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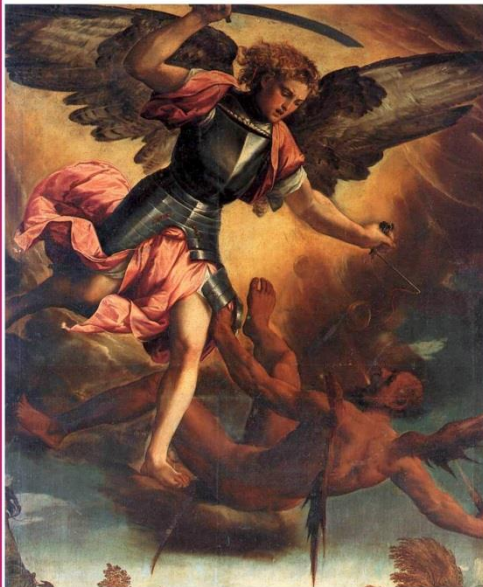
Universidad del Zulia
Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Knowledge Management Factors and Their Impact on Competitive Priorities

Saadoon Muhsin Salman[1]

[1] College of Administration and Economics University of Baghdad, Iraq.
saadoon@coadec.uobaghdad.edu.iq

Salma Hatyta Raheemah[2]

[2] College of Administration and Economics, University of Baghdad, Iraq.
Salmahatytaraheemah@coadec.uobaghdad.edu.iq

Sarah Ali Saeed[3]

[3] College of Administration and Economics University of Baghdad, Iraq.
a.sarah_ali@coadec.uobaghdad.edu.iq

Abstract

The purpose of this research is to diagnose and limit knowledge factors that have a significant impact on the organization's competitive priorities via comparative qualitative research method. The results of the study showed that knowledge management factors have a direct and significant impact on competitive priorities, this directly affects the organization. In conclusion, the survival and profitability of the organization depends on the extent of its competitive products and services, regardless of the industry or economic branch to which it belongs.

Keywords: knowledge management, factors, competitive priorities

Factores de gestión del conocimiento y su impacto en las prioridades competitivas

Resumen

El propósito de esta investigación es diagnosticar y limitar los factores de conocimiento que tienen un impacto significativo en las prioridades competitivas de la organización a través del método de investigación cualitativa comparativa. Los resultados del estudio mostraron que los factores de gestión del conocimiento tienen un impacto directo y significativo en las prioridades competitivas, esto afecta directamente a la organización. En conclusión, la supervivencia y la rentabilidad de la organización dependen del alcance de sus productos y servicios competitivos, independientemente de la industria o rama económica a la que pertenezca.

Palabras clave: gestión del conocimiento, factores, prioridades competitivas.

1. INTRODUCTION

Knowledge as a basis for competition is the key resource for the survival and development of the Organization's work. Knowledge management has become one of the most important agendas of several organizations and can be considered a competitive strategy that can give multiple benefits to the organization. The organizations are increasingly the implementation of a set of knowledge management initiatives to unify their own knowledge assets and expanded and dovetailed. Accordingly, knowledge management has been widely implemented in various industries. The relationship between

knowledge management and Competitive Priorities, remains ambiguous.

The Iraqi environment is characterized by high uncertainty and complexity, and the abundance of rapid and sudden changes, which sometimes have not been calculated. Therefore, the work of most organizations is characterized by fluctuations and sometimes deterioration to keep up with this complexity and this change. The current research problem is reflected in the lack of senior management of consultancy offices to identify any of the most influential knowledge management factors in the impediment to achieve their competitive priorities, thus enhancing their position in the academic field.

2. LITERATURE REVIEW

Knowledge Management Factors

There have been many researches on the subject of knowledge and its relationship to the performance of organizations and provided a set of test frameworks and scientific materials for study, and based on the qualitative results on knowledge management, It may be emphasized that the most important factors of internal knowledge management are organizational infrastructure and employee motivation (Davenport & Prusak, 1998) or knowledge management is the management of personnel and vice versa. Similar to Devenport & Pruseck, the hypothesis that the most important internal knowledge management factors affecting the organization's outcome (measured by

the added value of each employee) is organizational culture, infrastructure, and motivation (Kozjek, 2017; Gerami & Kordlouie, 2016).

Devenport and Aspinwall noted that employee rewards and motivation were insignificant factors in medium-sized organizations, However, other factors such as restrictions on the application of knowledge management, education and training of staff and the importance of human resources have been identified as being of great importance in achieving the objectives of the organization. Valmohammadi noted that it is important to distinguish between large and small organizations while discovering knowledge management. Moreover, the results obtained should be interpreted correctly. Akhavan et al. (2009) noted that the scope of knowledge management consists of three important groups of factors (Brahma & Mishra, 2015; Frost, 2014; Rasooli & Abedini, 2017).

