

# Innovation: Knowledge Management in the Innovating Industries

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**Abstract**— Companies rely on human effort or human intelligent as the main factor to develop and innovate their product or services under their commandments by providing them different means from security equipment and technology. This research aimed to exhibit the role and effectiveness of knowledge in the performance of knowledge management in innovating industries, and the prescriptive views through the revolution of renew and develop industry. The primary purpose for applied this research is discover the importance's of knowledge management in improving and the innovating in the industry to increase the productivity, services and advancement of knowledge management. Also, the research aimed to find out the managers opinion in many companies in such type of administrations, by interviewing some of them in many companies, overview the activities that undertaken by respondents towards developing Knowledge Management program, it was evident that organizations had failed to comprehend the cultural implications of KM. As results of respondent's analysis, the most respondents do not have a fully integrated KM program, so the indicator proven that, In Kurdistan, most organizations have insufficiency of knowledge management, shortage of experience, and suffering from many problems, which appeared in formal measuring constructs for the measurement of the benefits of knowledge assets to organizational performance. As well as the research aimed to analyze the importance of knowledge management in building the process of knowledge system in firms, and the satisfaction of customers need to increase the productivity of organizational though the commitment of innovative. Therefore, Companies that dedicate time and resources to protecting their intellectual property assets can increase their competitive edge. Reversing the poor organization of knowledge resources is a more important cause of the perceived lack of easy access than any failure in communications or lack of staff IT skills or incentives.

**Keywords**— Innovation, Knowledge Management, Effective Communication, Skills.

## I. INTRODUCTION

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 diffusion of Internet, portable telephony, innovations about to revolutionize,

once more, the century which knew the greatest technological changes of all times (Abdullah & Othman, 2019). The businesses operate in a rapidly changing and demanding world, which is dictated by a competitive market as a result, of the business environment is changing radically. The business environment of today is characterized by rapid scientific and technological progress in product life - cycles, dynamic market changes, growing competition (Anwar & Abdullah, 2021), development of information technologies, and the emergence and establish of new industrial countries, communication networking, globalization of the world market and change of personal values (Gardi et al. 2020). It goes without saying that during the past years, the process of permanently adjusting businesses to the environment has been reflected in the development of management theory, which pursued solutions that would ensure the constant growth, and development of businesses (Prabhu et al. 2020).

Therefore companies rely on human effort or human intelligent as the main factor to develop and innovate their product or services under their commandments by providing them different means from security equipment and technology but no benefit from using most updated technologies or having most Important clients while your employees are not committed to their jobs which lead (Anwar & Shukur, 2015) to create a big gap and lose of clients and contracts as no company or individual are ready to take risk about their security and put their lives or precious things on responsibility of un committed companies(Sultan et al. 2020).

Recently the business world has come to mean the development of new corporate services, products, processes and structures. Moreover, Innovation means renewal and change, the development, application of new knowledge is the basis for innovation, emphasizing the strong links between Innovation, and knowledge management in industries, (Abdullah & Othman,2015), In order to develop a product, a systematic approach needs to be taken, which ensures a company has integrated competitive advantage (Gardi, 2021).

Increasingly, innovation is being recognized as a fundamental agent of organizational change (Ismael et al. 2021). Organizations that continually innovate are perceived to have competitive advantage over those that fail to exploit opportunities for innovation. However, the management of innovation is a challenging issue that involves complex understanding. How does an organization become innovative? How are opportunities for innovation exploited to create competitive advantage?

What type of management should be implemented to encourage innovation?

Predictably there is no clear-cut recipe for success but there have been recommendations made by academics and practitioners alike ((Anwar & Abd Zebari, 2015). Innovation comes from ideas, ideas that emanate from a collection of different knowledge bases. Both organizational and individual knowledge plays a part in the generation and development of innovations and therefore, must be managed effectively (Anwar & Surarchith, 2015), argues that an organization's capacity to innovate depends considerably on the knowledge and expertise (Othman et al. 2019). Therefore, management knowledge is an essential requirement for innovative organizations, leading to competitive advantage, which includes scientific progress of which the inventions involve transformations or upheavals of products, methods of production, organization of work, markets, and structures of the economy (Khan & Abdullah, 2019).

