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The Role of Knowledge Management on Employees' Work Performance

Saman Sidqi Hamad Ameen*^A, Çetin BEKTAŞ^B

^A Erbil Technical Administrative Institute, Erbil Polytechnic University.

^B Faculty of Economics and Administrative Sciences Gazi Osman Pasha University.

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*Corresponding author:

Saman Sidqi Hamad Ameen

Erbil Technical Administrative Institute,
Erbil Polytechnic University



Abstract: The purpose of the study is to identify the effect of knowledge management on work performance, and identify the association between knowledge management, work performance, and socio-demographic characteristics of the sample study. The study is a descriptive cross-sectional design done in the health sector in Erbil city in Iraq. The study begins on 20.10.2022 to 25.12.2022. The estimated sample was 187 participants. Data collection was done by using a questionnaire, asking 30 questions as follows; 4 items for socio-demographics, 16 items for knowledge management, and 10 items for work performance. The findings of the study indicated that there was a positive effect of knowledge management on work performance, and there was a strong relationship between them. There was a significant association between age, education level, monthly income, and knowledge management. Also, there was a significant association between gender and work performance. While there was no significant association between gender and knowledge management. Also, age, education level, monthly income, and work performance. The result of the present study recommended that; to ensure that their knowledge management strategies are in line with their overarching aims and objectives, organizations should clearly articulate them. Also, organizations should foster an environment that promotes employee collaboration and knowledge sharing, and organizations should place a high priority on learning and development by providing employees with training and development opportunities that help them gain new knowledge and skills.

دور إدارة المعرفة في أداء عمل الموظفين

جتين بكتاش
كلية الاقتصاد والعلوم الإدارية
جامعة غازي عثمان باشا

سامان صدقي احمدامين
معهد التقني الاداري اربيل
جامعة بوليتكنيك اربيل

المستخلص

الغرض من الدراسة هو التعرف على تأثير إدارة المعرفة على أداء العمل وتحديد العلاقة بين إدارة المعرفة وأداء العمل والخصائص الاجتماعية والديموغرافية لعينة الدراسة. الدراسة عبارة عن تصميم مقطعي وصفي تم إجراؤه في القطاع الصحي في مدينة أربيل في العراق. تبدأ الدراسة من 20.10.2022 إلى 25.12.2022. كانت العينة المقدره 187 مشاركا. تم جمع البيانات باستخدام استبيان، وطرح 30 سؤالاً على النحو التالي؛ 4 عناصر للتركيبة السكانية والاجتماعية، و16 عنصراً لإدارة المعرفة، و10 بنوداً لأداء العمل. أشارت نتائج الدراسة إلى وجود تأثير إيجابي لإدارة المعرفة على أداء العمل، وأن هناك علاقة قوية بينهما. توجد علاقة ذات دلالة إحصائية بين العمر ومستوى التعليم والدخل الشهري وإدارة المعرفة. أيضاً، كان هناك ارتباط كبير بين الجنس وأداء العمل. بينما لم يكن هناك ارتباط كبير بين النوع الاجتماعي وإدارة المعرفة. وكذلك العمر، والمستوى التعليمي، والدخل الشهري، وأداء العمل. أوصت نتيجة الدراسة الحالية بما يلي: للتأكد من أن استراتيجيات إدارة المعرفة الخاصة بهم تتماشى مع أهدافهم وغاياتهم الشاملة، يجب على المنظمات توضيحها بوضوح. أيضاً، يجب على المؤسسات تعزيز بيئة تعزز تعاون الموظفين ومشاركة المعرفة، ويجب على المنظمات إعطاء أولوية عالية للتعليم والتطوير من خلال تزويد الموظفين بفرص التدريب والتطوير التي تساعدهم على اكتساب معارف ومهارات جديدة.

الكلمات المفتاحية: المعرفة، الإدارة، الأداء، العمل، الموظفين.

Introduction:

Due to its ability to provide businesses with strategic results relating to profitability, competitiveness, and capacity building, knowledge management has attracted a great deal of interest in business and management circles. The promotion of knowledge management emphasizes its significance and necessity for organizational survival and the preservation of competitive strength. A framework for building an organization's strategy, structures, and procedures that allow it to use what it already knows to learn and provide economic and social value for its clients and community is known as knowledge management. (Omotayo, 2015: 2). The burdensome task of guiding their businesses toward the accomplishment of objectives and stated goals falls on managers. This calls for not just flexibility and aptitude but also better knowledge management and superior decision-making (Abubakar et al., 2019: 104). Early knowledge management programs used the knowledge-leverage concept, which was based on the idea that