Luo & Lee (2015) propose the inclusion of a special procedure called failure mode in the knowledge management strategy to prevent errors in the implementation of knowledge management strategies, and immediately when the deviation is detected, the process of identifying causes and initiating Procedures for removing deviation. Another important aspect of knowledge management is the transfer of experience from the most experienced to the least experienced, as surveys show a relationship between knowledge management and intellectual property protection, as intellectual property can be understood. As a form of knowledge management, and thus it is necessary to protect them and increase the accumulation of human

capital in organizations in order to identify market opportunities (Manuel, 2016; Mazana et al., 2019).

Competitive Priorities

Skinner is one of the early researchers who emphasized the importance of identifying and following appropriate competitive priorities at the operational level and for long periods of time. Over time, a number of researchers have engaged in a theoretical discussion of a wide variety of competitive priorities and put forward a number of criteria to assess manufacturing performance (Ahmad, Schroeder, 2002: 78). Competitive precedents have been defined as strategic preferences or methods chosen by the organization to compete in the market, the dimensions of the company's production system to support the demands of markets that the company wants to compete with. They are also goals and objectives established by the organization that will guide management decisions and procedures, in the same context explained by Leong as a consistent set of manufacturing objectives for a competitive advantage it may be expressed as the distinctive characteristics of the company in the market relating to its products and services.

3. RESEARCH METHODOLOGY

The hypotheses were tested using a sample of staff at the consulting offices of University of Baghdad and University of Mustansiriyah, which implements knowledge management in order to

obtain competitive priorities. As the community is large, the sampling method was used in an appropriate manner. Section A relates to demographic data; Section B relates to knowledge management factors; Section C is related to competitive competencies; all variables are measured by a five-point Likert scale.
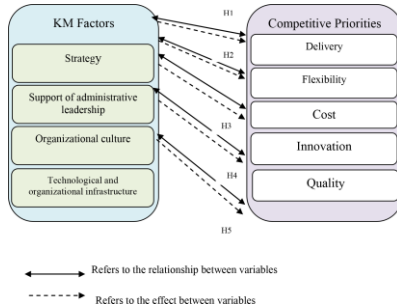

Figure 1: Research Model

Research Hypotheses

In order to answer the main research question, is there a relationship of significant influence between the factors of knowledge management and competitive priorities and to achieve the research objectives, for each of the consulting offices of the University of Baghdad and Al Mustansiriya University, the following hypotheses were formulated:

First hypothesis: There is a significant correlation between knowledge management factors and the dimensions of competitive priorities. The following sub-assumptions appear:

H1: Knowledge management factors have a significant effect on delivery.

H2: Knowledge management factors have a significant effect on flexibility.

H3: Knowledge management factors have a significant effect on cost.

H4: Knowledge management factors have a significant effect on innovation.

H5: Knowledge management factors have a significant effect on quality.

The second main hypothesis: There is a significant effect of knowledge management factors in competitive priorities. The following sub-assumptions are derived from the following hypotheses:

H1: knowledge management factors have a significant correlation on delivery.

H2: knowledge management factors have a significant correlation on flexibility.

H3: knowledge management factors have a significant correlation on cost.

H4: knowledge management factors have a significant correlation on innovation.

H5: knowledge management factors have a significant correlation on quality.

Community and sample research

To meet the requirements of the applied side of the research, and to achieve its objectives, it was necessary to choose a community for research to match and fit with what seeks and aspires to achieve. In order to test the hypotheses on the ground in an Iraqi working

environment, the researchers chose the consulting offices at both the University of Baghdad and University of Mustansiriyah exclusively. The current research on the time horizon was based on the cross-section approach. This sample of (95) employees at the senior and middle management and their assistants, requires a degree of understanding and understanding in dealing with the paragraphs of the questionnaire, as well as the variables of research, which highlight the importance of significantly within this level.

4. APPLIED RESEARCH FRAMEWORK

Diagnosis of the level of interest in search variables

The aim of this paragraph is to present the response of the respondents to the consulting offices of the University of Baghdad and the University of Mustansiriyah for analysis and interpretation. A five-point scale has been used, each of which describes a particular case for the direction of the paragraphs of the questionnaire, as it is distributed from its highest weight, which is given a score of (5) and is fully agreed (quite high), the lowest score (1) is given to represent a completely disagreeable (completely weak) to determine the level of opinion and response to the search variables and their interpretation and the length of the category (5-1 = 4) and then (4 = 5 = 0.8) as shown in table (1). To

QUITE HIGH	HIGH	MEDIUM	WEAK	QUITE WEAK
5-4.6	4.5-3.7	3.6-2.8	2.7-1.9	1.8-0.8

Table 1: Evaluation of the responses and views of the sample

Independent variable (knowledge management factors)

Table (2) the arithmetic mean, the standard deviation and the coefficient of variation of knowledge management factors for the consulting offices of the University of Baghdad and University of Mustansiriyah.

