowledge Management	Job Satisfaction	Organizational Commitment	Teamwork Spirit	Employee Performance
Information Technology	1	.700**	.649**	.895**	.749**	.464**	.676**	.699**
Organizational Culture	.700**	1	.718**	.902**	.664**	.538**	.839**	.757**
Organizational Frame	.649**	.718**	1	.871**	.468**	.425**	.558**	.539**
Knowledge Management	.895**	.902**	.871**	1	.716**	.535**	.780**	.753**

<b>Job Satisfaction</b>	.749**	.664**	.468**	.716**	1	.575**	.842**	.893**
<b>Organizational Commitment</b>	.464**	.538**	.425**	.535**	.575**	1	.700**	.853**
<b>Teamwork Spirit</b>	.676**	.839**	.558**	.780**	.842**	.700**	1	.943**
<b>Employees Performance</b>	.699**	.757**	.539**	.753**	.893**	.853**	.943**	1
<b>** Correlation is significant at the 0.01 level (2-tailed).</b>					<b>Sig. (2-tailed)= 0.000</b>			<b>N=38</b>

We note from the results above that there is a correlation between the dimensions and variables of the research, as follows:

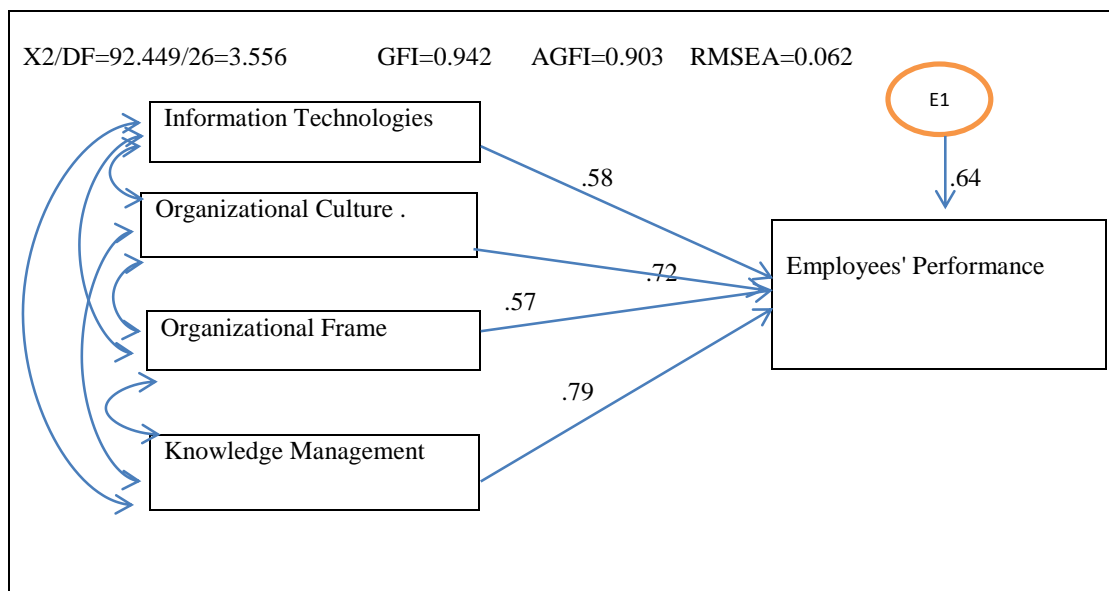
- 1) The existence of a statistically significant correlation relationship between knowledge management and employee performance, its value (0.753).
- 2) The existence of a statistically significant correlation relationship between knowledge management and the employees' performance dimensions, and it ranged from (0.535) for the organizational commitment dimension to (0.753) for the job satisfaction dimension.
- 3) There is a statistically significant correlation relationship between information technology and the dimensions of employee performance, and it ranged from (0.464) for the organizational commitment dimension to (0.749) for the job satisfaction dimension.
- 4) The existence of a statistically significant correlation relationship between the organizational culture and the dimensions of the performance of employees, and it ranged from (0.538) for the dimension of organizational commitment to (0.839) for the dimension of teamwork.
- 5) The existence of a statistically significant correlation relationship between the organizational structure and the dimensions of the performance of employees, and it ranged from (0.425) for the dimension of organizational commitment to (0.558) for the dimension of teamwork.

❖ **Effect relationship between research variables**

The aim of this item is to measure knowledge management and its dimensions in the performance of employees, and the figure below illustrates that.