### Statement of Problem

After 2003 with fall down of the regime and due to the socio-economic changes, open and free market policy, the region used to import wide enormous kinds and types of goods from different origins, not taking into account the environmental standards. Added to that the rapid increase of the population in the urban and big cities added extra burden on the ecosystem of these cities and caused problems because Kurdistan depend on what is import without thinking to how innovate their industries , products to get benefit from using knowledge management. So, success is requiring for business organizations to keep up with what's new in management and in their ability to apply their resources get in the activities if which contribute to the output of the survival and growth, and ensures them access to advanced position in the competition and entrepreneurship and creativity (Top & Ali, 2021). When organization can develop their ideas for knowledge management, they can take charge of the initiative and reflect that in fact the outcome characteristic (Demir et al. 2020), so the desire of the research known such a thing in the industrial manufacturing companies operating in an accordance with the managers by distributing questionnaire and interviews which noted two things are important: -

**First**, lack of awareness of administrative leadership in general and the leaders of human resources management and leaders responsible for the management of knowledge the importance of the theme of " knowledge management" correctly in line with the scientific bases for approach of this administration (Ali, 2021) and its constituent elements and the relationship of all of this level of performance both

on the general level of the organization or how to take advantage of its applications improve performance and productivity of workers (Ali, 2020).

- **Second**, a great desire in those administrative leadership in the application and use of knowledge management, as it should be and not, as is the case for moving their companies forward.

So, like this case we can limit the problem of this study as following:

1. In Kurdistan Region, what we mean by perception of administrative to the concept of knowledge management and its impact on the efficiency of performance.

How benefit from the use of element of knowledge management in raising the efficiency of performance of companies and activity career by improving their internal processes related to operational aspects and to satisfaction internal and external customer (Andavar et al. 2020).

How can embody the relationship between the various element of (KM) in the learning and growth, and then in the organizational innovation as the fundamental basis to raise the efficiency of use economy resources (Faraj et al. 2021), and the reflection on the financial aspects and productivity in these companies.

#### 1.4 Objectives of the Study

- Identify the processes of knowledge management technologically and the impact of each the components of the key performance of operational processes and customer satisfaction and improve the standard of learning and growth.
- Achieve limited results on the impact of knowledge management in raising the efficiency of the performance of industries, and try to know the requirements of the application of those results by the companies under study with a view to strengthening their capacity and achieve their goals in leadership, creativity and framing it in theory.
- Developments of scientific methods and techniques that can be followed to take advantage of the best knowledge management in companies and application of innovative ideas in various aspects improve productivity.
- To study the effect of knowledge management satisfaction, developing on companies' performance and organizational Success.

#### What is Knowledge Management?

Knowledge management, understood to be an umbrella term encompassing the many unique but related facets of knowledge exchange, transfer and uptake among them. While there is no universally accepted definition of KM, most are extremely similar. For this paper, the working definition of knowledge management has been determined to be "... the systematic process by which knowledge needed for an organization to succeed is created, captured, shared and leveraged (Othman et al. 2019).

Three labels are used to describe knowledge: explicit, tacit and potential. By far, the two most common are explicit and tacit. "Explicit knowledge can be thought of as 'book knowledge' – available in a spoken or written form and is the ordering of data and information according to well-defined, formalized procedures or rules. Tacit knowledge resides within the people of the organization and is not formalized into written or documented forms (Anwar, 2017). It can only be made accessible for others' benefit through conscious efforts, such as interviews and monitoring, to gather insight on how individuals do their jobs" (Association of State and Potential knowledge describes that knowledge buried in the data that are often collected but not yet used) (Anwar, 2016).

Managing knowledge is a notion that began as early as Aristotle. Generally, the public sector has been relatively slow to embrace the concept, with the notable exceptions of Industry care and education (Ali, 2016). Large corporations have provided significant leadership in this area and offer several "lessons learned" that may be adaptable (with appropriate modifications) to the public sector (Abdulla et al. 2017).

For many, the modern development of KM began with the dawn of the Internet in 1969. Drucker who coined the term 'knowledge worker', said "every knowledge worker in a modern organization is an 'executive' if, by virtue of his position or knowledge, he is responsible for a contribution that materially affects the capacity of the organization to perform and to obtain results." (Anwar & Balcioglu, 2016), whose work is revisited in the Evaluating KM section of this paper, contributed the three elements of the intellectual capital framework (employee competence or human capital; internal structure - structural or organizational capital; and external structure - customer or relationship capital) to early thinking. As early as 1938, H.G. Wells, though never using the actual term knowledge management, described a 'World Brain' which would represent "a universal organization and clarification of knowledge and ideas" (Abdullah & Abdul Rahman, 2015). Of course, all of this is pre-dated by "the elder, the

traditional healer, and the mid-wife in the village who have been the living repositories of distilled experience in the life of the community for time immemorial (Hameed & Anwar, 2018).