computers could collect and distribute data and knowledge across the business, resulting in higher productivity, cost savings, and innovative ability (Wright, 2005: 156). Knowledge management has existed and has been used for a protracted time, although it was once neither known as with the aid of this name nor always diagnosed as what it is still a few years ago. The means of developing information on the market for others has developed with time. It once began with family clans, anyplace facts used to be exceeded on from father to son via a prolonged technique of learning. (Davenport and Prusak 1998: 4). The Knowledge inside firms to supply new products/services and to distinguish it from competitors for achieving benefit (Menguc, Auh, & Shih, 2007: 320). These days, the disparities between firms' knowledge bases and capacities for using and expanding knowledge serve as the deciding factors for corporate performance (Spender and Grant, 1996: 5). The idea of knowledge management was central to the first scholarly examination of this phenomena (Davenport and Prusak, 1998: 5). In general, knowledge management refers to the procedures and methods followed by a company with the objective of maximizing the efficacy and efficiency of the management of organizational knowledge resources in order to release the firm's intellectual potential (Andreeva and Kianto, 2012: 621). After several crises such as the American war, several civil wars, the arrival of deadly epidemics, along with many shortcomings in the field of management. The Iraqi organizations are still trying to stand on their feet and face all the crises they face. The present study aimed to know the perception of employees regarding knowledge management, to determine the effect of knowledge management on work performance, and to identify the relationship between them in the health sector in Iraq/Erbil city.

Knowledge Management:

One of the most crucial elements enabling knowledge management in every organization is knowledge management infrastructure (Rahim, 2022: 616). Knowledge management refers to all the procedures that an organization does to create, choose, organize, utilize, and communicate knowledge as well as transfer significant data and experiences, the relationships that a person is able to adapt and apply will surely affect how well they grasp the data set (Mohammed, 2015:168; Abdullah & Kamel, 2017: 62). There wouldn't be knowledge management without the ability to handle knowledge, in its simplest form, knowledge is a body of information,

this could imply that the knowledge is concealed behind theories, procedures, or systems or that it is expressed through opinions, theories, ideas, and analyses (Omotayo, 2015: 3). Knowledge-oriented management seeks to extract knowledge from information and transform that knowledge into a long-lasting competitive advantage that can be used to gauge an organization's success (Klaus North, 2018: 203). In order to achieve organizational goals and strategies, management entails encouraging resources—both human such as personnel, and artificial such as technologies—to work together in a coordinated manner (Desouza and Paquette, 2011: 3). With managers realizing that a significant portion of their company's worth depends on its capacity to develop and manage knowledge, knowledge management has emerged as a key theme in many major businesses, for an organization to achieve greater organizational performance and gain a lasting competitive advantage. Managers must participate in effective knowledge management methods, the competitive environment of the local and international markets is accompanied by the growing requirement for effective knowledge management in all areas, whether inside or outside the organization (Nawab et al., 2015: 43).

One of the main components of efficient knowledge management has been identified as knowledge exchange (; Epetimehin and Ekundayo, 2011; Oluikpe, 2012) for it to be used once it is developed and to benefit the organization. Given that organizations struggle with knowledge loss brought on by employee turnover, the sharing and transferring of knowledge is essential to knowledge management, critical knowledge loss occurs due to job transfers, mobility, and different work arrangements in addition to retirement. Therefore, it is the duty of every employee in an organization to create and share information by adopting the mentality that "knowledge is part of self," in which case sharing knowledge is seen as a personal obligation that calls for individual commitment. The future of every organization is heavily influenced by its managers, whose decisions, deeds, and inactions typically decide how successfully the organization's activities are carried out. The most important daily duty for managers in the majority of firms is making decisions, ultimately, the effectiveness and efficiency of managers' decisions and decision-making processes influence the success or failure of the organization. According to Desouza and Paquette (2011: 32), a key component of effective decision-making is the capacity of individuals within

an organization to harness knowledge, they go on to say that managers have a higher chance of making decisions that will produce the desired. Knowledge management that improves cycle times for new business processes and innovations, productivity, and a culture of knowledge exchange (Hammad, 2022: 37).