Consulting offices of the University of Baghdad				
Dimensions	Means	S.T	C.V	Importance
culture	3.825	0.868	0.226	2
Support administrative leadership	3.887	0.872	0.224	1
Infrastructure &organizational technology	3.672	0.921	0.250	3
Strategy	3.486	0.933	0.267	4
Total	3.717	0.898	0.241	
Consulting offices of Mustansiriya University				
culture	3.567	0.904	0.267	3
Support administrative leadership	3.658	0.877	0.239	2
Infrastructure &organizational technology	3.982	0.938	0.235	1
Strategy	3.428	0.892	0.260	4
Total	3.658	0.915	0.250	

Table 2: of arithmetic mean of the knowledge management variable

It is clear from Table (2) that the arithmetic mean of the total knowledge management of the University of Baghdad Consulting Office was (M=3.717), a high level of interest, (S.T=0.898), (C.V=0.241). The highest level of interest was in the (administrative leadership support), with an average of (M=3.887), a high level of

interest. The standard deviation and the coefficient of variation were respectively (S.T=0.872), (C.V=0.224). The lowest level of interest was the (strategy), with an average of (3.486), the average level of interest, (S.T=0.933) and (C.V=0.267).

The dependent variable (competitive priorities)

Table (3) shows that the arithmetic mean of the competitive priorities of the University of Baghdad consulting Office reached (M=3.828), the highest level of interest with the standard deviation and the difference coefficient respectively (S.T=0.939), (C.V=0.244). The highest level of interest was the (M=3.888) with a high level of interest, (S.T=0.836), (C.V=0.215). The lowest level of interest was the share of (innovation) with the mean of (3.766) the standard deviation and coefficient of variation around it respectively (S.T=0.933), (C.V=0.247). These results indicate that the competitive priorities at the macro level and the sub-dimensions of the sample in a very good level in the consulting offices of the University of Baghdad. It is clear from Table (3) that the mean of the total competitive priorities of the consulting office of the Mustansiriya University reached (M=3.839), high level of interest with (S.T=0.888), (C.V=0.231).

The highest level of interest from the share (creativity), as was the arithmetic mean of him (M=3.890) of any high level attention and reached the standard deviation and coefficient of variation around respectively (S.T=0.964), (C.V=0.247), while the lowest level of interest has been the share (flexibility) as it was (M=0.771). The results show that the competitive priorities at the macro level and the

sub-dimensions of the sampled sample are very good at the consulting offices of Mustansiriya University.

Consulting offices of the University of Baghdad				
Dimensions	**Means**	**S.T**	**C.V**	**Importance**
Delivery	3.875	0.962	0.248	3
Flexibility	3.885	0.782	0.201	2
Cost	3.782	0.928	0.245	4
innovation	3.766	0.933	0.247	5
the quality	3.888	0.836	0.215	1
Total	3.828	0.939	0.244	
Consulting offices of Mustansiriya University				
Delivery	3.791	0.898	0.236	4
Flexibility	3.772	0.881	0.233	5
Cost	3.860	0.967	0.250	2
innovation	3.890	0.964	0.247	1
the quality	3.829	0.985	0.257	3
Total	3.839	0.888	0.231	

Table 3: of arithmetic mean of the competitive priorities

Test the hypotheses of research and the hypothesis of correlation and influence

To test the hypotheses of research, it must be ascertained that there are significant differences between the advisory offices of the University of Baghdad and the advisory offices of Mustansiriya University as follows: This paragraph presentation focused on testing and analysis of the significant differences on the overall level of the variables under study, and tested at the level of dimensions of the independent variable (knowledge management) and the variable (competitiveness of priorities) (Yang et al., 2019; Soo et al., 2019):

Independent variable (knowledge management)	Dimensions	Arithmetic mean	SIg	المحسوبةU
Consulting offices of	the culture	3.825	0.002	866

the University of Baghdad	Support administrative leadership	3.887		
	Infrastructure and organizational technology	3.672		
	The strategy	3.486		
Total knowledge management		3.717		
Consulting offices University of Mustansiriya	the culture	3.567		
	Support administrative leadership	3.658		
	Infrastructure and organizational technology	3.982		
	The strategy	3.428		
Total knowledge management		3.658		
Variable dependent (Competitive Priorities)				
Consulting offices of the University of Baghdad	Delivery	3.875	0.001	782
	Flexibility	3.885		
	Cost	3.782		
	innovation	3.766		
	quality	3.888		
Total competitive priorities		3.828		
Consulting offices University of Mustansiriya	Delivery	3.791		
	Flexibility	3.772		
	Cost	3.860		
	innovation	3.890		
	quality	3.829		
Total competitive priorities		3.839		