By the early 1990s, the private sector, notably large companies such as IBM, Xerox, and Hewlett-Packard, and Chevron, had begun to apply their considerable technological capabilities to managing knowledge (Ali, 2014). Frequently cited as the beginning of KM, the Association for Information Systems: America's Conference on Information Systems held in Boston in 1993 (<http://amcis.aisnet.org/>) was specifically devoted to KM. Key themes included attempts, often theoretical, to define KM and differentiate it from data and information. With the exceptions of schools and Industry care settings, the early adopters of KM beginning in the late Knowledge management are here to stay. "Knowledge and learning have become the new strategic imperative of organizations. At least one-half of US companies and up to 72% of overseas firms, have some kind of KM initiative underway... Chief Knowledge Officers and Chief Learning Offices are popping up everywhere" (Damit et al. 2019). While ubiquitous, Knowledge Management recognized to be a slow process. In a study undertaken by (Anwar & Ghafoor, 2017), even in the best of firms, in-house best practices took an average of 27 months to wind their way from one part of the organization to another.

Strictly speaking, the mass academic exodus to the business schools occurred in anticipation that capitalism would triumph over socialism. The turn to KM began in the early 1980s, just as Ronald Reagan and Margaret Thatcher adopted the final hardline Western stance that coincided with the internal collapse of the Soviet regime.

I say "coincidence" deliberately, since it is superstitious to think that the politically conservative and economically liberal ideology associated with Reagan and Thatcher had much to do with—or, more importantly, is vindicated by—the fall of the Soviet Union. Had the Democrats prevailed in Washington and Labor in London during this period, Moscow would have probably suffered the same fate. (Prabhu et al. 2020).

Then we would have traced the Soviet demise to its failure to provide adequate welfare for its population, not its repression of the free exchange of information (Anwar & Climis, 2017). In that case, we would have called the field under investigation in this research "welfare management" rather than "knowledge management". Indeed, the welfare and knowledge management perspectives were born joined

at the hip in the 18th century European Enlightenment (Prabhu et al. 2019).

During this period, political theorists began to argue that there was a more integral connection between a state and its inhabitants than previous theorists had thought: A ruler should not simply keep the peace; Statecraft thus had to go beyond the usual threats and deceptions, since rulers were now expected, as Adam Smith would say, to increase the wealth of their nations. This historic change of attitude had three important consequences (Anwar & Qadir, 2017). First, it led to a managerial conception of the state, in which economic matters acquired a public significance that had been previously left in the hands of private households and Knowledge Management Foundations corporations. Second, it fostered a more discriminating sense of citizenship as "contribution to society," especially for purposes of raising and distributing revenue. Finally, it led to the systematic collection of data about people's lives, culminating in a hardening of social categories (into classes and even races), which were then projected backward as having been implicit throughout history (Abdullah & Rahman, 2015).

The defining moments in the state's reconstitution as welfare manager were the American and French Revolutions in the final quarter of the 18th century. Both were instigated by middle-class taxpayers incensed by the state's fiscal mismanagement. The generation following these revolutions witnessed the emergence of the original knowledge management gurus, Henri de Saint Simon and Auguste Comte, who designed schemes to harness innovations in science and technology to the state's newly acquired welfare functions. To be sure, these functions were seen as directly benefiting the middle class and only indirectly those below them (Abdullah, 2019). Nevertheless, the legacy of these gurus remains in the continuing ideological resonance of their coinages, "socialism" and "positivism." Perhaps of even deeper significance has been that representation of data known as "statistics", a slightly shortened version of "statistics." Not surprisingly, among social scientists, there has been a strong positive correlation between faith in the state's powers and reliance on statistical data as "indicators" of larger socioeconomic tendencies (Anwar & Louis, 2017).

Traditionally, the focus of organizations has been based on land, labor and capital but over recent years, attention has been drawn to the value of knowledge as a very important economic resource. In their quest for a means of survival in an environment that is rapidly becoming more competitive, organizations will be looking to knowledge to provide the means of success (Ali & Anwar, 2021).