Work Performance:

One of the most important dependent variables that corporations, the government, educators, and society are interested in is work performance, which is controversial. In order to get at the general definitions and conceptualizations of individual level work performance, this term has undergone a protracted ten-year period of research. Work performance is a term frequently used to describe how well a worker performs on duties connected to tasks. It should be seen as behaviors rather than outcomes, in other words. Performance is important to both employees and employers since it influences some decisions like hiring, promotion, pay raises, and bonuses (Caillier, 2010: 160). But everyone agrees that performance is multifaceted (Dalal, Baysinger, Brummel, & Lebreton, 2012: 316). Task performance, contextual performance, and unproductive work behavior are the three basic areas of work performance, safety performance and adaptive performance are two of the many proposed dimensions, but they are not the only ones (Pulakos, Arad, Donovan, & Plamondon, 2000: 613). When considered as a whole, these elements provide a rather detailed and affordable way for evaluating overall work performance (Dalal et al., 2012: 295). The first one is "task performance," which is described as "behaviors that help make something or provide a service." It involves tasks that are different for each job, are possibly role-specific, and are usually listed in work descriptions (Aguinis, 2019: 122). Instead of directly affecting individuals' productivity, contextual performance improves the organization's effective operation (MacKenzie, Podsakoff, & Fetter, 1991: 125). The distinction between task- and context-specific performance is supported by later research, including that done by (Hoffman et al., 2007: 555). However, researchers have also looked into the dimensionality of contextual performance in and of itself. For instance, Werner (1994: 98) advocated two dimensions: one for actions directed at the organization (such as making suggestions for work changes) and another for actions directed at the individuals (e.g., helping others). According to other meta-analytic

investigations, multidimensional techniques should be understood as signs of a broad, latent, unidimensional entity (Hoffman et al., 2007: 556; Lepine, Erez, & Johnson, 2002: 62).

Work performance has received a great deal of attention and research due to the concept's importance at the individual levels, the overlap of factors affecting performance and its diversity, administrative studies in general, and human resource studies in particular (Ameen & Izci, 2023: 194). The foundation of knowledge management is the notion that an organization's most important resource is its workforce. As a result, the effectiveness of the company will depend, among other things, on how effectively its employees can produce new knowledge, distribute that knowledge within the organization, and use it (İzci et al., 2021: 4). The "who" fills out the rating scales (supervisors, peers, subordinates, or the employees themselves) makes a difference, although most academics and practitioners agree that rating scales for work performance are reliable. It's undeniable that one's evaluation of their own performance at work will vary from rater to rater (Murphy, 2008: 158). The lack of agreement across sources "may reflect actual disparities deriving from differences in viewpoints or opportunities to monitor performance," according to Woehr (2008: 163) While pooling samples may help, multi-rater evaluations may not be the only way to analyze performance (Adler et al., 2016: 223). Therefore, researchers concurred that different raters offer distinct viewpoints on employees' performance, and the choice of rater depended on the objectives of the research (Scullen, Mount, & Goff, 2000: 957). Self-evaluations are less common in applied contexts because they are typically more positive than other evaluations (DeNisi & Murphy, 2017: 427).

Relationship Between Knowledge Management and Work Performance: Either too general or too specific are the goals of performance. In this regard, experts believe that the concept of organizational success should take into account all operations within a certain organization as well as the varied interests of the persons involved (Atmaca & Ameen, 2022: 123). Knowledge management is a collection of procedures that cover information gathering and application in order to raise an organization's performance relative to prior periods or rival organizations (Ameen & Othman, 2021: 26). The relationship between knowledge management and work performance in the public sector showed that

employees who had knowledge management skills had a significant favorable impact on their work outcomes (Sandhu, Jainist & Ahmad, 2011: 221). Knowledge acquisition is a knowledge-management process that enhances employee and organizational performance, it can lead to the development of a knowledge base in the organization, knowledge sharing and acquisition are two knowledge-management processes that enhance employee and organizational performance, in addition to fueling extra-role behaviors such as innovation (Thneibat, 2021: 8). knowledge acquisition can lead to better work performance and innovation by enhancing employee and organizational performance (Papa et al., 2020: 592). The role of knowledge application in work performance is important because it allows employees to be more efficient and effective, employees with good job knowledge can identify problems early, and solve them before they become big problems. They can also make better decisions about how to spend their time and resources, which leads to improved performance (status, 2023; Hasudungan et al., 2020: 157). Mohammed (2021:420) illustrated that there was a positive relationship between sharing knowledge and performance. According to Heisig (2009: 14), knowledge management is the process of managing the identification, use, development, sharing, and storage of knowledge among individuals within an organization. Knowledge application has been shown to improve performance (Yosuff & Daudi, 2010: 150). Employees' knowledge, skill, judgment, and experience are embodied in human capital (Souleh, 2014: 92). By organically enhancing the knowledge and abilities of their current staff members and by recruiting people with high knowledge and skill levels from the external labor market, organizations can improve their human capital. Without people, an organization cannot produce knowledge on its own (Choudhury & Mishra, 2010: 184). Companies need to design knowledge transfer strategies that support the dynamics of a multigenerational workforce given the diversity of generations in the workplace (Stevens, 2010: 81). According to Momeni et al., (2011: 485), Knowledge management process capabilities are a higher-order construct that represents knowledge gathering, conversion, application, and protection. According to Mohrman et al. (2003: 30), Production and application of knowledge by companies improves performance. Knowledge application is the method by which knowledge is promptly put to use in task performance or problem resolution. Knowledge can be owned and used by individuals and