Table 4: Examine the Moral Differences of the Data of

Consulting Offices of University of Baghdad and University of

Mustansiriya

Test the hypothesis of correlation

The purpose of this paragraph is to clarify the correlation between the independent variable and the dependent variable in order to test the first main hypothesis by using the Pearson Linear Correlation Coefficient. As shown in Table (5) and Table (6) of the data of the consulting offices of the University of Baghdad and Mustansiriya University below:

Competitive Priorities Knowledge Management	Delivery	Flexibility	Cost	Innovation	quality	Total competitiveness of priorities
culture	0.658**	0.562**	0.528**	0.661**	0.552**	0.627**
Support administrative leadership	0.631**	0.602**	0.638**	0.540**	0.492**	0.525**
Infrastructure &organizational technology	0.624**	0.637**	0.511**	0.519**	0.610**	0.539**
Strategy	0.528**	0.608**	0.628**	0.531**	0.500**	0.578**
Total knowledge management	0.656**	0.660**	0.622**	0.519**	0.543**	0.585**

Table 5: Relationship between Knowledge Management Factors and Competitive Aspects of Data for the University of Baghdad Consulting Offices

Table 5 shows that there is a correlation at the aggregate and sub-level between the independent variable (knowledge management factors) and the dependent variable (the competitive priorities), with the highest correlation between culture dimension as one of the dimensions of knowledge management variable and total competitive priorities (0.627**), This indicates a positive correlation relationship of statistical significance at a significant level (0.05) and (0.01). The lowest correlation was between (administrative leadership support) as

one of the dimensions of knowledge management variable and total competitive priorities (0.525 **). This indicates a positive correlation relationship of statistical significance at a significant level (0.05) and (0.01) the correlation between the total knowledge management variable and the competitive priority variable was (0.585 **) at a significant level (0.05) and (0.01).

The lowest correlation was between (administrative leadership support) as one of the dimensions of knowledge management variable and total competitive priorities (0.525**). This indicates that there is a significant positive correlation relationship at a significant level (0.05) and (0.01). The correlation between the total knowledge management variable and the competitive priority variable was (0.585 **) at a significant level (0.05) and (0.01). This indicates a positive correlation relationship between the data of the consulting offices of the University of Baghdad and the acceptance of the first hypothesis Sub-assumptions. As for the correlation relationship to the consulting offices at Mustansiriya University, which is shown in Table (6):

Competitive Priorities Knowledge Management	Delivery	Flexibility	Cost	Innovation	quality	Total competitiveness of priorities
culture	0.459**	0.528**	** 0.482	0.502**	** 0.433	0.527**
Support administrative leadership	0.553**	0.590**	** 0.468	0.528**	** 0.446	0.519**
Infrastructure &organizational technology	0.413**	0.432**	** 0.500	0.511**	** 0.452	0.489**
Strategy	0.429**	0.468**	** 0.528	0.458**	** 0.536	0.592**
Total knowledge management	0.455**	0.608**	** 0.629	0.521**	** 0.527	0.579**

Table 6: Relationship between Knowledge Management Factors

and Competitive priorities of Data for the Consulting offices of

Mustansiriya University

It is clear from Table (6) that there is a correlation between the total and the sub-variables between the independent variable (knowledge management) and the dependent variable (the competitive priorities) (0.592**) , This indicates a significant positive correlation relationship at a significant level (0.05) and (0.01), The lowest correlation was between (infrastructure and organizational technology) as one of the dimensions of the variable knowledge management and total competitive priorities (0.489 **). This indicates a significant positive correlation relationship at a significant level (0.05) and (0.01), the correlation between the total knowledge management variable and the competitive priority variable was (0.579**) at a significant level (0.05) and (0.01). This indicates a significant correlation between the data of the consulting offices of Mustansiriya University and the acceptance of the first hypothesis Sub-assumptions (Indriastuti, 2019).

5. DISCUSSION AND CONCLUSIONS

This research was designed using an exploratory study of consultancy offices at the University of Baghdad and University of Mustansiriyah. The University of Baghdad showed a level of knowledge management factors according to the following sequence: There is support from the administrative leadership of the consulting offices at the University of Baghdad, thus, the latter surpassed the

University of Mustansiriya in the following sequence, which indicates a lack of interest in the strategic sub-dimension of both places of application, so the two organizations need to further develop the strategy and take into account the results achieved in the long term. Future research should focus on extracting more data from other organizations as well; Future work may include sub-criteria for measuring competitive priorities. In addition, it is also important to expand the search to include the service industry to create a competitive service strategy.

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