Knowledge is a resource that organizations do not appear to fully recognize as providing the means through which they can meet future competitive challenges. While knowledge is accumulated in organizations it is not harnessed in a way that will provide benefit (Khan & Abdullah, 2019). Each employee has an individual knowledge bank acquired as a result of education, skills and competencies developed over time, along with life experiences. The longer they work in an organization the greater the knowledge they acquire about the organization, its products, and its customers. The organization also has a repository of knowledge through its documents, processes and routines (Anwar & Abdullah, 2021). Marshall et al (1996) point to the volumes of information sitting in organizations, and Evans and Wurster (1997) identify every business as being an information business. Questions arise as to why this information is not put to use, and it may simply be there is a lack of knowledge to interpret it to provide possible opportunities.

According to Prabhu et al. (2020) "Structures and practices that may work well for the perpetuation of the known tend to be at odds with innovation". The organizational environment is therefore important if innovation is to occur. It is known that there is knowledge within the organization but it needs to be stimulated by new events and sparked to action (Ganeshkumar et al. 2019). If the right information signals are received, and the culture is appropriate, ideas will emerge from anyone at whatever level, or age (Abdullah & Afshar, 2019).

Technology offers many benefits for the organization particularly information gathering but knowledge must be applied to the interpreting of that information if it is to bring benefit to the organization. For example, organizations do not seem to pay as much attention to information on their databases as they should. While it is important that databases are set up in such a way that employees have ready access to information to respond to customers quickly and efficiently. It is also important that information in the database is regularly analyzed, if for no other reason than looking for changing patterns in customer buying (Abdullah & Rahman, 2015).

Ali et al. (2020), explained the spiral of knowledge in the organization and says that knowledge begins with the individual. Matrix structures used by organizations for projects identify those people who through their expertise need to be involved in the project. Such teams frequently include customers with very beneficial results. Customers view the organization and its product and services from a different perspective and are able to contribute value ideas, perspectives and information that will have value for the organization (Abdullah, 2018).

Knowledge is important for developing new products or services, and for adding value. While much of that knowledge can be obtained primarily through employees, databases, and business documentation, it will also come from meetings with customers (Saleh et al. 2021). Customer knowledge is extremely valuable. However, (Othman & Abdullah, 2016), give a warning that technology has provided customers with the means for accessing information from many sources to provide comparative assessment, and they are no longer so reliant on their traditional supplier organizations for information. This signals that it is critically important for organizations to recognize the value of customers and to work alongside them.

Too often organizations do not give credit, or belief, to information received from customers even though customer surveys may have been carried out (Abdullah & Othman, 2016). Customers have considerable knowledge not only about the products and how they are used, but also about the products of other suppliers. Observing how products are used also provides valuable feedback that may instigate modifications, new customer solutions, or the customizing of products. It is important to know what customers are thinking, and their rationale for changing to another supplier (Abdullah & Othman, 2021). Abdullah & Abdul Rahman, (2015), suggests focusing on demanding customers. Difficult as these customers may be, it is a sensible approach as it is those customers who are likely to produce the greatest and most valuable knowledge, which may well lead to new ideas.

(Anwar & Abdullah, 2021), goes further than the immediate customer when she suggest there will also be a benefit from knowing what the customer's customer wants. It is also suggested by Amidon, that there should be a focus on customer success rather than looking only to customer satisfaction. This involves helping customers to achieve their goals and to bring greater wealth to their organizations. Success is what customers want.

All organizations want to be successful and when (Anwar & Shukur, 2015) talks about entrepreneurship, he says the size of the organization, or its age, is not significant. What is important is the type of activity. He goes on to say that "At the heart of that activity is innovation: the effort to create purposeful, focused change in an enterprise's economic or social potential." However, there is also a reminder from Drucker that "Knowledge-based innovations differ from all others in the time they take" and indicates lead-time can be as much as 50 years. Although necessary knowledge was available by 1918, the digital computer did not appear until 1946. In today's environment, however, technology provides opportunities

for access to information as it becomes available and the timeliness of this may well make it possible for that long lead-time to be considerably reduced (Anwar & Abd Zebari, 2015).

As competition intensifies, it will become very important for organizations to build closer relationships with their customers. Working together provides the insight and perspectives about the product that can enhance its use and provide the customer with greater satisfaction. Organizations working alongside customers on new products, or process innovation, or designing innovative solutions to meet specific needs of customers add value to both the organization and its customers (Anwar & Surarchith, 2015).