groups (Ajmal & Koskinen, 2008: 13). Companies gain from knowledge when it is applied correctly, not just because it exists (Gasik, 2011: 39). The major mechanisms that ensure the application of knowledge are organizational routines, clear guidelines and instructions, and self-organizing teams (Grant, 1996: 109).

Hypothesis

H1: There is a positive relationship between knowledge management and work performance.

H2: There is an effect of knowledge management in work performance.

Methodology:

Sample: The estimated sample was 187 participants out of 612 individuals according to the non-probability sampling technique depending on the sample size calculator online so the parameters included the followings: confidence Level %95, the margin of Error %5 and Population Size was 612. The researchers have taken permission from different settings and from each participant before distributing the questionnaire. Data were analyzed by using SPSS version (24). The following statistical procedures were applied; frequencies and percentages were used for descriptive data analysis Mean and standard deviation, Chi-square test of association, and multiple regression test. It is a descriptive cross-sectional design done in the health sector. The study begins from 20.10.2022 to 25.12.2022.

Measurement: Knowledge management was measured with three processes (acquisition, sharing, application). A 3-point Likert scale was used for items (1 Disagree, 2 Neutral, and 3 Agree). For the overall levels of knowledge management, rubric grading scale was used as (good, fair, and poor). The questionnaire was used for data collection and composed of three sections: section A background information included (gender, age, education level, and monthly income). Section B included 16 items related to knowledge management. Section C included 10 items related to work performance.

Results:

Table (1) Statistical Analyses of Socio-demographic characteristics of study sample

Variables		F	%
Age	18-25	12	6.4
	26-40	129	69
	41 and above	46	24.6

Variables		F	%
Gender	Male	82	43.9
	Female	105	56.1
Education Level	Read and write	7	3.7
	Primary	17	9.1
	Secondary	43	23
	Diploma	46	24.6
	Bachelor	67	35.8
	Master and PhD	7	3.7
	Monthly income	Less than 500 \$	47
	500 -1000 \$	61	32.6
	More than 1000 \$	79	42.2
	Total	187	100

Source: Prepared by researchers based on statistical software (SPSS)

Table 1 indicated the characteristics of background information for participants as followings: most of them were between 26-40 years old, the majority of them were female %56. 1, the majority of them have bachelor degree %35.8, while about the monthly income majority of them have more than 1000\$ which represented about %42.

Table (2): Overall Levels of Knowledge Management Regarding Perceptions of Participants

levels of knowledge management	Frequency	Percent
Good	119	63.6
Fair	53	28.4
Poor	15	8.0
Total	187	100.0

Source: Prepared by researchers based on statistical software (SPSS).

Table 2 revealed that there were three levels of knowledge management as followings (good %63.6, fair %28.4 and Poor %8.0) so, the majority of them were in good level regarding knowledge management.

Table (3): Association between Knowledge Management, work performance and socio demographic characteristics of the sample study

Variables	Knowledge Management			Work Performance		
	Pearson Chi-Square	df	P-Value	Pearson Chi-Square	df	P-Value
Gender	77.311	13	0.001	6.625	11	0.829
Age	199.415	26	0.001	43.845	22	0.004

Variables	Knowledge Management			Work Performance		
	Pearson Chi-Square	df	P-Value	Pearson Chi-Square	df	P-Value
Education Level	461.510	65	0.001	32.991	55	0.992
Monthly Income	199.764	26	0.000	13.680	22	0.912

Source: Prepared by researchers based on statistical software (SPSS)

Table 3 indicated that there was a significant association between gender, age, education level, monthly income and knowledge management, so the p-value included (P-value= 0.001, 0.001, 0.001 and 0.000). Also, there was a significant association between age and work performance (P-value=0.004). While there was not significant association between gender, education level, monthly income and work performance.