Figure (2) Relationships of knowledge management influence and its dimensions on employee performance

**Table (13) standard saturations of the relationship of knowledge management influence and its dimensions on employee performance**



	Sequence	Estimate	S.E.	C.R.	R <sup>2</sup>	P	
EP	<---	KIT	0.579	0.099	5.848	0.636	***
EP	<---	KOC	0.718	0.103	6.971		***
EP	<---	KOS	0.565	0.147	3.844		***
EP	<---	KM	0.789	0.115	6.861		***

We note from the results contained in the above table and the figure above the following points:

- 1) There is an effect of knowledge management on the performance of employees, as increasing knowledge management by one standard weight leads to an increase in the performance of workers by (0.789), with a standard error of (0.115) and a critical value of (6.861).
- 2) The existence of an effect of the information technologies dimension on the performance of employees, as increasing the information technology dimension by one standard weight leads to an increase in the performance of employees by (0.579), with a standard error of (0.099) and a critical value of (5.848).
- 3) The existence of an effect of the organizational culture dimension on the performance of employees, as increasing the organizational culture dimension by one standard weight leads to an increase in the performance of employees by (0.718), with a standard error of (0.103) and with a critical value of (6.971).
- 4) The existence of an effect of the organizational structure dimension on the performance of employees, as increasing the organizational structure dimension by one standard weight leads to an increase in the performance of employees by (0.565), with a standard error of (0.147) and a critical value of (3.844).
- 5) Knowledge management, with its dimensions, explains (0.636) of the events and issues that hinder the development of the performance of employees, while the remaining value of (0.364) falls outside the boundaries of the study.

### The Fifth Topic: Conclusions and Recommendations:

#### First: - Conclusions

- 1) There is a correlation and influence relationship between knowledge management and its dimensions and the performance of employees, which can be relied upon that the surveyed sample aims to strengthen the relationship between the manager and subordinates on the one hand, and between the subordinates and employees in the studied sample on the other hand.
- 2) There is a clear interest on the part of the studied sample of the necessity to avoid conflicts with the higher authority and with the rest of the departments and not to precede the private interest over the public interest.
- 3) There is a clear affirmation by the studied sample of the necessity to establish principles of respect in the hearts of its affiliates and to respect one another inside and outside the organization.
- 4) There is a clear affirmation by the studied sample of enhancing the faith of managers and preserving them towards the performance of important responsibilities.
- 5) The studied sample seeks to deal efficiently and effectively with a high level of its members regarding developing solutions to work problems.
- 6) The administrations emphasize the studied sample to create a suitable environment for their members to perform their work in the best way possible.
- 7) The administrations of the studied sample are interested in providing training workshops for their members in order to enhance the creative capabilities of their affiliates.
- 8) The administrations of the studied sample stress the need to take into account the opinions of others before embarking on any work.

#### Second: - Recommendations

- 1- The need to focus on the knowledge element as a strategic tool through which the company's goals can be achieved by seeking to acquire, manage and organize them in a manner that is consistent with the company's policy
- 2- Paying attention to the employee training component as the main means for the success of the recruitment and employment process within the company.
- 3- The necessity for the studied sample to place the right people in the right place and who have the required qualifications and capabilities.
- 4- The studied sample must gain the confidence of its members by fulfilling the promises it made towards them.
- 5- The studied sample should contribute to the necessity of the success of the issues of eliminating external effects by contributing to the publication of a group of research papers that provide methods of prevention of external effects.
- 6- The need for the studied sample to focus on enhancing the productivity and efficiency of its workers' outputs.
- 7- The studied sample has to deal with its members directly, which will eliminate the tension between it and the member.

8- The need for the studied sample to pay attention to alerting its employees not to reflect the work conditions and pressures that present managers to employees.

9- The studied sample must motivate its employees to exert a high level of effort when performing the work assigned to it.

10-The need for the studied sample to pay attention to providing opportunities and grants to its members in order to complete their training and improve their capabilities to fully perform the tasks entrusted to them. Striving to avoid all forms of deviations between management and workers by choosing sound management policies in the process of recruiting employees and workers.

11-Work to link the concept of knowledge management with all variables to improve the performance of employees from appointment, training and evaluation to the stage of achieving the required goals.

12-Most local companies within the country must work to adopt a periodic mechanism in the process of evaluating the performance of their worlds and to benefit from all dimensions of knowledge in raising the level of performance of these workers and work to achieve homogeneity and congruence between the level of knowledge of employees and the results achieved by them within the company.

13-Seeking to establish introductory and educational courses within local business organizations that include disseminating knowledge concepts, its elements and dimensions to all employees and workers in addition to introducing them to the importance of knowledge management as the key to excellence and distinction in the modern era and a basis for competition in the labor market in light of the continuous changes in the business environment.

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