Trust is very important when working alongside customers. Each side has knowledge, but is each side willing to give away what it knows? It is difficult to give away knowledge and there are dangers. Competitors in the market are always on the lookout for useful information. Other customers may react unfavorably to the observed relationship and possibly cause them to change, wherever possible, to another supplier. Failure to maintain a trusting relationship could have immense problems. It is important, therefore, to develop a sound understanding of the goals of the customer organization, and what it needs to be successful, will be critical to the working relationship (Anwar, 2017).

To ensure the maintenance of good relationships with customers, to benefit from the knowledge harnessed, and to develop an appropriate environment for innovation, it is essential to have in place a good management system. According to Drucker (1998: 156) "It may be difficult, but knowledge-based innovation can be managed. Success requires careful analysis of the various kinds of knowledge needed to make an innovation possible." Organizations need to consider setting in place a strategy for innovation. Many organizations have, according to (Anwar, 2016) started "to systemize the process with an established innovation office, staff, and initiatives." This indicates there are organizations recognizing the importance of linking their knowledge with that of their customers, and moving towards an innovative approach to solving their requirements, and considering new ideas.

Spending time with customers to build good relationships is going to be critically important in the future. Organizations with a culture that is flexible and open to change, where staff and their knowledge is valued, and good relationships exist with customers, will be able to position themselves for survival in the future. According to Kanter (1996: 97), "Opportunity exists because need

exists, so it is not surprising that closer customer or user contact is an important innovation activator"

### **Definition of innovation**

Today, the term innovation is widely used in both practice and theory, but there is no commonly shared definition in the business literature. From an etymological point of view, innovation is described as something "new, which didn't exist in this form up to now." In the economic environment, the term was introduced in 1939 by Schumpeter, who described it as a "new combination of production factors." A more current and broader definition published in 1991 by the OECD stated that "'innovation' is an iterative process initiated by the perception of a new market and/or new service opportunity for a technology-based invention, which leads to development, production, and marketing tasks striving for the commercial success of the invention (Abdulla et al. 2017)." Taking a closer look at the different definitions found in the innovation research literature, (Anwar & Balcioglu, 2016) remarked that, even if researchers do not have a uniform and detailed understanding of the concept, all of the definitions that have been offered share two characteristics: Innovations are "qualitatively new products or processes," and they are "considerably different from the former status." Product and process, which could be described as the objects of innovation, are differentiated along the two aspects of "target" and "implementation." In the target aspect, product innovations have the purpose of improving product effectiveness by combining features and benefits in a novel manner and serving the customer to a new purpose or to an existing purpose in a new way. In contrast, process innovations seek to advance the efficiency of the firm by improving the production process of a specific commodity. In the implementation aspect, a product innovation must be introduced to the marketplace and face the market's economic allocation conflict, while a process innovation is introduced only in-house. Actually, there is a strong link between product and process innovations, as Utter back showed. In many cases, a process innovation is just an improvement in the efficiency of the production process for product innovation; often, process and product innovations appear together, especially for innovations in the service industry. As a consequence, the meaning of the term's product innovation and product innovation in this work will be based on a broad definition, describing a product as a bundle of utility providing components and attributes, so physical products as well as services are subsumed in the notion of product (Hameed & Anwar, 2018).

To differentiate innovations along the degree of change of the new product or process, the literature uses the construct

innovativeness. Innovativeness has been the topic of numerous research studies that have divided innovation into incremental and radical. Incremental innovations are products or processes that are modified by enhancing existing technology but that target the same customers. Radical innovations are totally new to the market and are competence-destroying, since the technological trajectory is changed fundamentally. Finally, innovation should be distinguished from imitation and invention, terms that are commonly used in the context of innovation management. While imitation is the reproduction of a product or problem-solving process developed in another firm, invention is the conceptual design and technical realization of a novel product or process on the basis of new scientific findings or a combination of existing knowledge. In addition, (Anwar & Ghafoor, 2017) noted, "it is important to elucidate that an invention does not become an innovation until it has processed through production and marketing tasks and is diffused into the marketplace." As a result, the development of an innovation could be seen as a process, starting with an idea that evolves over several (Anwar & Climis, 2017) steps until it either reaches introduction to the marketplace or drops out of development (Anwar & Qadir, 2017).

## II. RESEARCH METHODOLOGIES

Research Methodology is a method systematically solves the research problem. Research Methodology comprises of two words, research & methodology, is defined as human activity based on intellectual application through the investigations and analysis of matters.