Table (4): The multiple regression test (ANOVA) for the effect of the knowledge management on work performance

ANOVA								
Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Correlation
Regression	3.720	1	3.720	38.964	0.000	0.678	0.496	0.743
Residual	281.079	185	8.454					
Total	1567.775	186						

Source: Prepared by researchers based on statistical software (SPSS)

Table 4 showed that the estimated f-value came to (38.694) at the significance level of (0.05). Because it is less than (0.05), the permitted significance level, this supports the significance level (f) of (0.000). The model's explanatory power was (R Square = 0.496) which is considered adequate and indicates that (49.6%) of the dependent variable knowledge management accounts for work performance. The degree of correlation between knowledge management and work performance reached 74.3%, indicating a direct connection between the two variables.

Discussion: The findings of the study revealed that the relationship between knowledge and work performance was favorable. This result was in line with a study by Mahbobeh et al. (2014: 62), who noted that knowledge management had an impact on both performance and innovation. Hasudungan et al (2020:157). Alyoubi et al. (2018: 22) found that there is a

significant influence of knowledge management on employee work performance. A paper by Bayari et al (2022: 1043) explores the relationship between knowledge management and performance. Other study findings showed that while there was no significant relationship between other variables and knowledge management, there was a significant relationship between age, education level, and monthly income. The results of this study support Lee et al.'s study (2012: 200), which showed that knowledge process skills and creative organizational learning mediate the relationship between knowledge management infrastructure and organizational performance, highlighting the significance of a knowledge management framework for organizational performance. The present study found that knowledge management had an impact on work performance. Reich et al., (2014: 599) mentioned that knowledge management is crucial, but it is mediated by the alignment process, which involves the creation of comprehensive information sets, the alignment of various specialized knowledge, and specialist understanding. In brief, knowledge management is crucial when a project's focus is on harmonizing knowledge. The study also demonstrated that interest in knowledge management does not have a detrimental impact on performance in relation to other crucial objectives like schedule and budget. Darroch (2005: 112) revealed that the using knowledge management as a means of coordination According to empirical data, a company with a knowledge management competence will employ resources more effectively, which will lead to greater innovation and improved performance. Zack et al., (2009: 392) indicates that it was discovered that knowledge management strategies were directly connected to organizational success, which was then directly connected to financial performance. With each value discipline, a different set of knowledge management techniques was connected (i.e. customer intimacy, product development, and operational excellence). Boumarafi, and Jabnoun (2008: 233) illustrated that all examined knowledge management variables are highly connected with performance improvement, with the exception of reward and vision clarity. The knowledge management techniques that businesses consider crucial and those that were actually linked to organizational success differ. Also, the results of the current study showed that age and knowledge management have a positive relationship because older people may have more experience with knowledge management. Additionally, participants with bachelor's

degrees and high monthly incomes may have perfect and appropriate knowledge management and perform well at work.

Conclusion: The findings of the study indicated that there was a positive and strong relationship between knowledge management and work performance, and there was an effect of knowledge management on performance in the health sectors. Other findings revealed that there was a significant association between Education level, monthly income, and knowledge management. Also, there was a significant association between gender and work performance. In light of the results of the study, it can be indicated that organizations can achieve their goals by enhancing work performance and developing a more knowledgeable and talented staff with effective knowledge management.

Employees can more easily access the knowledge and skills they need to do their jobs by using knowledge management systems. This may result in quicker and wiser decisions, fewer errors, and more production. However, corporations can promote an innovative and creative culture by sharing knowledge between teams and departments. This may result in the creation of novel goods and services, enhanced operations, and raised levels of competition. Knowledge management systems can also make it easier for team members who are spread out across the globe to collaborate and communicate. Employee collaboration and teamwork can both benefit from this. Employees can offer clients better service when they have access to the knowledge they require. Also, Increased client satisfaction and loyalty may result from this.

Recommendations: The study's findings lead to the recommendations listed below:

1. To ensure that their knowledge management strategies are in line with their overarching aims and objectives, organizations should clearly articulate them. The methods and technologies required to facilitate knowledge sharing and collaboration must also be identified, along with the types of knowledge they want to manage, and the stakeholders involved.
2. Organizations should foster an environment that promotes employee collaboration and knowledge sharing. Incentives, educational initiatives, and the application of technological tools that encourage collaboration and knowledge sharing can all help achieve this.

3. Organizations should create methods and resources for gathering and classifying knowledge, including content management systems, centralized knowledge repositories, and taxonomies or ontologies.
4. Businesses should place a high priority on learning and development by providing employees with training and development opportunities that help them gain new knowledge and skills. This could enhance organizational performance overall and contribute to the development of a more knowledgeable and talented workforce.
5. Organizations should use technology to assist knowledge management initiatives, including collaborative tools, knowledge management software, and technologies for knowledge extraction and discovery.

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