This research aimed to exhibit the role and effectiveness of knowledge in the performance of knowledge management in innovating industries, and the prescriptive views through the revolution of renew and develop industry. The primary purpose for applied this research is discover the importance's of knowledge management in improving and the innovating in the industry to increase the productivity, services and advancement of knowledge management.

Also the research aimed to find out the managers opinion in many companies in such type of administrations, by interviewing some of them in many companies, overview the activities that undertaken by respondents towards developing Knowledge Management program, it was evident that organizations had failed to comprehend the cultural implications of KM. An ideal knowledge management program should bridge the gap between managers and the knowledge in the organizations', KM activities focusing on many factors had a very low implementation rate.

Through the researchers used a survey questionnaire communicating with the managers by this the researchers can have a fast way of saving time, the researchers can reduce the cost in processing the questionnaire, be active by visiting the participants on their working place and see if they have any question to give them right information and to guarantee that the researchers can receive back the forms from the participants by the researchers as the researchers agreed with the management to evaluate the information. Through the survey by distributing a questionnaire among 100 person and get their answers to the questions.

### Sample structure

The questionnaire has been distributed among 100 people, randomly in different places in Erbil, some of them response and answered the other didn't.

Status	No. of element	Age	Gender	Level of education
Answered	75	Over 23years old	45 male, 30 female	55 educated, 20not
Not answered	25	Over 23years old	15 male, 10female	25 educated

### Questionnaire Results & Analyses

The results presented in the previous table that the application of the knowledge management in companies in the study sample according to the point of views of Managers of those companies (individual respondents to a questionnaire study) to achieve the following:

1. The companies will benefit from the application of Knowledge Management in the innovating industries in building and the formulation of the strategic dimensions of its current and future work, in the sense that this application will support the efforts of the administration of companies towards the development of strategic plans on scientific basis and objective coherent with the results of strategic analysis of the both environments internal and external for the company and diagnosis of the strengths, weaknesses, opportunities and threats, as well as providing strategic direction through the company's ability to build the vision, mission and strategic goals that the company seeks to achieve.
2. Given the reality that Iraq in general, including Kurdistan Region for sure is lacking for the core infrastructure industries due to years of continual crises and instability. For this reason, in Iraq nowadays we cannot find wide variety of industries. Also, in view of the

facts indicated that Kurdistan lacking strategic plan of knowledge and the process of knowledge management in the companies.

According to the pervious results, the hypotheses of the study can be accepted, which shown there is a strong link between knowledge management and innovation, "the companies applied knowledge and strategic knowledge management will be innovating in the industries processes".

Based on the statistical results of questionnaire, the researcher has found the following results: 72% managers have rated with strongly agreed, 28% agreed, and (zero) with neutral, disagree and strongly disagree, the indicators shown that the absence of strategic plan is one of the most important problems of companies. 32% of the participants answered by strongly agree 68% they answering agree, and (zero) of participants with neutral, disagree and strongly disagrees, so as a result of the indicator shown that training staff will support the management to develop performance's firm. 32% of managers are strongly agreed, 24% with agreed, and 36% with neutral, 8% with disagreed and (zero) with strongly disagreed. Monitoring and assessing the success of the achieved goals for improving knowledge management, the result show 56% managers are voted agreed, 44% with neutral and (zero) for strongly agreed, disagreed and strongly disagreed. 28% of the participants answered by "strongly agree", 48% they answering agree, and 24% with neutral, (zero) of participants with disagree and strongly disagrees, so as a result of the indicator shown the assess needs for knowledge to cope with changing technology. 8% managers have rated with strongly agreed, and 28% agreed, 64% with neutral and zero for both disagree and strongly disagree, the indicators shown that the absence of strategic plan is one of the most important problems of companies. 16% of the participants answered by "strongly agree" 44% they answering agree, and 40% with neutral, (zero) of participants with disagree and strongly disagrees, so as a result of the indicator shown the inability to adapting to change environments, unless the knowledge

base is changed 28% managers have rated with strongly agreed, and 40 % agreed, and 32% with neutral, and (zero) with disagree and strongly disagree, the indicators shown that the developing intellectual will develop the over organization performance as a consequence. The lack of knowledge management leads the organization to fail, 72% mangers have voted strongly agree, 28% are agreed and (zero) with neutral, disagree and disagree. 28% of the participants answered by "strongly agree", 48% they answering agree, and 24% with neutral, (zero) of participants with disagree and strongly disagrees, so as a result of the indicator shown the long term strategic plan for organization is highly recommended. 28% managers have rated with strongly agreed, and 40 % agreed, and 32% with neutral, and (zero) with disagree and strongly disagree, the indicators shown that the Developing the internal and external plans will guarantee organizational success. Any attempts to build the future of organization will drive the company forward, so 72% mangers have voted strongly agree, 28% are agreed and (zero) with neutral, disagree and disagree. 72% managers answered yes, 28% with somehow and (zero) with no for the question are you supporting knowledge spreading in your company 24% of the participants answered by yes to encourage workers to continue their education by reimbursing tuition fees, 76% they answering somehow yes, and (zero) of participants with no. 12% of the managers answered by highly important 52% they said are important and 36% with somehow, (zero) with not important and highly not important.

Finally, the results it illustrated that most respondents are strongly agreed, agree and neutral for the importance of knowing role knowledge management in the firms. By respondents developing a program it was evident that organizations had failed to comprehend the cultural implications of Knowledge Management, an ideal knowledge management program should bridge the gap between knowledge and management within the organizations Knowledge Management activities focusing on cultural factors had a very low implementation rate.

No	How would you rate the following statements?	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The absence of strategic plan is one of the most important problems of companies.	54	21	0	0	0
2	Training staff will support the management to develop performance's firm.	24	51	0	0	0
3	The appropriate use of knowledge's indicators is recommended to measure	24	18	27	6	0

	innovations.					
4	Monitoring and assessing the success of the achieved goals for improving KM.	0	42	33	0	0
5	Assess needs for knowledge to cope with changing technology.	21	36	18	0	0
6	Foster the use and application of knowledge in the core processes of the organization.	6	21	48	0	0
7	Inability to adapt to changing environments, unless the knowledge base is changed	12	33	30	0	0
8	Developing intellectual capital will develop the overall organization performance as a consequence.	21	30	24	0	0
9	The lack of knowledge management leads the organization to fail.	54	21	0	0	0
10	Long term strategic plan for your organization is highly recommended.	21	36	18	0	0
11	Developing the internal and external plans will guarantee organizational success.	21	30	24	0	0
12	Any attempts to build the future of organization will drive the company forward.	54	21	0	0	0

### III. CONCLUSION

Now a day, system of knowledge has covered a vast range of world in various aspects.

In this work, the research aimed to show the effectiveness of knowledge in knowledge management and the importance of knowledge and intellectual capital in organization. The study based on general 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 organizations depends on many factors, which includes people, culture, structure, leadership, people and environment. The high-performance organization would entail a greater degree of strategic knowledge management practice.

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 globalization world.

The process of Knowledge management has brought with it major 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.

This demand is rising across vastly different political, socio-economic and cultural contexts; also given new importance to countries take their place in knowledge-based societies, which are both competitive and volatile. These challenges have become particularly overwhelming for middle- and low-income countries, thus increasing the risk of their further marginalization.

Knowledge generated by research is the basis of sustainable social development In this regard, three dimensions merit attention:

- Placing knowledge, including high-level scientific knowledge, at the service of development.
- Converting knowledge, in all its forms, into value via applications and impact assessment.

- Sharing good practice, to ensure widespread benefits.

Furthermore, a Knowledge society varies widely in form and modus operandi, and as it is known, Kurdistan historically is an integral part of Iraq & the region that autonomous "founded" in 1991 when the Kurds rose up against Saddam Hussein and were protected by a U.S government. Moreover, has accompanied this rapid development of the emergence of the need to find the best ways to find out how to develop the strategic plans and replaced traditional mode in the organization.

As results of respondent's analysis, the most respondents do not have a fully integrated KM program, so the indicator proven that, In Kurdistan, most organizations have insufficiency of knowledge management, shortage of experience, and suffering from many problems, which appeared in formal measuring constructs for the measurement of the benefits of knowledge assets to organizational performance.

As well as the research aimed to analyze the importance of knowledge management in building the process of knowledge system in firms, and the satisfaction of customers need to increase the productivity of organizational though the commitment of innovative.

Therefore Companies that dedicate time and resources to protecting their intellectual property assets can increase their competitive edge. Reversing the poor organization of knowledge resources is a more important cause of the perceived lack of easy access than any failure in communications or lack of staff IT skills or incentives.

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